



2025 Sustainability Report

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Letter from the CEO



While in 2024 we collaboratively developed a corporate strategy—our Company Vision, “Let’s create together the taste of a sustainable world,” which charts the group’s course through 2030—the year 2025 marked a major step forward in shaping EUROGERM’s sustainability approach.

With the appointment of a CSR Director and a Strategy Director, we have strengthened our ability to integrate sustainability into our value proposition. By bringing together Procurement, R&D, and CSR within a single Strategy Department, we are creating the conditions for a more fruitful dialogue among our areas of expertise, in support of a stronger vision and more coherent action.

2025 is also the year in which we reaffirmed our commitment to the people who make up EUROGERM. Through the **WELL @EUROGERM** HR strategy, designed to enhance the Group’s appeal, support skills development, and improve the well-being of our employees, people remain at the heart of our performance and our identity. With the launch of the **EUROGERM academy**, we are investing in the development of our teams’ expertise and that of our clients, convinced that our success depends first and foremost on people.

On the environmental front, alongside our commitment to defining a structured decarbonization roadmap, we have developed a new strategic “Scope 4” indicator (avoided emissions), which allows us to measure and highlight the concrete impact of our innovative solutions on our clients’ decarbonization efforts.

Finally, we have begun formalizing the Group’s new sustainability policy and responsible procurement policy, as well as the gradual implementation of an ESG and carbon reporting tool. These foundational elements will strengthen the consistency, transparency, and effectiveness of our approach in the years to come.

All these advances reflect a collective drive, a shared energy, and a strong commitment: to make EUROGERM a truly engaged, responsible, and demanding player, capable of creating sustainable value for its entire value chain.

Jean-François Honoré
CEO, EUROGERM Group



To make EUROGERM
a committed,
responsible, and
high-performing
organization capable
of creating
sustainable value
for its entire value chain

Key Dates

EUROGERM in figures

2025: Launch of the EUROGERM academy



01

Group EUROGERM – Overview



➤ Key Dates



➤ EUROGERM in figures

➤➤ **204 M€**
in revenue



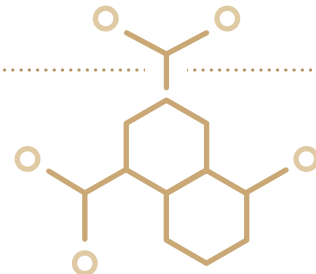
70 500 t
of products sold

Products:

technological ingredients, bread improvers, milling correctors, and intermediate products for pastry and catering

+ 2 500

custom formulations per year



Markets:

- Milling
- Bakery and Pastry
- Food Processing



794
employees



Women
38 %

Men
62 %



1 international
training academy
EUROGERM academy



9 sites
with GFSI-recognized
Food Quality and Safety
certification




> **12**
Production sites:

France, Germany, Spain, Morocco, Senegal, South Africa, USA, Mexico, Colombia, Peru, Brazil


> **1 Biofermentation plant**

France


> **1 R&D center**

France


> **1 mill**

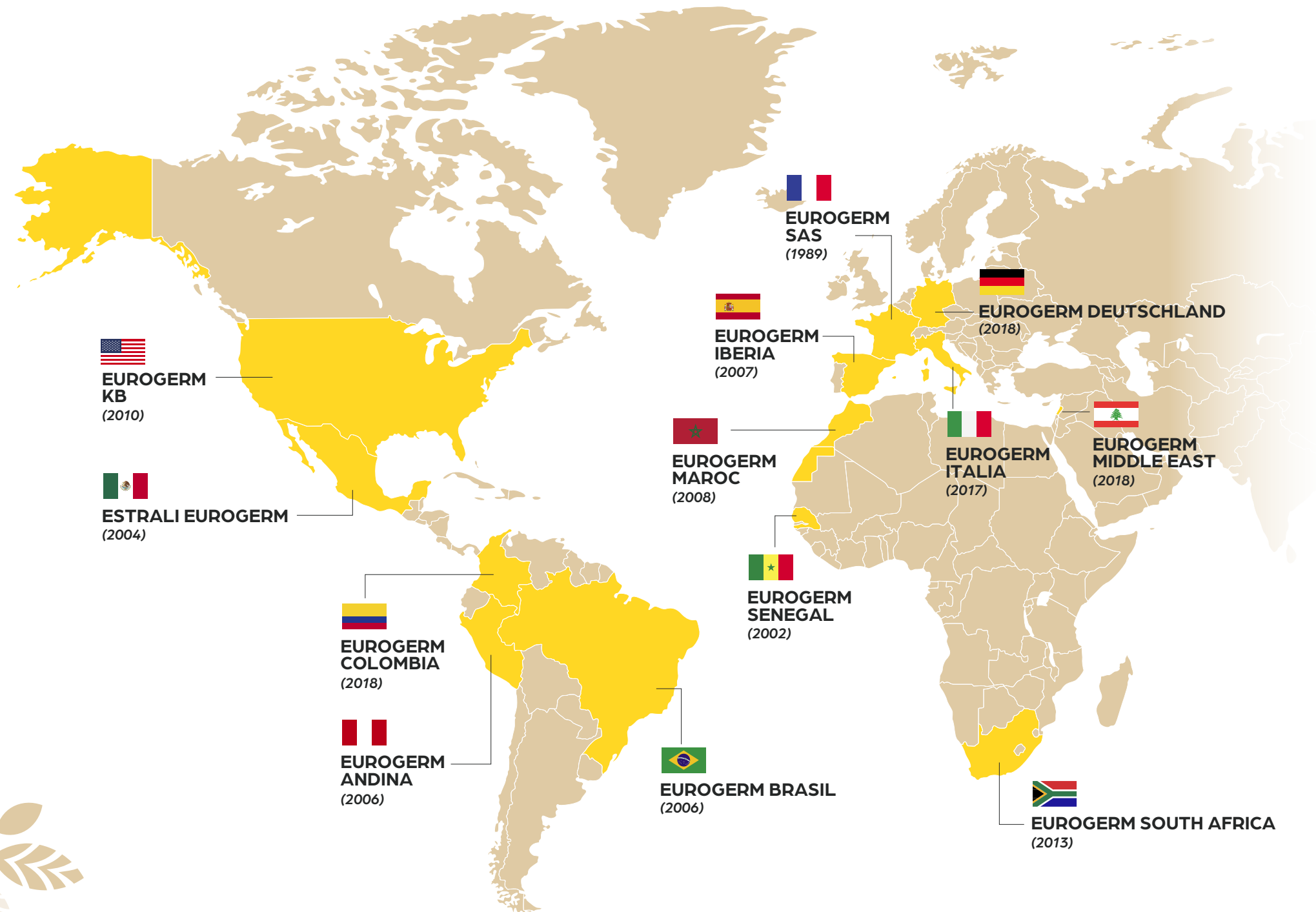
France


> **1 Retail and Catering Store**

France


> **2 Commercial offices**

Liban, Italie



➤ 2025: Launch of the EUROGERM academy, a hub of knowledge, passion, and transmission

Our ambition: to accelerate skills development to feed progress.



In 2025, the EUROGERM Group reached a major milestone with the launch of the EUROGERM Academy. Our international **academy is designed to support and develop the skills of our employees and customers around the world.**

During this first year, the academy organized 9 training sessions—including 1 session in Brazil—serving a total of 47 participants, including both employees and clients. An international webinar focused on sourdough also brought together more than 130 employees.

Beyond these initial results, 2025 was also dedicated to structuring a training approach aimed at strengthening the operational impact of the skills developed during the sessions. The Academy has thus developed new pedagogical approaches, incorporating more interactive learning activities that include enhanced support before and after training sessions to facilitate the practical application of the skills acquired in our clients' industrial environments.

[SEE OUR 2026 TRAINING CALENDAR: PDF](#)



EUROGERM Academy began building an international network of trainers, enabling the mobilization of expertise across the Group's various entities and promoting the sharing of knowledge.

> Steering Committee:

Nicolas BARCELOS ZABUKOVEC

Head of Engineering & Training Development

Laure GIUSTI

Customer Relations and Coordination Manager,

This first year lays the foundation for a training initiative that is set to expand, with the aim of promoting and sharing the Group's expertise while providing long-term support for the skills development of our clients, teams, and partners.



TO VISIT THE EUROGERM ACADEMY WEBSITE





Welcome to
a world
of passion(s)

02

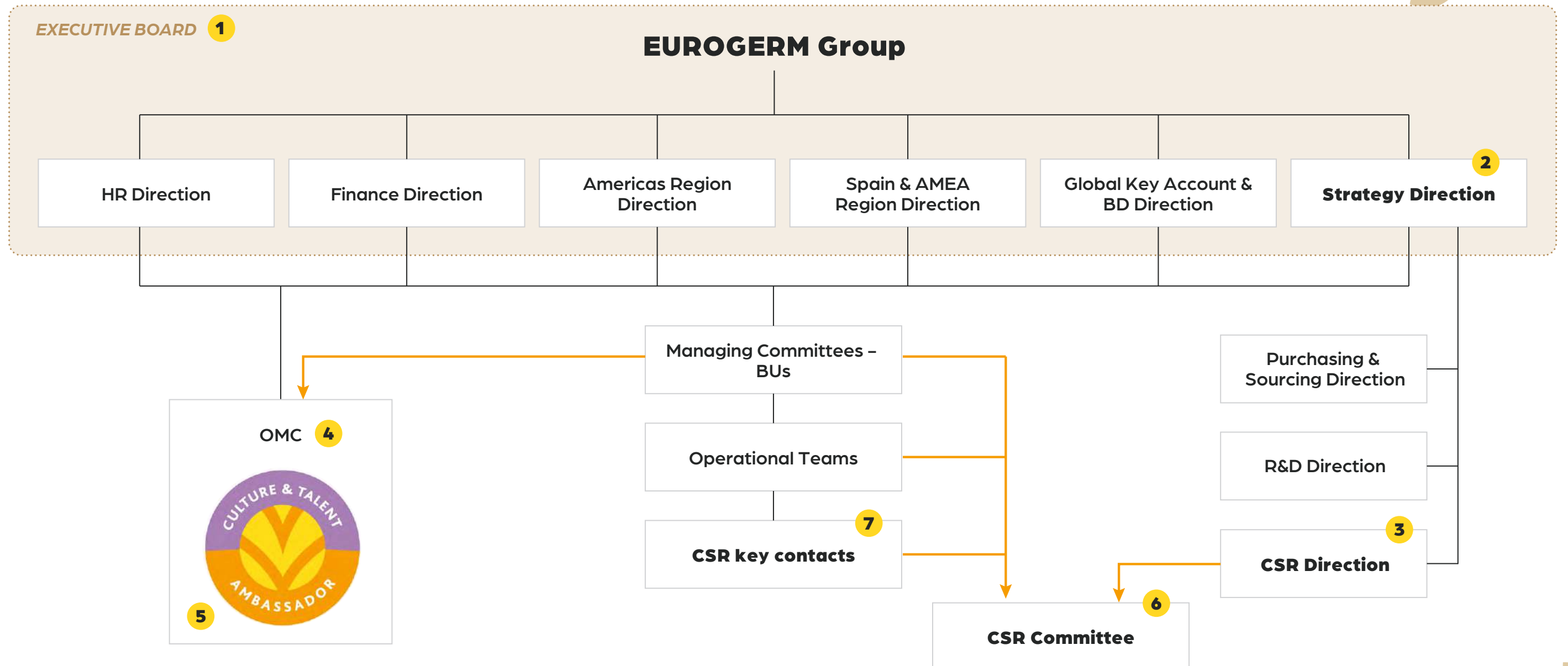
EUROGERM:
a committed partner
serving the Bakery,
Milling, Pastry and Food
industries



➤ Governance – Sustainability

The regulatory and standards framework governing ESG management and reporting has evolved significantly in recent years. Recognizing these challenges, the EUROGERM Group is continuing to structure its approach by strengthening its sustainability governance.

Responsibility for sustainability is shared and integrated across all managerial and operational levels of the Group.



Responsibility & sustainability: We all have a role to play!

1 Executive Board & Managing Committees

Sets strategic directions in line with the Company Vision 2030 and based on identified short-term risks and opportunities.

2 Group Strategy Direction

Created in 2025, this department brings together the Procurement, R&D, and CSR departments with the goal of strengthening our ability to effectively integrate sustainability into our value proposition.

3

Group CSR Department

The CSR function at the Group level evolved in 2025 with the goal of supporting the professionalization of our approach in line with our stakeholders' expectations and the Group's development.

4

Operational Management Committee (OMC)

Chaired by the Executive Board and composed of executives from Group headquarters and the various subsidiaries, the OMC meets monthly to discuss the company's results, information from the Group and its subsidiaries, and topics related to sustainability.

6

The CSR Committee

Led by the Group CSR Department and comprising representatives from the Executive Board, General Managers, and the HR and CSR departments of the subsidiaries, the Group CSR Committee meets every two months to share best practices and strategic directions and to coordinate joint projects.

7

CSR Key Contacts

They contribute to the development and implementation of a roadmap and action plan at the local level, adopting a continuous improvement approach.

5

Culture & Talent Ambassadors

Composed of representatives from various functions and locations, this committee ensures a cross-functional approach to initiatives. The ambassadors' primary mission is to facilitate the day-to-day implementation of the "Leadership by EUROGERM" framework in each subsidiary. This committee is an essential asset for strengthening and monitoring action plans aligned with our Company Vision.

➤ EUROGERM at the heart of the industry

A KEY ROLE IN PROVIDING MORE SUSTAINABLE FOOD



About Us

An international specialist in innovative ingredients and solutions, a committed partner serving the milling, baking, pastry, and food industries.

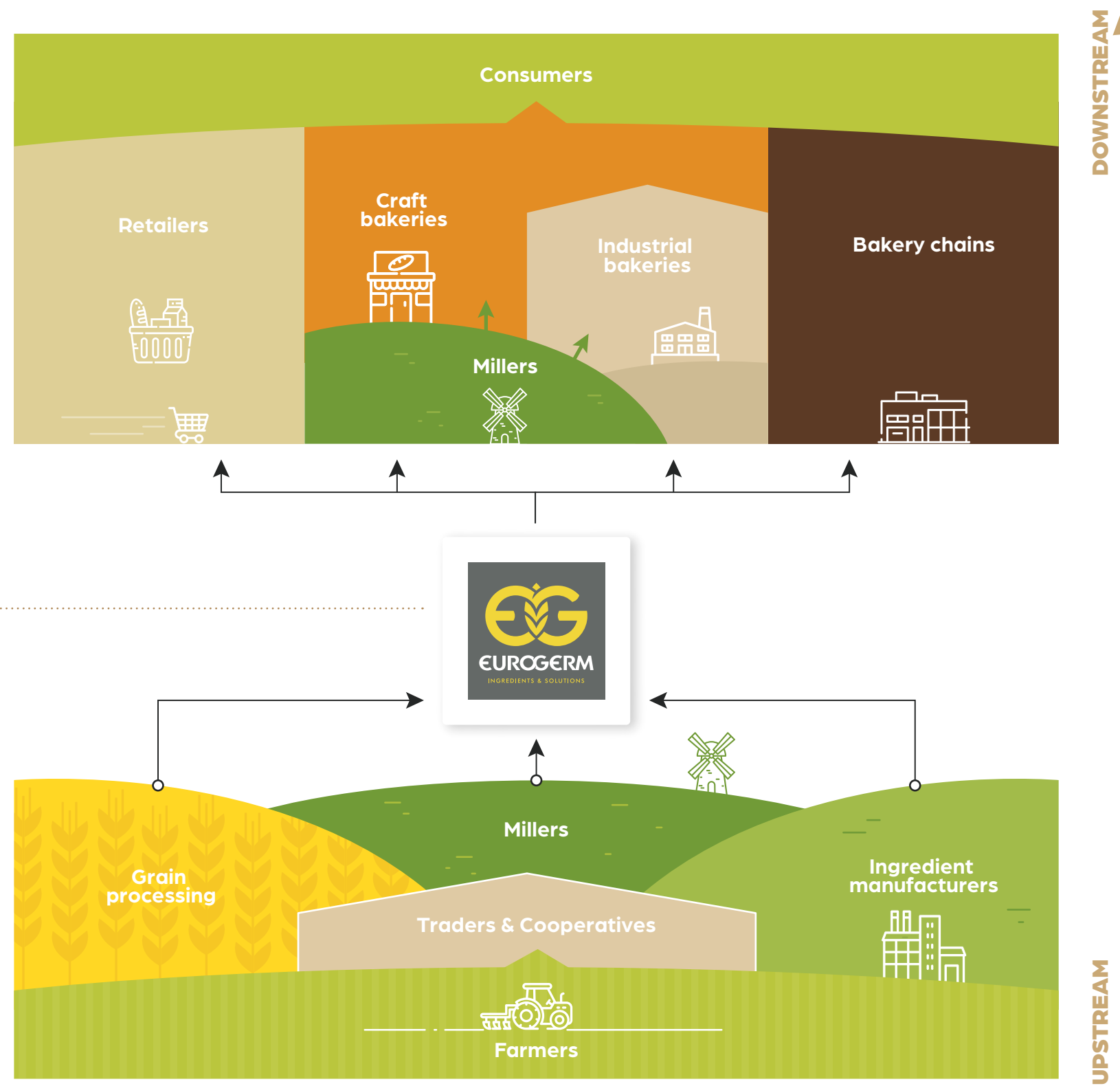
VALUE CHAIN – UPSTREAM

Through our purchasing activities, our expertise supports grain processing and agricultural production.

VALUE CHAIN – DOWNSTREAM

We meet the needs of artisan bakers, industrial producers, and bakery chains.

All the way to the end consumer, EUROGERM optimizes product quality, consistency, and performance.



Upstream Value Chain: Our certifications



Flours, roasted flours, deactivated sourdough starters, flakes, semolina, cracked grains, and bran made from soft wheat, durum wheat, and rye sourced from the CRC® (Controlled Reasoned Cultivation) supply chain.



Rainforest Alliance certified cocoa



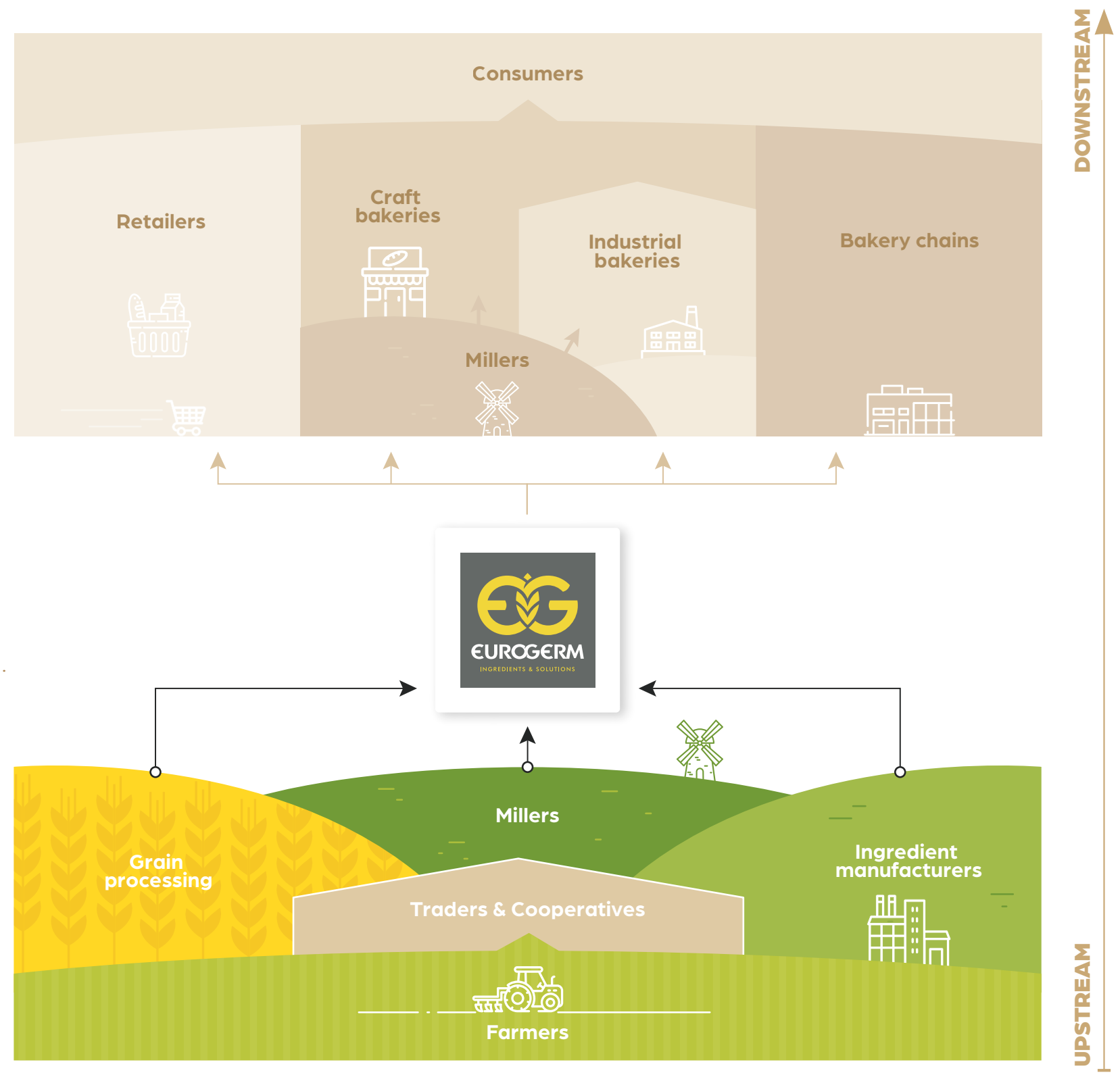
Active member of the RSPO (Roundtable on Sustainable Palm Oil) since 2014. Sourcing of ingredients made from certified sustainable palm oil.



Egg products from "cage-free" or "free-range" eggs



Ingredients from organic farming (grains, flours, malt, gluten, sourdough, starches, sugar)



Downstream: our areas of expertise

> FLOUR ANALYSIS

- Ensuring consistent and uniform flour quality
- Flour correctors

> ENZYMES & IMPROVERS

- Custom formulations
- Tailored to market and customer needs
- Personalized diagnostics

> PROCESS

- Optimizing industrial performance
- Support and audits
- Adapting products and solutions

> SENSORY ANALYSIS

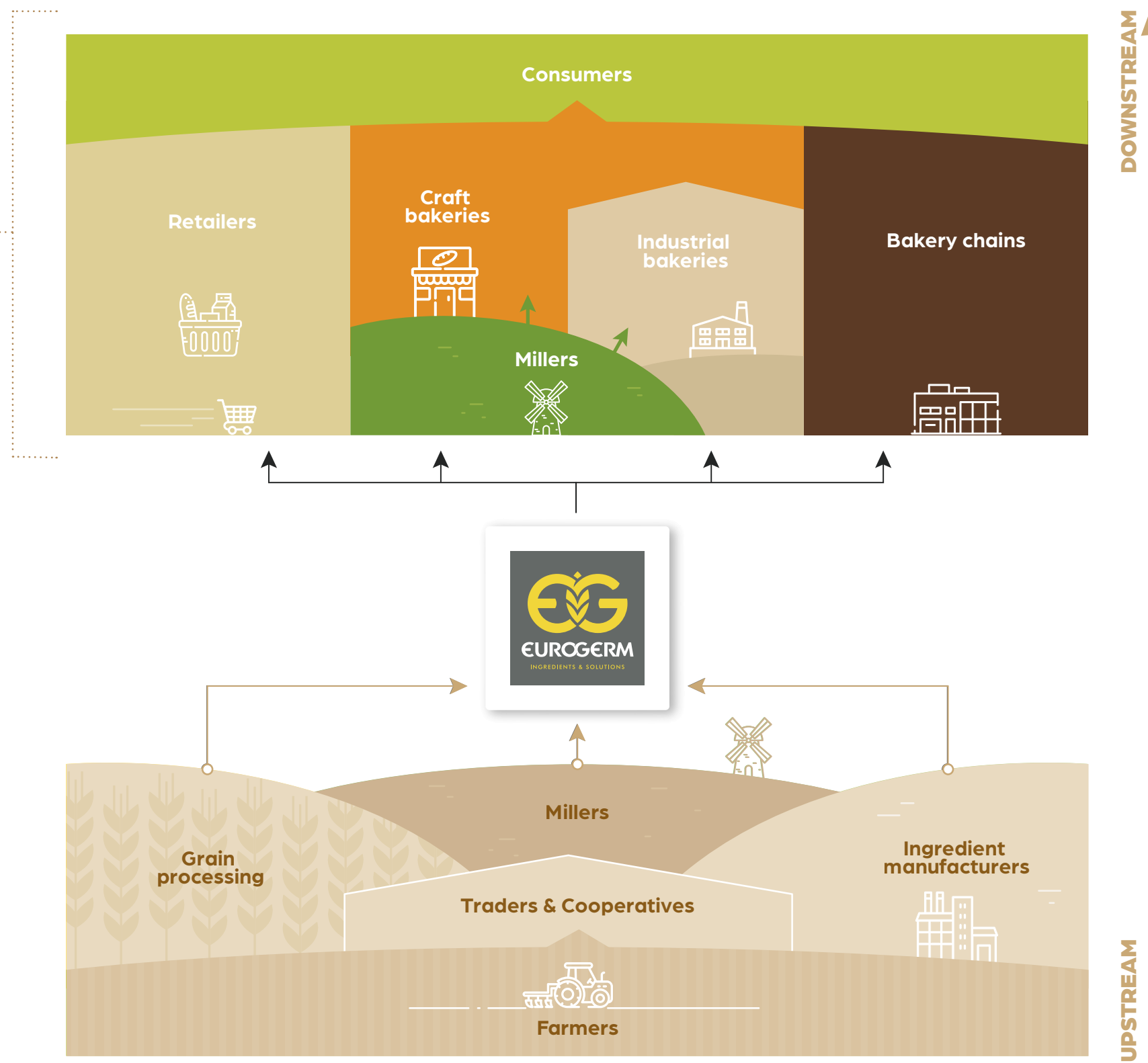
- Descriptive analysis & mapping

> NUTRITIONAL ANALYSIS

- Solutions with claims (nutritional, comparative, and health-related claims)

> TRAINING

- Industry-specific training
- Customized support
- International expertise from the EUROGERM Academy



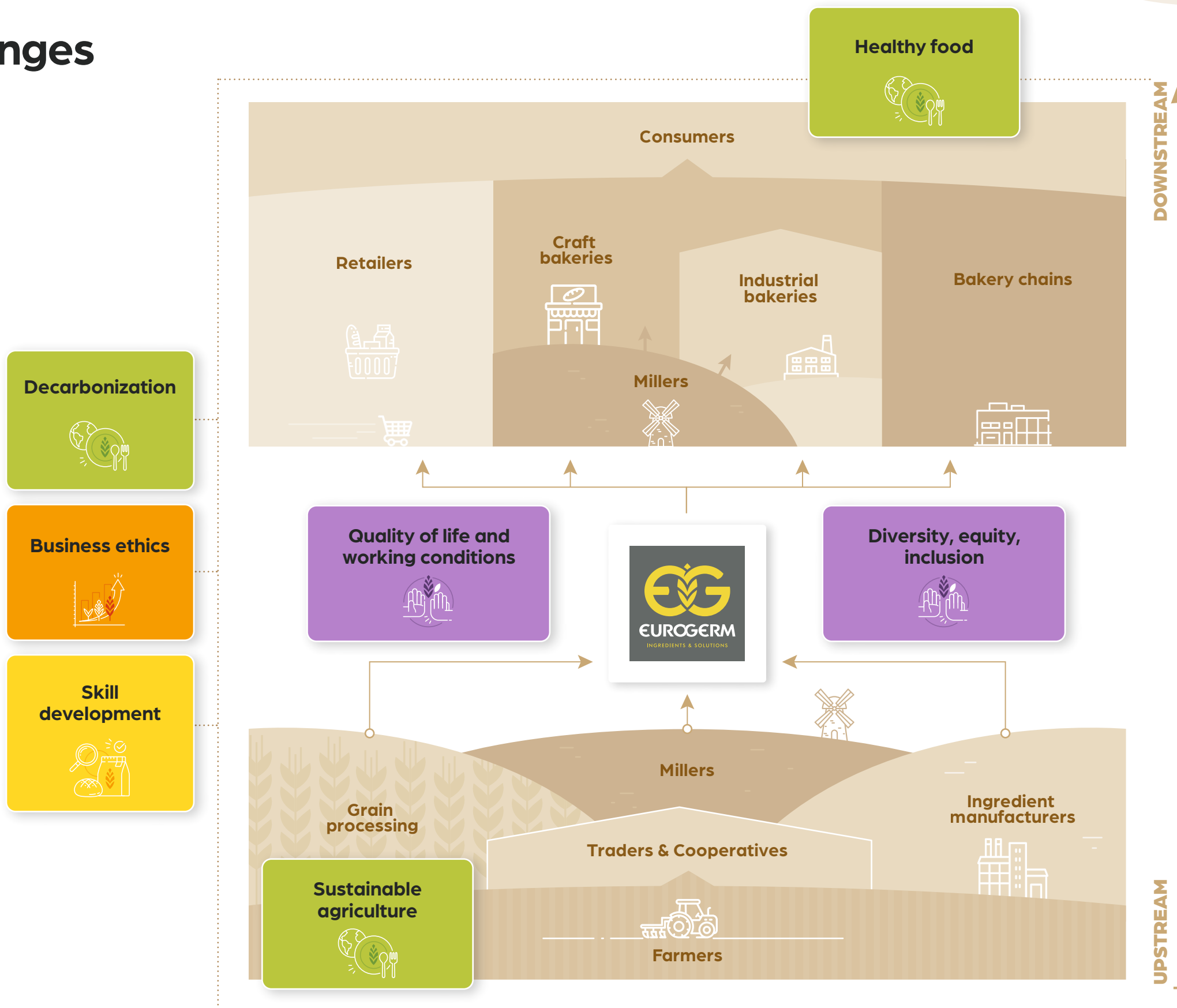
Global sustainability challenges

DOWNSTREAM VALUE CHAIN

- Offering our customers tailored solutions, in both products and services
- Addressing sustainability challenges related to ingredient selection
- Limiting the risks of price volatility and raw material shortages
- Improving the nutritional profile of products
- Enhancing the taste quality of products
- Reducing the carbon footprint of consumer products

UPSTREAM VALUE CHAIN

- Carefully selecting our suppliers, service providers, and raw materials
- Ensuring high standards in ethics, quality, safety, pricing, and performance
- Directing our procurement toward more responsible supply chains
- Supporting our innovation initiatives
- Contributing to healthier food
- Support our decarbonization goals



Our Ecosystem





*Passionately
creating*
delicious, innovative,
and sustainable
solutions to meet the
food challenges
of tomorrow

Sustainability at the heart of our Company Vision

Sustainability @EUROGERM

03

Let's create together
the taste of
a sustainable world



➤ Sustainability at the heart of our Company Vision

Our **Company Vision 2030**, guides all our actions and places sustainable development at the heart of our strategic ambitions.

Our group sustainability policy, **Sustainability @EUROGERM**, reinforces this vision. Structured around four pillars directly linked to the ambitions of our Company Vision, it clarifies our areas of action, our strategic directions, and our objectives. It provides a solid framework that enables all our subsidiaries to grow in a responsible and sustainable manner.

Let's create together the taste of a sustainable world



**An efficient and
responsible company**



**A unifying project
driven by people**



**An expert partner
supporting our sector**



**A key player in the
food transition**



Sustainability @EUROGERM

A Foundational Approach

EUROGERM's sustainability approach continues to be structured to gradually align with international standards. Integrated at the heart of the Group's activities, we embed our approach directly into our business activities to better understand our impact and make tangible progress by 2030.

Sustainability at the heart of our Company Vision

Sustainability @EUROGERM



Sustainability @EUROGERM



An efficient and responsible company

Business ethics
Excellence & Continuous improvement
Community involvement



A unifying project driven by people

Ambitions, values & D.E.I
Learning organization
Work-life balance



An expert partner supporting our sector

Catalyst for expertise
Innovation with purpose
Know-how supporting our sector



A key player in the food transition

Impact through decarbonization
Committed Sourcing
Healthy Food



Integrating
sustainability
as a driving
force across our
*4 strategic
ambitions*

An efficient and responsible company

A unifying project driven by people

An expert partner supporting our sector

A key player in the Food Transition

04

Taking concrete action: our initiatives in 2025



An efficient and responsible company

A unifying project driven by people

An expert partner supporting our sector

A key player in the Food Transition

Pillar n°1

An efficient and responsible company



Creating and sharing value while respecting ethical, environmental, and societal commitments aligned with our stakeholders' expectations

An efficient and responsible company

A unifying project driven by people

An expert partner supporting our sector

A key player in the Food Transition

An Efficient & Responsible Company

Our goal: to create and share value while respecting ethical, environmental, and societal commitments aligned with our stakeholders' expectations



Business ethics

Ensuring exemplary conduct based on compliance with applicable regulations, international ethical principles, human rights and fundamental labor rights.

2030 GOALS:

- 100% of employees trained on the EUROGERM Code of Conduct
- 100% of managers have a sustainability-linked goal related to our priorities

[+ LEARN MORE ABOUT OUR ACTIONS](#)


Excellence & Continuous Improvement

Applying recognized standards and methodologies to enhance quality, food safety, and CSR performance across all our activities.

2030 GOALS:

- 100% of our production sites certified to a GFSI-recognized standard
- Obtain the Ecovadis Gold Medal
- 1 sustainability recognition per country

[+ LEARN MORE ABOUT OUR ACTIONS](#)


Community involvement

Engaging at the local level to positively impact communities by supporting their human, economic, social, and environmental development.

2030 GOALS:

- ≥1 local development initiative per subsidiary per year

[+ LEARN MORE ABOUT OUR ACTIONS](#)


KEY ACTION AREA N°1

Business ethics

Ethical conduct is a fundamental pillar of our sustainability approach.

It guides all of our practices and our relationships with our stakeholders across all geographic regions where the Group operates, ensuring compliance with regulations, principles of integrity, and fundamental rights.



HOW?

Drafted in 2024, the EUROGERM Code of Conduct formalizes our requirements regarding compliance, business ethics, the prevention of human rights violations, the fight against corruption, and responsible behavior in our daily work. It serves as a common framework, systematically distributed to all employees at each subsidiary.

As such, **100% of our employees have formally committed to adhering to the EUROGERM Code of Conduct**, notably by signing it.



WE SUPPORT



Signatory to the Global Compact since 2011

The United Nations Global Compact offers a universal and voluntary framework for engagement, centered on 10 Principles relating to human rights, international labor standards, the environment, and the fight against corruption.

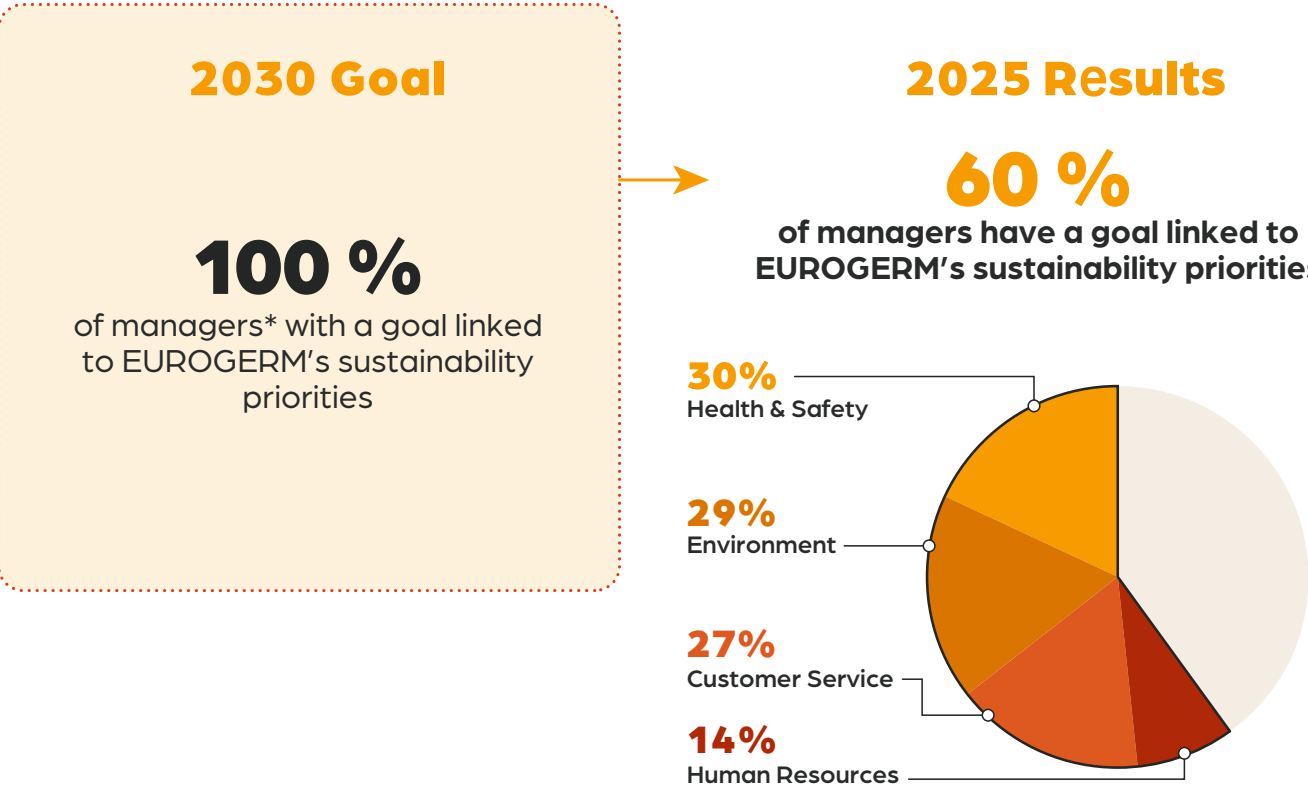
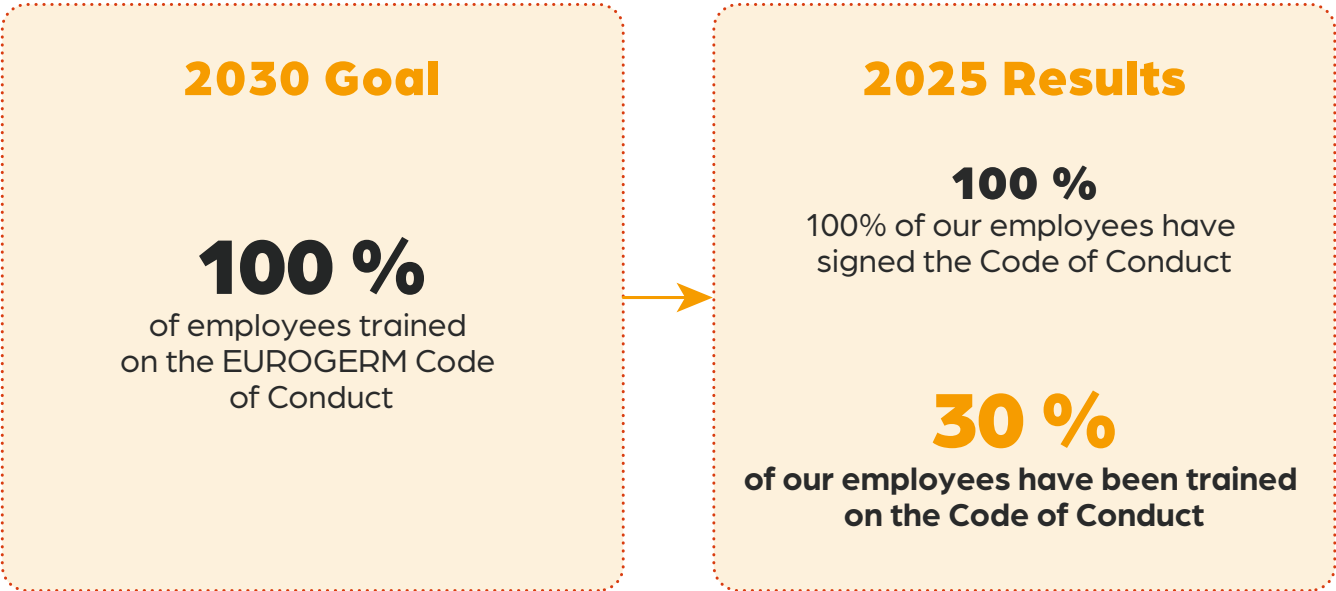


BUSINESS ETHICS

2030 Goals

To firmly embed these principles in operational practices, EUROGERM is gradually rolling out **targeted training and awareness-raising initiatives** aimed at clarifying the Group’s expectations and promoting the practical adoption of the Code of Conduct. This initiative has already been launched at our subsidiaries **ESTRALI EUROGERM** and **EUROGERM BRASIL**, which have conducted a dedicated awareness campaign to facilitate understanding, buy-in, and effective implementation of the Code by all teams.

Ethical conduct also relies on **strong accountability from management**. Managers play a key role in implementing our commitments and fostering a culture based on exemplary behavior, transparency, and dialogue. As such, sustainability issues are gradually being integrated into managerial objectives and performance management processes.



*Managers: employees who supervise at least one person.

KEY ACTION AREA N°2

Excellence & Continuous Improvement

Operational excellence and continuous improvement are key drivers of our sustainable performance at both global and local levels.

They are at the heart of our industrial strategy and reflect our commitment to providing our customers with safe, high-quality products while managing our environmental and social impacts.



HOW?

Our approach is based on the implementation of **recognized standards, frameworks, and methodologies** that enable us to measure, compare, and continuously improve our practices in the areas of **quality, food safety, and CSR**.

2030 Goals

100 %

of our production sites certified to a GFSI-recognized standard ¹

Obtain the Ecovadis³ Gold Medal

2025 Results

64 %

of sites certified² (9 out of 14)

Other certifications:

1 ISO 22 000–certified site ( Maroc)
1 ISO 9001–certified site ( Sénégal)

Sites with a non-certified management system: 3

Silver Medal



¹ The GFSI (Global Food Safety Initiative) is an international initiative aimed at harmonizing and strengthening food safety systems by recognizing reliable and globally equivalent audit standards.

² **FSSC 22000:** EUROGERM SAS / MOULIN NEUF / EUROGERM IBERIA / EUROGERM SOUTH AFRICA / ESTRALI EUROGERM / EUROGERM BRASIL / EUROGERM ANDINA

IFS: EUROGERM DEUTSCHLAND

SQF: EUROGERM KB

³ Ecovadis is a platform for assessing companies' CSR performance, based on four areas: environment, social responsibility, ethics, and responsible procurement

EXCELLENCE & CONTINUOUS IMPROVEMENT

Initiatives by our subsidiaries

In addition to our global approach to sustainability, we aim to develop a local strategy that enables each of our subsidiaries to address more specific sustainability challenges. Some of our subsidiaries have already received recognition for their non-financial performance:

EUROGERM SENEGAL

EUROGERM SENEGAL has been awarded the Level 2 “Maturity” CSR certification by the National Employers’ Council of Senegal (CNP).

This recognition strengthens our commitment to continuing our CSR initiatives in support of responsible, ethical, and sustainable development that benefits everyone.



ESTRALI EUROGERM: Socially Responsible Company



For the second consecutive year, ESTRALI EUROGERM has been recognized with the “Empresa Socialmente Responsable” (ESR) distinction awarded by the Mexican Center for Philanthropy (Cemefi).

This recognition honors companies that voluntarily commit to integrating a sustainable vision into their business strategy through social responsibility toward their stakeholders.



EUROGERM ANDINA / EUROGERM BRASIL / EUROGERM SAS

The SMETA 4-pillar audit (SEDEX) covers topics related to working conditions, health and safety, the environment, and business ethics. This framework helps enhance transparency in response to the requirements of our business partners.

EUROGERM BRASIL was the first site audited in 2023 under SMETA version 6.1, with a renewal scheduled for 2026. In 2025, EUROGERM ANDINA and EUROGERM SAS were audited under SMETA version 7.



2030 Goal

1 sustainability recognition per country*
*subsidiaries with production operations

2025 Results

5 out of 11
countries have individual sustainability recognition

An efficient and responsible company

A unifying project driven by people

An expert partner supporting our sector

A key player in the Food Transition

KEY ACTION AREA N°3

Community involvement

Regional roots and local engagement are key drivers of value creation. EUROGERM **is actively involved at the local level**, developing concrete initiatives that benefit surrounding communities.

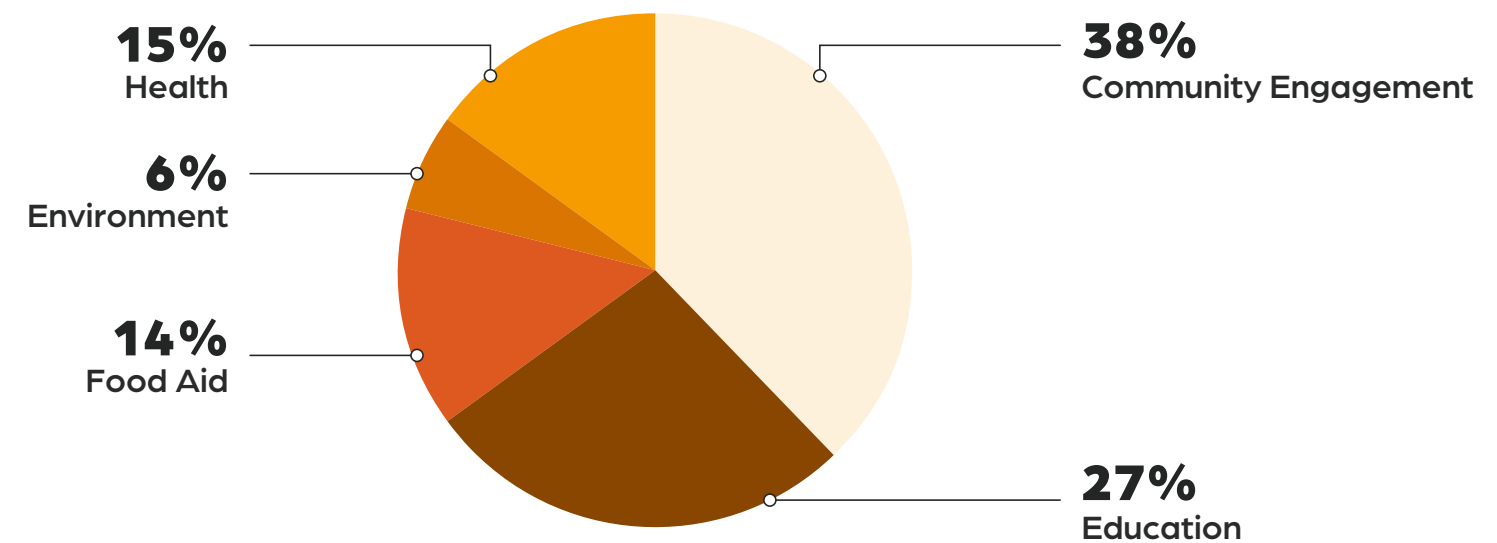
These initiatives aim to promote **value sharing** and **support local economic, social, and environmental development**.

**HOW?**

Our efforts focus on various issues, such as inclusion, nature conservation, health, and education. We ensure that our actions address cross-cutting issues such as education, disability, workforce inclusion, and sustainable food systems.

In 2025, **€118,000** was raised to support the solidarity efforts of several active organizations.

Allocation of Funds



COMMUNITY INVOLVEMENT

Examples of our sponsorship and patronage program

One of our long-standing initiatives is our “**1 Subsidiary – 1 School**” program. In place for over 20 years, this program mobilizes all of our subsidiaries around projects that promote education and the future of younger generations.



L’Empire des Enfants

For the 15th consecutive year, EUROGERM SENEGAL has supported this organization throughout the year with a substantial monthly food donation and an annual grant, strengthening a robust and lasting partnership that improves the daily lives of children in need.



CENTRO ESPIRITA ALLAN KARDEE (CEAK)

EUROGERM BRASIL supports this organization, which helps families and individuals in vulnerable situations. CEAK focuses on providing baking and pastry-making training to vulnerable individuals in the Campinas region of São Paulo.



LILY OF THE VALLEY – CHILDREN’S VILLAGE

This organization provides a home and a haven for marginalized children. EUROGERM SOUTH AFRICA helped establish a community garden for the entire children’s village. This initiative helps meet basic needs while raising awareness about food self-sufficiency and sustainability.



NEXE FUNDACIO

EUROGERM IBERIA supports this organization, which specializes in caring for children with multiple disabilities, providing resources to meet the children’s educational, health, and psychosocial needs—from birth through support for their families.

An efficient and responsible company

A unifying project driven by people

An expert partner supporting our sector

A key player in the Food Transition



EUROGERM SAS

A commitment to solidarity and initiatives to strengthen our local presence

The corporate philanthropy and sponsorship program is a commitment to solidarity that involves our teams and strengthens our local presence and contribution to community development. Among the initiatives carried out this year:

- Participation in the dinner event organized by Simon de Cyrène
- Women's table tennis night organized by the Belleneuve Table Tennis Club
- A handball tournament with the DMH Association
- Self-defense workshop with the ASC Judo Saint-Apollinaire
- Special employee project: Twing Raid in Morocco

13 supported organizations

15 internal sponsorship projects



Pastry workshop with residents of the Simon de Cyrène association hosted in our lab



Project: Artesanos EUROGERM COLOMBIA

Conducted in partnership with **Fundación Concreto**, this initiative aimed to promote employability and professional integration for young **people** aged **18 to 28**.

A **6-month training program**, designed and led by our teams, was implemented to teach **technical and practical skills** in the fields of **baking and pastry making**.

Results:

120 hours of training

13 young people trained



2030 Goal

≥1 local development initiative per subsidiary per year

2025 Results

5 out of 11

countries have implemented a local

An efficient and responsible company

A unifying project driven by people

An expert partner supporting our sector

A key player in the Food Transition

Pillar n°2



A unifying project driven by people



Building a shared project that mobilizes and engages all employees, giving meaning to everyone's actions and promoting professional development, and an inclusive culture.

An efficient and responsible company

A unifying project driven by people

An expert partner supporting our sector

A key player in the Food Transition

A unifying project driven by people

Our goal: to build a shared project that mobilizes and engages all employees, giving meaning to everyone's actions and promoting professional development, and an inclusive culture.


SUSTAINABLE
DEVELOPMENT
GOALS


Work–Life Balance

Enhance attractiveness and engagement by developing measures that promote greater flexibility, a better work–life balance, and well-being at work.

2030 GOALS:

- Maintain an employee engagement rate of >80% (via our annual *Cultural Survey*)
- 100% of subsidiaries develop an annual action plan based on the *Cultural Survey*
- ≥1 mental health and/or stress management initiative per subsidiary per year

[+ LEARN MORE ABOUT OUR ACTIONS](#)


Ambitions, values, and D.E.I

Create a work environment that guarantees equal opportunities and diversity of talent, socially responsible and 100% D.E.I oriented.

2030 GOALS:

- 40% women on the EUROGERM Group's executive and managing committees
- 1 initiative supporting our 100% DEI focus per subsidiary per year

[+ LEARN MORE ABOUT OUR ACTIONS](#)


Learning Organization

Ensure regular access to training so that everyone can acquire the skills they need for their professional development and collective performance.

2030 GOALS:

- Minimum average training time per employee: 21 hours annually
- 100% of managers are trained in the proper use of the EUROGERM Leadership framework
- 100% of subsidiaries regularly host students (interns, apprentices, VIE participants)

[+ LEARN MORE ABOUT OUR ACTIONS](#)


KEY ACTION AREA N°1

Work-Life Balance

The well-being of our teams and work-life balance are key factors in attracting talent, driving performance, and fostering engagement.

They are a cornerstone of our **Well@EUROGERM** HR strategy, which aims to **strengthen a sense of belonging**, recognition, and active listening for all our employees.



HOW ?

Every year, we conduct an **anonymous employee survey** within each of our subsidiaries: the Cultural Survey. This tool allows us to identify our strengths and areas for improvement so we can develop **action plans tailored to** each entity's specific **context**.

Each voice **MATTERS**
★★★★★ *At* EUROGERM!



Top 5 Strengths*:

- Desire to contribute to the shared mission
- Sense of pride in working at EUROGERM
- EUROGERM respects individual diversity
- Clarity of roles and responsibilities
- Work environment perceived as safe

**Positive responses exceeding 90%*

Top 5 Areas for Improvement*:

- Regular sharing of information from other subsidiaries
- Managing internal conflicts
- Understanding of other teams' responsibilities
- Regular sharing of information about EUROGERM projects
- Sense of involvement in decisions affecting work and the professional environment

**Positive responses below 80%*

2030 Goal

Employee engagement rate >80%
(via our annual *Cultural Survey*)

2025 Results

Engagement rate =
81 %

WORK-LIFE BALANCE

Some initiatives taken to improve quality of life and working conditions:



Safety first!

Honored in 2025 at the 12th edition of the CERCLECOM Awards, our internal communications campaign "Safety first!" highlighted workplace safety issues through an innovative approach that combined **humor, educational content, and personalized messages** tailored to EUROGERM's specific context.

The initiative has since been expanded with the creation of **new resources dedicated to psychological safety and cybersecurity**, thereby strengthening our comprehensive approach to risk prevention.



EUROGERM DEUTSCHLAND – March 2025

Fire safety training for all employees, aimed at reinforcing preventive reflexes and appropriate behavior in emergency situations.



EUROGERM ANDINA – April 2025

Organization of a day of hands-on workshops as part of the International Day for Safety and Health at Work, promoting active awareness and the adoption of best practices by teams.

Elections for the Occupational Health and Safety Committee.



EUROGERM SOUTH AFRICA – September 2025

Organization of a Workplace Safety and Wellness Day with the intervention of the South African Depression and Anxiety Group (SADAG).

Awareness-raising on hazards, safe work practices, and ergonomic demonstrations to create healthier workplaces. A strong emphasis was also placed on employees' mental health and well-being.





ESTRALI EUROGERM – May–June 2025

Organization of a **Workplace Health and Safety Week** aimed at strengthening a culture of prevention within teams.

A **health awareness campaign** was also launched to promote **healthier lifestyles**, particularly focusing on obesity prevention, healthy living, and **mental health**.



EUROGERM SAS

Implementation of a comprehensive approach to **Quality of Life and Working Conditions**, notably through the organization of a **QVCT Week** featuring prevention activities and workshops, the launch of an **e-learning module on hyperconnectivity and the right to disconnect**, and a **nutrition awareness campaign**.

This initiative is part of an ongoing commitment throughout the year, including:

- **osteopathy sessions;**
- **dermatological screening** initiatives;
- prevention campaigns on various topics (smoking, screen-based work, *Dry January*, allergies, etc.);
- **group fitness classes;**
- and charitable initiatives focused on the **fight against cancer**, including *Pink October* and *Movember*.



EUROGERM BRASIL

Rollout of the **MENTIS 360** program, offering each employee a **comprehensive mental health assessment**. **74% of employees participated in this program**.

Employees requiring support were referred to care options through their health insurance plan. In addition, a **psychologist provided weekly** support to employees who volunteered to participate.

222 hours of service in 2025.

KEY ACTION AREA N°2

Ambitions, Values, and D.E.I

EUROGERM places **Diversity, Equity, and Inclusion (D.E.I)** at the heart of its values and corporate strategy.

The Group is thus committed to a **100% D.E.I** focus aimed at ensuring **equal access to professional opportunities** for all employees, considering the diversity of their backgrounds, profiles, and circumstances, and actively combating all forms of discrimination.

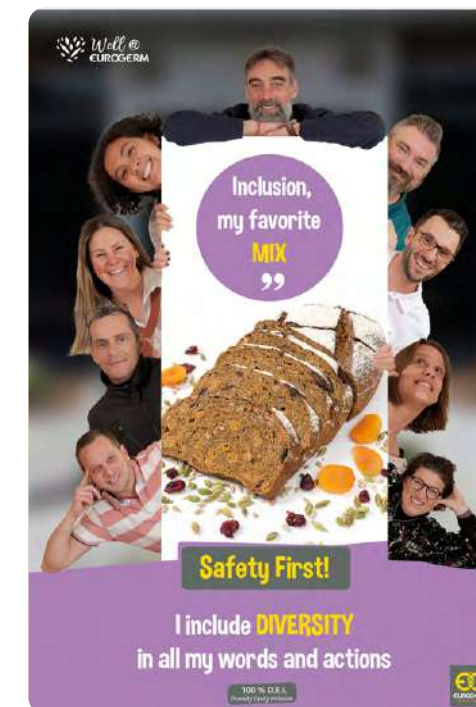


HOW?

We continuously promote our 100% D.E.I commitment by raising awareness and engaging our Executive Committees, managers, and operational teams. To reinforce this momentum, we have expanded our “Safety First” campaign by incorporating two new rules:

- **Respect**, the foundation of a healthy, harmonious, and productive work environment
- **Diversity and inclusion**, the driving force behind innovation and overall performance

100 % D.E.I.
Diversity Equity Inclusion



A manager communication kit has been provided to support deployment across all subsidiaries

AMBITIONS, VALUES AND DEI

Initiatives Aligned with our 100% D.E.I Commitment



EUROGERM BRASIL

An awareness-raising initiative for managers and executives in the form of a three-hour immersion session on DEI. A client in the baking industry—a national leader in DEI—presented concrete case studies.

A specialist from a leading DEI consulting firm in Brazil led an inspiring session focusing on **unconscious bias**.

This initiative sparked keen interest among executives in implementing more structured initiatives in this area, which will be integrated into the 2026 “Leadership Journey” program.



EUROGERM SOUTH AFRICA

“Live my Life” Job Tours – A project originated from our Cultural Survey question.

Objective: to offer staff a valuable opportunity to gain first-hand insight into different job functions, to develop a clearer understanding of how each role contributes to our collective goals.

+21% in the category “I know the assignments of other teams”.



EUROGERM ANDINA

Elections for the committee to combat sexual and workplace harassment.



An efficient and responsible company

A unifying project driven by people

An expert partner supporting our sector

A key player in the Food Transition



ESTRALI EUROGERM

As part of the activities for Sustainable Development Week, creation of the “Museum of Diversity, Equity, and Inclusion,” a space to raise awareness and educate our employees on the importance of promoting empathy, respect, and collaboration among people of different backgrounds, identities, and perspectives.

Our goal: creating a more equitable, innovative, and competitive work environment.

7 conferences

More than 100 participants



EUROGERM SAS

- Signing of the Diversity Charter
- Organization of “Vie-ma-vie” tours
- Participation in Industry Week in partnership with Elles Bougent
- Participation in the “Emploi & Inclusion” job fair

HANDICAP

Participation in the Activ’Challenge 2025

Participation in the European Disability Employment Week:

- Participation in DuoDay and Reverse DuoDay at *Handirect Dijon*
- Visit to the *Les Doigts qui Rêvent* workshop
- Pastry-making workshop with residents of *Simon de Cyrène*



Collective action in support of workplace equality

Held annually on International Women’s Rights Day, this historic initiative aims to raise awareness across all subsidiaries and promote professional equality between women and men.



2030 Goal

40% women on the executive & managing committees

2025 Results

29 %
women on the EUROGERM Group’s executive & managing committees

KEY ACTION AREA N°3

Learning Organization

True to its culture of innovation and knowledge sharing, the Group reaffirms its commitment to being a **learning organization**, capable of anticipating future needs while securing the key skills necessary for the sustainability of its operations.

EUROGERM is therefore committed to **ensuring regular and equitable access to professional training** for all its employees, to support their employability, career development, and ability to actively contribute to the Group’s strategy.



HOW?

The learning culture begins with the development of managerial skills. Our **“Leadership by EUROGERM”** framework, developed in collaboration with all our subsidiaries in 2023, is being rolled out through a two-year training cycle that began in 2024. During the program’s 2nd year (2025–2026 our managers will strengthen key skills to conduct motivating and impactful annual reviews, provide meaningful feedback to foster accountability, and embrace a culture of continuous improvement.

This initiative is accompanied by the rollout of internal guidelines and tools designed to guide managers toward an objective and fact-based assessment of competencies. It also includes the development of “SMART” annual objectives to clarify performance criteria.



LEARNING ORGANIZATION

Initiatives related to our Learning approach



EUROGERM SAS

- Happy Trainees certification with a score of 79.8/100. Organized a work-study student day to help them integrate into the company.
- 11 new trainees for the 2025 academic year.



7,705 hours of training:
English / Occupational Safety and Health / Work Postures and Movements / Trainer Training / Training on the Fundamentals of CSR... and much more!



ESTRALI EUROGERM

The “Eurogerm Leadership 2025” program was launched to reward employees who have demonstrated leadership by inspiring others and sharing a common vision, promoting sustainable performance, and encouraging team autonomy.



EUROGERM SENEGAL

Weekly awareness sessions on QHSE topics (food safety, HACCP, workplace safety) and CSR (climate, ethical conduct, CSR principles).

>13 hours of awareness training per person



EUROGERM IBERIA

60 different training sessions were organized, totaling 2,817 hours of training and reaching 40 participants.

31 awareness-raising communications related to sustainable development.



2030 Goal

Minimum average training time per employee:
21 hours annually

2025 Results

25.6 hours
of training per employee on average



EUROGERM SOUTH AFRICA

Organization of a Food Safety Day to refresh and deepen knowledge of our Food Safety Culture. Interactive activities for staff, as well as strong engagement across all departments—including a survey to gather staff feedback.

Pillar n°3

An expert partner supporting our sector



Cultivating and sharing our expertise to contribute to a more resilient sector, as a trusted and committed expert partner



An expert partner supporting our sector

Our goal: cultivating and sharing our expertise to help build a more resilient sector, as a trusted and committed expert partner.



A catalyst for expertise

Fostering a culture of collective and continuous learning that goes beyond technical expertise alone, in order to fully integrate the sustainability challenges specific to our sector.

2030 GOALS: EUROGERM ACADEMY:

- Maintain an overall customer satisfaction rating of $\geq 7/10$
- Maintain the number of initiatives (training sessions and events) at ≥ 10 per year
- Maintain a recommendation rate for our training programs of $\geq 80\%$

[+ LEARN MORE ABOUT OUR ACTIONS](#) ➔

Innovation with purpose

Implementing ambitious projects with our partners to generate shared value and offer concrete, distinctive solutions that address the sustainability challenges in our sector.

2030 GOALS:

- Double the number of active product listings (vs. 2025) for carbon-reduction products (Scope 3 or 4) sold in quantities greater than 1t / year

[+ LEARN MORE ABOUT OUR ACTIONS](#) ➔

Know-how supporting our sector

Mobilizing all of our expertise to strengthen resilience and support the development of our sector.

2030 GOALS:

- ≥ 1 partnership, membership, or seat on the board of a professional industry organization at each subsidiary

[+ LEARN MORE ABOUT OUR ACTIONS](#) ➔

An efficient and responsible company

A unifying project driven by people

An expert partner supporting our sector

A key player in the Food Transition

KEY ACTION AREA N°1

A Catalyst for Expertise

In a constantly changing environment, where technical, nutritional, and regulatory requirements evolve rapidly, the **EUROGERM Group's services make a difference.**

**HOW?**

Our ambition: to accelerate the development of skills to fuel progress.

The EUROGERM Academy is the natural extension of the EUROGERM Group's expertise. It is a dynamic school, rooted in the realities of the industrial milling, baking, and pastry sectors. Our teaching approach is designed to foster engagement, stimulate critical thinking, and, above all, encourage immediate practical application.

**EUROGERM Academy is QUALIOPI-certified for its training programs**

In 2025, EUROGERM Academy confirmed the robustness of its quality system by retaining its QUALIOPI certification (France) following the surveillance audit. This result reflects the organization's mastery of training processes and the gradual structuring of its pedagogical practices, as part of a commitment to continuously improving accessibility. Specific efforts were launched in 2025 to better incorporate accessibility considerations for people with disabilities into the design and adaptation of our training modules.

A CATALYST FOR EXPERTISE

Key Achievements in 2025:

Establishment and coordination of an international network of expert trainers

This network supports the professional development of our customers and employees, enabling us to offer targeted solutions across three sectors: milling, industrial baking, and industrial pastry production.

➤ **21 expert trainers**

First international training program: EUROGERM Brasil subsidiary

This training session, titled “Differentiate Your Products with Devitalized Sourdough,” allowed us to continue showcasing our expertise to our teams and customers.

➤ **8 employees trained – Satisfaction rating: 8.75/10**

➤ **6 clients trained – Satisfaction rating: 9/10**



International webinar on the topic: *How to talk about LEVAROM sourdoughs?*

This webinar, open to the general public and led by Group experts, provided an opportunity to explain our manufacturing processes and the impact of our sourdough starters on finished products—including taste, texture, aromas, and value-added applications—in the context of market trends and consumer expectations regarding sourdough.

➤ **136 participants**



2030 Goals

Maintain an overall customer satisfaction rating of $\geq 7/10$

Maintain the number of initiatives (training sessions and events) at ≥ 10 per year

Maintain a recommendation rate for our training sessions of $\geq 80\%$

2025 Results

9/10

9 training sessions
+1 webinar ( / )

100%

KEY ACTION AREA N°2

Know-how supporting our sector

Drawing on its expertise and in-depth knowledge of the industry's various sectors, EUROGERM harnesses its full range of technical, scientific, and relational skills to promote the sustainable development of its ecosystem.



HOW?

By putting its expertise into working for the common good, EUROGERM affirms its role as a committed and responsible partner, contributing to the resilience, competitiveness, and long-term viability of the entire sector.

The Group's commitment is demonstrated in particular through its **active participation in partnerships, professional networks, associations, and industry representative bodies**, which enable it to strengthen cooperation, provide expert input, and exert a positive influence on the sector's orientations and standards.



Meetings, exchanges, ideas... 2025 was a busy year at trade shows!

Sirha Lyon, CFIA Rennes, iba.TRADE FAIR, AEMIC / JTIC – The Grain Industry Network, IAOM MEA

Throughout these events, both in France and internationally, our teams shared our vision and innovations and discussed the industry's challenges.

KNOW-HOW SUPPORTING OUR SECTOR

Initiatives illustrating our approach:



EUROGERM SOUTH AFRICA



in health and decarbonization.

> 15 participants

Organization of a 1st Open House with the goal of meeting our customers and new prospects, sharing our expertise, knowledge, and product ranges that address consumer trends



EUROGERM SENEGAL



Implementation of the flagship project “**Pouss Takk**” (A Helping Hand), , through the signing of a tripartite partnership agreement between EUROGERM SENEGAL, the Senegalese Institute of Bakery and Pastry (ISBP), and Les Céréales Locales, with the participation of Chef Ibrahima DIA, 2024 African Champion.

- > 5 scholarships awarded
- > 30 young people placed in the baking and pastry sector

2030 Goal

≥1 partnership, membership, or seat on the board of a professional industry organization at each subsidiary*

**with production operations*

Results 2025

7 subsidiaries /11

-  **EUROGERM France** : Syndicat national des Fabricants de Produits intermédiaires pour boulangerie, pâtisserie et viennoiserie (SYFAB), Colloques filière blé–farine–pains (CEBP), Anciens de l'Ecole de la meunerie française (AEMIC), GIE CRC
-  **EUROGERM KB** : International Food Technologies (IFT), Retail Bakers Association (RBA), International Dairy Deli Association (IDDBA)
-  **EUROGERM BRASIL** : Associação Brasileira das Indústrias de Aditivos Alimentares (ABIAM), Associação Brasileira das Indústrias do Trigo (ABITRIGO), Associação Brasileira das Indústrias de Massas, Biscoitos e Pão Industrial (ABIMAPI)

-  **EUROGERM IBERIA** : FEDIMA España, FEDIMA Europe, Asociacion Española de Técnicos Cerealistas (AETC), Grupo Profesional Alimentario (GPA), BIET (European meeting on Baking ingredients Enzymes & Technology), Evolución Molinera /AFHSE, Asociación Cultural de Técnicos Molineros de España (ACTME)
-  **EUROGERM DEUTSCHLAND** : Der Backzutatenverband
-  **EUROGERM SENEGAL** : Institut Sénégalais de la Boulangerie et Pâtisserie (ISBP)
-  **EUROGERM ANDINA** : Camara de Comercio e Industria Peruano Francesa (CCIPF), KPM Analytics

KEY ACTION AREA N°3

Innovation with purpose

Innovation is deeply rooted in EUROGERM’s DNA.

Beyond mere technological or economic performance, the Group pursues meaningful innovation, guided by the ambition to offer its customers concrete, useful, and distinctive solutions.

By positioning innovation at the intersection of **responsibility**, **performance**, and **collaboration**, EUROGERM affirms its commitment to actively contributing to the sustainable transformation of its markets and strengthening its role as a committed player.

The development of **ingredients derived from biofermentation** fully illustrates this dynamic and reflects the growing prominence of more sustainable solutions within the Group’s portfolio.

OUR BIOFERMENTATION PLANT

EUROGERM is becoming a creator and producer of innovative fermented ingredients. Following the site’s inauguration in October 2024 and the launch of the LEVAROM range, our first devitalized sourdough derived from 100% French, CRC®-certified grains. 2025 was a year focused on learning and innovation. Our teams conducted trials on liquid-medium fermentation, a key step in this strategic project for EUROGERM. These ingredients open up a new realm of possibilities in terms of sensory qualities, taste, and sustainability within the industry.



Some benefits of deactivated starter cultures:

Reduced food waste	Optimized use of resources	Consistent and reliable quality	Transition to simpler recipes
Microbiologically stable products with a long shelf life	Easy storage (does not require temperature-controlled facilities), reduced energy requirements	Consistent flavor profile and reliable, reproducible performance	Simplified ingredient lists for recipes

An efficient and responsible company

A unifying project driven by people

An expert partner supporting our sector

A key player in the Food Transition



HOW?

Innovation in action:

FOCUS: Collection #12 “I Eat, Therefore I Commit!”

This collection highlights the industry’s key challenges: optimizing profitability, reducing the carbon footprint, transparency, natural ingredients, and nutritional optimization.

Among the key new features:

- Display of the estimated carbon footprint for each product featured.
- Mini donuts from the CO₂MMITTED range line that combine a soft texture with a reduced carbon footprint.
- A partial substitute for cocoa powder that reduces raw material costs and lowers the environmental footprint of finished products.
- The *Addigerm PF Croissant Butter&Sugar Reduc 5%* improver enables the production of a croissant with reduced butter and sugar content, lowering the product’s carbon footprint as well as the cost of raw materials. Sourdough from our LEVAROM line adds a unique flavor to this recipe.

[DISCOVER COLLECTION #12](#)

INNOVATION WITH PURPOSE

Other concrete initiatives



EUROGERM ANDINA

Product innovation in the traditional market, successful projects in the “Adifacil” line—notably the “Adifacil Panetón Golden” (egg-free) product—and the launch of projects with other industrial clients.

Upward trend in sales on a year-over-year basis, with a **100% increase in sales of this product.**



EUROGERM BRASIL

We prioritize raw materials with a low carbon footprint when developing new products. At the beginning of each year, based on the updated list of carbon footprints by raw material, we select representative products within each product family and calculate the average carbon footprint of that family. When a new product is developed, its carbon footprint is compared to the average of its respective family.

In 2025, more than 75% of the products we developed have a carbon footprint lower than the average for their product family.



EUROGERM IBERIA

In the interest of transparency, all our product data sheets include an estimate of their carbon footprint.

This approach has enabled us to estimate the impact in terms of carbon footprint reduction for five reformulated products, tailored to our customers' needs. We have also launched six new Clean Label products.

2030 Goal

Double the number of active products (vs. 2025) with decarbonization impact (under Scope 3 or 4) sold in quantities exceeding 1t / year

2025 Results

The first follow-up to be conducted in 2026

Pillar n°4

A key player in the Food Transition



Contributing, through our solutions and supplies, to reducing our environmental impact and promoting healthier food



A key player in the Food Transition

Our Goal: contributing, through our solutions and supplies, to reducing our environmental impact and promoting healthier food



Impact through decarbonization

Significantly reduce our carbon footprint, adapt our activities to climate challenges, and contribute to the decarbonization of the industry through our solutions.

2030 GOALS:

- Reduce our Scope 1 & 2 emissions by 25% by 2030 (vs 2025, absolute emissions)
- Reduce our Scope 3 emissions by 30% by 2030 (vs 2025, in t CO2e/t of products sold)
- **Double (vs 2025) the annual avoided carbon emissions (Scope 4) through our solutions**

+ LEARN MORE ABOUT THIS GOAL ➔

+ LEARN MORE ABOUT OUR ACTIONS ➔

Healthy Food

Develop nutritional and technological solutions that promote naturalness, transparency, and nutritional quality, to enable access to healthier, safer, and more nutritious products

2030 GOALS:

- Eliminate 100% of priority additives from our solutions

+ LEARN MORE ABOUT OUR ACTIONS ➔

Committed Sourcing

Implement a sustainable procurement approach that guarantees secure, responsible sourcing in line with our values and key societal and environmental issues, such as climate change and preserving biodiversity.

2030 GOALS:

- 100% of our priority suppliers adhere to our Code of Conduct / Sustainable Procurement Charter
- 100% of priority agricultural raw materials sourced through recognized sustainability initiatives

+ LEARN MORE ABOUT OUR ACTIONS ➔

KEY ACTION AREA N°1

Impact through decarbonization

EUROGERM places decarbonization at the heart of its sustainability strategy. Our ambition is twofold: **to significantly reduce our own carbon footprint** while **actively contributing to the low-carbon transition of the agri-food sector**

Our 2025 carbon footprint has been adjusted to improve its accuracy, in line with the international standard: GHG Protocol. This year now serves as our baseline for setting our decarbonization targets through 2030.

	2024	2025
Scope 1 (t CO2e)	1 810	1 931
Scope 2 (t CO2e)	508	605
Scope 3 (t CO2e)	183 670	180 004
Total (t CO2e)	185 988	182 540

After restating our 2024 GHG inventory using this improved methodology, we observed a slight reduction in our emissions (–2%). This change is primarily due to a decrease in purchase volumes for certain categories of raw materials with high carbon impacts (notably emulsifiers and cocoa).

KEY METHODOLOGICAL CHANGES:

- Update of emission factors (EFs) and assignment of a specific factor for each raw material
- Correction of internal freight flows
- Inclusion of packaging (with extrapolation of 2025 data for the 2024 carbon footprint)
- Improvements to the waste category: breakdown by category and consideration of end-of-life treatment

Scope 1

direct GHG emissions:
1,931 t CO2e

Scope 2

indirect emissions
associated with energy:
605 t CO2e

Scope 3

other indirect GHG
emissions:
180,004 t CO2e

SUMMARY OF OUR 2025 CARBON FOOTPRINT (GHG PROTOCOL, LOCATION-BASED):

Our indirect emissions (Scope 3) account for >98% of our total GHG emissions. As in previous years, raw material purchases (category 3.1—purchased products and services) are the main source of emissions, accounting for 87% of the total. The top 5 categories of raw materials contributing to these emissions are: 1) dairy products, 2) emulsifiers, oils, and fats, 3) gluten, 4) flours, and 5) starches and sweeteners. Freight (categories 3.4—upstream freight and 3.9—downstream freight) is the second-largest source of emissions, accounting for 7% of our carbon footprint.

IMPACT THROUGH DECARBONIZATION

Our teams are working to develop a more structured environmental approach

Sustainable Development Week

For the 1st time at the Group level, we conducted a general awareness campaign as part of European Sustainable Development Week. Six of our subsidiaries organized several initiatives at each site to raise awareness about the Sustainable Development Goals, responsible waste management, eco-friendly practices, and climate change. The “Nos Gestes Climat” platform (ADEME, France) was made available to volunteer employees to measure their individual carbon footprints.



EUROGERM ANDINA

Electricity consumption has been reduced through the installation of solar-powered lights for the site’s outdoor lighting, as well as the replacement of 100% of the lighting with LEDs in our offices and laboratory.



EUROGERM DEUTSCHLAND

We have identified alternative new suppliers to reduce our reliance on distant sources of supply. To date, 18 raw materials are now sourced from a local supplier, whereas in 2025 they were still sourced from more distant regions.

In addition, our procurement processes from France have been optimized to prioritize full truckloads, thereby contributing to greater logistical efficiency and a reduction in the carbon footprint of shipments to Germany.



EUROGERM SAS

Participation in the ACT Pas-à-Pas program proposed by the French environmental agency (ADEME), a structured methodology aimed at developing a decarbonization strategy for our operations in France, which account for more than 51% of our Group-wide carbon footprint.

This project, scheduled for completion in mid-2026, will serve as a valuable methodological foundation for rolling out a decarbonization strategy across the Group.



2030 Goal

- Reduce our Scope 1 & 2 emissions by 25% by 2030 (vs 2025, absolute emissions)
- Reduce our Scope 3 emissions by 30% by 2030 (vs 2025, in t CO2e/t of products sold)

2025 Results

1st monitoring to be conducted in 2026

FOCUS ON...

AVOIDED CARBON EMISSIONS

Our role: to support our clients in their decarbonization efforts. EUROGERM offers concrete solutions to reduce the carbon footprint of finished products in the bakery and pastry industry.

HOW?

Our sustainable innovation approach enables us to address our customers’ technical challenges, simplify recipes (Clean Label), while ensuring supply security, reducing costs, and mitigating raw material supply risks.

The calculation of avoided emissions, also known as “Scope 4,” is a complementary indicator to the greenhouse gas emissions inventory (BEGES, Scopes 1, 2, and 3). This indicator represents a theoretical estimate of the reduction in GHG emissions enabled by the company’s solutions outside its scope of operations.

This is not compensation but rather a way to measure the potential impact of our innovative solutions on bakery and pastry products.

THE RESULT:

New recipes that reduce or replace ingredients with the highest carbon footprint. This enables our clients to reduce their indirect emissions (Scope 3) related to raw material purchases.

TOTAL AVOIDED CARBON EMISSIONS*

2024	2025	2030 GOAL
8 000 t	10 000 t	Double (vs. 2025) annual avoided carbon emissions (Scope 4) through our solutions

**Estimation of avoided emissions conducted using an internal methodology based on the WBCSD guidelines and verified by an independent third-party organization.*

***Estimation of the finished product’s carbon footprint conducted using an internal methodology verified by an independent third-party organization, considering only the impact of the raw materials in the recipe.*



Per 1 kg of finished product
0.87 kg CO₂e vs
1.59 kg CO₂e for a standard recipe

Concrete example**

LOW-CARBON MINI DONUT

CO₂MMITTED MINI BEIGNET FREE 7% (REF 43329)

Soft, moist mini donuts with a reduced carbon footprint
[Commitment PLANET]

KEY ACTION AREA N°2

Healthy Food

EUROGERM is committed to supporting its customers in the continuous improvement of their products' composition, balancing nutritional performance, organoleptic quality, food safety, and industrial feasibility.

This proactive approach enables us to offer more natural or functional alternatives, helping to simplify ingredient lists and improve the nutritional performance of finished products.



HOW?

FOCUS: COLLECTION #12 "I EAT, THEREFORE I COMMIT!"

In addition to highlighting the environmental impact of our solutions, this collection also shows our expertise in transparency, naturalness, and nutritional optimization.

Among the flagship innovations in Collection #12:

- The *Addigerm Nutri a Buns 10%* bread improver enables the creation of a bun with a Nutri-Score A rating—a real advantage in the fast-food market.
- The *Addigerm Soft Bread Sugar&Fat free 4%* bread improver allows you to make sugar-free and fat-free sandwich bread
- The *Custard Cream Baking Sugar Reduced* mix reduces the sugar content of pastry cream by more than half compared to a standard product and is a source of fiber.



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A unifying project driven by people

An expert partner supporting our sector

A key player in the Food Transition



HEALTHY FOOD

Examples our Nutrition & Health initiatives



EUROGERM ANDINA

Products such as *Addigerm Arte CL 0110* to customers offers a “Clean Label” alternative to our customers. It improves the quality of the finished product using naturally derived ingredients, thereby contributing to a healthier diet.

RESULT:

A satisfied customer and a 100% increase in sales of this product.



EUROGERM BRASIL

Classification of all our active ingredients into two categories:

- Products containing an additive for which the maximum usage limit is set by Brazilian law are classified in the “TRADITIONAL” category.
- Products that do not contain such additives are classified in the “HEALTHY” category.

We are seeing a gradual increase in HEALTHY products, rising from **31% in 2022 to 41% in 2025**. The purpose of this indicator is to measure the effectiveness of our efforts to develop healthier formulations.



2030 Target

Eliminate 100% of priority additives from our solutions



2025 Results

Creation of a working group including internal experts to structure and define our approach



KEY ACTION AREA N°3

Committed Sourcing

Our Committed Sourcing policy aims to **secure our supply chains while ensuring a just transition for society and the environment**, in line with our values and ethical standards.

Through this approach, EUROGERM reaffirms its commitment to **actively contributing to the development of more responsible** supply chains and to strengthening a lasting relationship of trust with all its partners throughout the supply chain.

**HOW?**

Our approach is based on three core commitments:

Responsible suppliers

Securing our supply chain by promoting ethical and responsible practices with committed suppliers

Sustainable supply chains

Supporting and actively engage in promoting transitions within the agricultural sector

Purpose-driven ingredients

Aligning our sourcing decisions to support our efforts in innovation, decarbonization, and healthy food

This framework will enable us to better identify and manage risks within our supply chains, strengthen partnerships with suppliers who share our values, and increase the positive impact of the raw materials at the heart of our value proposition.

The development and rollout of this policy will continue through 2026, with the goal of harmonizing practices and ambitions across all our subsidiaries.

COMMITTED SOURCING

Our Sustainable Procurement approach

The maturity of our Committed Sourcing approach varies among our subsidiaries. Nevertheless, we are seeing overall positive progress in the integration of environmental and social criteria, both in supplier onboarding and evaluation and in the selection of raw materials.

Our Code of Conduct is being gradually rolled out to suppliers across all our subsidiaries. At the same time, enhanced supplier onboarding and evaluation questionnaires enable our teams to better assess the maturity level of our partners’ sustainable practices, beyond mere quality and food safety requirements.



EUROGERM SAS

Our subsidiary in France centralizes the procurement of several strategic raw materials and accounts for 50% of the group’s total procurement volume. The work carried out by the procurement team between 2024 and 2025 made it possible, in particular, to gather key information on the reliability of raw material carbon footprints and to begin incorporating primary data into the calculation of our carbon footprint.



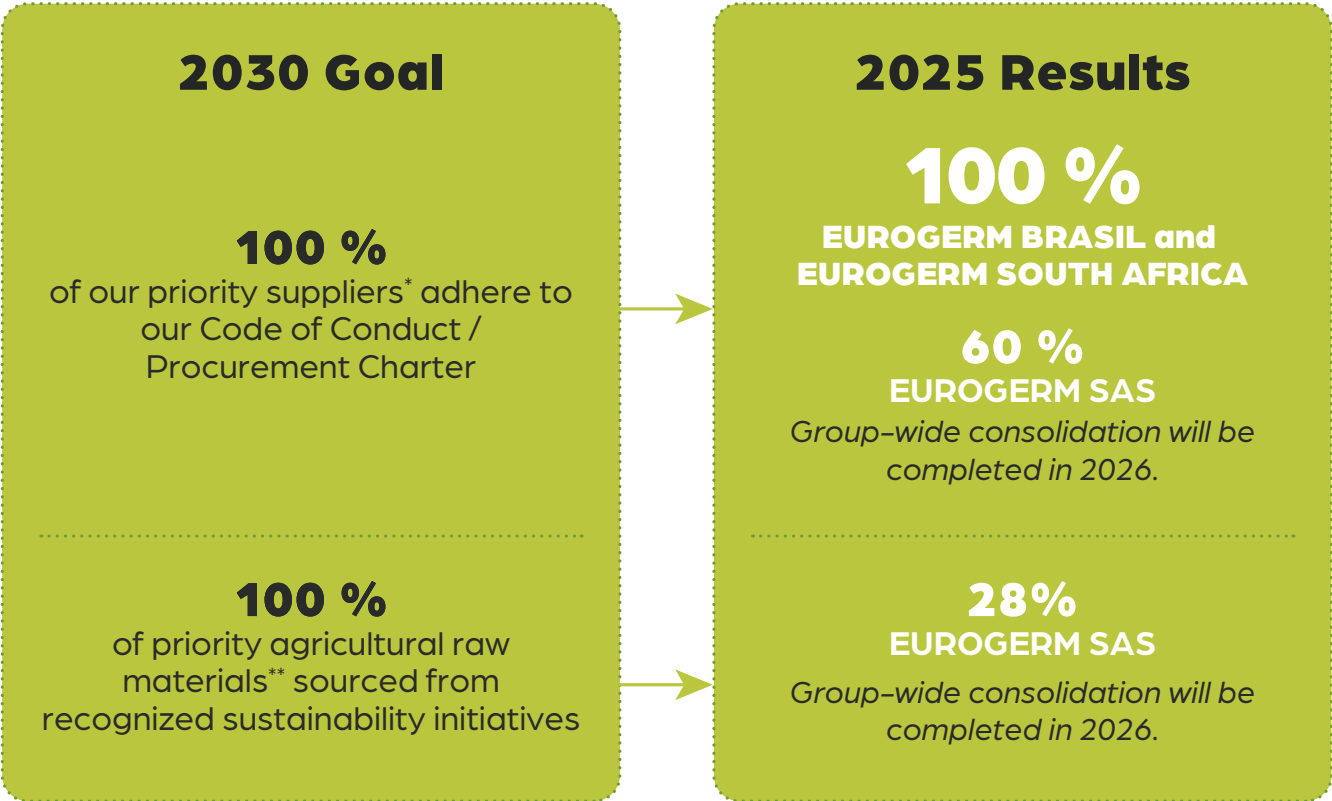
- Some key figures:
- Sustainability certifications held by our suppliers: 53% Ecovadis / 10% SMETA / 6% ISO 14001 / 30% *uncertified*
 - Palm-based emulsifiers, oils, and fats: 100% *RSPO-certified*
 - Cocoa: 100% *Rainforest Alliance* certified
 - Flours: 87% sourced through Label Rouge and/or No Storage Insecticides (73%), CRC® (12%), or Organic Farming (2%) programs
 - Egg products: 43% sourced from “cage-free” or “free-range” eggs



EUROGERM IBERIA

The team assessed the suppliers listed on the Ecovadis platform. We surveyed our suppliers via questionnaires to obtain the carbon footprint of the products purchased by the subsidiary, which is necessary to calculate the carbon footprint of our own products. Environmental criteria were incorporated into the selection process for suppliers and transportation service providers.

An initiative to streamline raw material listings has been launched to enable better portfolio management.



*Priority supplier: contributes to the top 80% of the Group’s volumes or supplies raw material within the priority categories

**Priority raw materials: Account for 80% of the carbon impact of the “Purchased goods” emissions category or are associated with one or more established sustainability issues (e.g., deforestation, animal welfare, human rights, etc.)



*A structuring
and mobilizing
momentum
to foster
a better future*

Appendix



➤ ESG Indicators Table

Indicator	2024	2025	GRI Reference
GOVERNANCE			
Revenue (M€)	210	204	201-1
Employee ownership (%)	2.62	4.63	401-2
Number of employee shareholders	97	106	401-1
Members of the Executive Committee	6	7	2-9
Gender Breakdown of the Executive Committee	17% / 83%	29% / 71%	405-1
Employees trained in the EUROGERM Code of Conduct	/	37%	2-23 / 2-24
Production sites certified to a GFSI-recognized standard	8 (out of 14)	9 (out of 14)	416-1
Subsidiaries with individual CSR recognition	2 (out of 11)	5 (out of 11)	2-23 / 2-24
Subsidiaries that have carried out local development initiatives	9 (out of 11)	8 (out of 11)	413-1
Total amount of corporate philanthropy & sponsorship (k€)	197	118	201-1 / 413-1
SOCIAL			
Total headcount <i>(permanent employees, fixed-term employees, work-study students, and paid interns)</i>	790	781	2-7
<i>Workforce in France</i>	231	279	
<i>Workforce in Europe (excluding France)</i>	113	69	
<i>Workforce in the rest of the world</i>	446	433	
Gender Breakdown	37% / 63%	38% / 62%	405-1
Gender Breakdown on Executive Committees	27% / 73%	29% / 71%	
Gender Breakdown of Managers	41% / 59%	40% / 60%	
Unadjusted pay gap between women and men (€)	/	-1.06	405-2
Professional Equality Index (Egapro France)	89/100	93/100	405-2
Employee participation rate in the Cultural Survey (social barometer)	88%	81%	2-7 / 401-1
Average number of training hours per employee per year	/	25	404-1
Number of employees trained	726	756	404-2

➤ ESG Indicators Table

Indicator	2024	2025	GRI Reference
Workplace accident frequency rate	14.41	22.70	403–9
Seriousness rate of workplace accidents	0.23	0.44	403–9
Absenteeism rate	3.02	3.96	403–6
ENVIRONMENT			
Electricity Consumption (MWh)	4 825	5 913	302–1
Share of renewable electricity (%)	0%	0%	302–1 / 302–4
Gas consumption (MWh)	3 554	5 487	302–1
Consumption of other fossil fuels (MWh)	/	15	
GHG emissions, GHG Protocol (location-based) – Scope 1, 2 & 3 (t CO2e)	185 988	182 540	305–1 / 2 / 3
GHG emissions – Scope 1 (t CO2e)	1 810	1 931	305–1
GHG emissions – Scope 2 (t CO2e)	508	605	305–2
GHG emissions – Scope 3 (t CO2e)	183 670	180 004	305–3
3–9 Purchases of goods and services (t CO2e)	167 081	160 082	–
3–4 Upstream freight transport (t CO2e)	7 767	8 711	–
3–9 Downstream freight transport (t CO2e)	4 694	5 485	–
Other categories: 3–2, 3–3, 3–5, 3–6, 3–7 (t CO2e)	4 128	5 726	–
Intensity (t CO2e Scope 1, 2, & 3 / t of product sold)	2.62	2.59	305–4
Emissions avoided (t CO2e)	8 000	10 000	–
Non-hazardous waste generated (t)	2 731	2 766	306–3
Hazardous waste generated (t)	4.86	3.94	
Recycled waste (%)	67%	86%	306–4
Water withdrawals (m³)	40 556	32 204	303–3
Water withdrawals – Water-stressed area (m³)	/	16 054	303–3 / 303–5



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