



SUSTAINABILITY REPORT

- 2022 -



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2023 REVIEW AND OUTLOOK

Writing an editorial for a sustainability report is first and foremost an opportunity to update our identity, what inspires us, what we pledge, what projects and initiatives we are putting in place and our short- and medium-term projections, what we have achieved and what our ambitions are.

The world has changed, and the acceleration of this change gives us both enthusiasm and hope. But it also represents a challenge and creates a certain amount of stress to rise to the occasion. EUROGERM is in direct contact with civil society, our customers, employees and suppliers, and all the other communities that revolve around our ecosystem. These changes affect our priorities, our customers' needs and even our values.

Considerable progress has been made in recent years on standardising and quantifying corporate performance indicators based on environmental, social and governance (ESG) criteria. But it's fair to say that even today, few companies have achieved the initial objectives proposed. And even for those that are making progress, they are doing so in small steps, without undertaking the fundamental strategic and operational changes required to address the challenges we face. We don't want to be one of them. We fundamentally believe that our business model's resilience is intimately linked to the CSR approach in all its dimensions.

“THE WORLD HAS CHANGED, AND THE ACCELERATION OF THIS CHANGE GIVES US BOTH ENTHUSIASM AND HOPE

We have embarked on ambitious transformation processes for each of our four sustainability pillars (Governance, Social, Societal, Environmental), emphasising collaboration:

- Working with our customers to find innovations and positions that are in line with ambitious environmental objectives,
- Working with our EUROGERM colleagues to better define our modern management principles, adapted to today's society,
- Deepen discussions with our investors to finance our developments in new and original methods aligned with non-financial objectives,
- Being proactive in initial exchanges with our partners to co-develop distinctive solutions,
- And many other examples.

This report outlines an evolving strategy that we know is still maturing, and therefore incomplete. We accept this and believe that this uncomfortable situation should enable us to speed up our project considerably.

We renew our deep commitment to what CSR means for our future, our talents, our customers and our communities. We have to do more and we are taking action to succeed together.

Enjoy reading this report,

Jean-François Honoré
EUROGERM CEO



OUR SUSTAINABILITY PILLARS

GOVERNANCE

	Group objectives
Ethics charter	Fair practices
Progress plan	CSR steering committee
	Stakeholder relationship
CSR performance	EcoVadis assessment

SOCIAL

Strategy centred on Culture and Talent

2022: 100% D.E.I. oriented

Company Learning

Internationalised training
Core business knowledge
Support for sandwich courses

QHHSE

ENVIRONMENTAL

Carbon assessment
Responsible purchasing
Waste & Eco-design
Energy & Water
Biodiversity

SOCIETAL

Product quality

Product innovation

Expertise

Tartin'Art

ARPEGES Centre of Expertise

Co-development
Training
Innovation
Incentive

Sponsorship

Food aid
Health
Education
Biodiversity
Local community links

EUROGERM IN 2022

Founded in 1989, EUROGERM generates 70% of its sales internationally, and employs more than 600 people worldwide, on every continent.

OUR MISSION

We design, produce and market milling correctors, bread improvers, technical ingredients, premixes and pre-products for patisserie and catering products to improve consistency and quality, and enhance the value of products in the wheat, flour, bread, pastry and catering industries. The combination of products and services enables us to provide bespoke support for our customers, regardless of their industry.

OUR VISION

Nourishing a better futur

We are convinced that everyone, whether an individual or a company, has a role to play in addressing the major challenges of tomorrow. We want to have a beneficial impact in our area of influence by designing ever healthier, innovative and delicious products.

We work day after day to ensure that everyone is well nourished and feels good, attentive to the origin and quality of our ingredients, and in a constant quest for excellence in both our processes and human relationships.

OUR AMBITION

Together we achieve

Within the context of growing global cereal-based food consumption, our aim is to support our customers and employees as they develop. This strategy is based on a dual approach:

- Supporting employee growth throughout the group, supporting the growth of our customers and our customers' customers
- Diversifying our range of products and services to be able to respond to all forms of demand in France and abroad.

626 Employees

90/100
Gender equality index
(In France)

100%
DEI Oriented

700+
Suppliers

4000+
Formulas

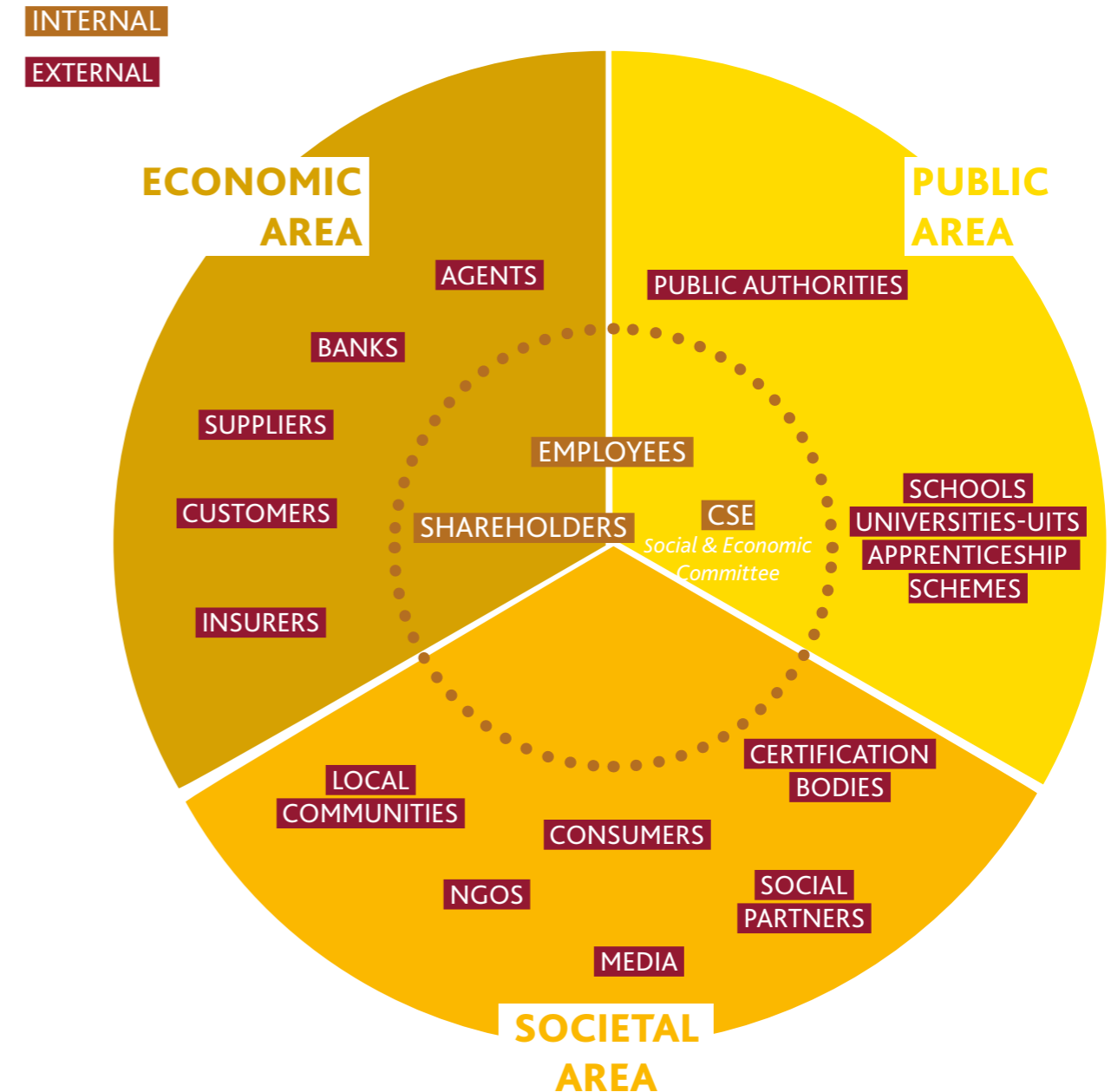
700
Raw materials

12
Production sites

85
Countries
shipped to

66,700 T
Sold




OUR STAKEHOLDER MAPPING



EUROGERM IN THE FOOD SUPPLY CHAIN



OUR CUSTOMERS

WHO I AM?	WHAT I'M LOOKING FOR...	MEASURING SUCCESS
<p>THOR The negotiator</p>  <p>THOR markets products that he can manufacture or distribute, he is an actor that can be located at different levels of the supply chain. Its main (only) decision-making lever is the price he controls and negotiates. The relationship is transactional and can be called into question at any time.</p>	<p>THOR defines its need through a control of their purchasing costs.</p>	<p>Purchase price.</p>
<p>JEFF The distributor</p>  <p>JEFF sells EUROGERM products through its own distribution network. Its efforts are concentrated around a controlled supply chain toward its customers. He maintains a relationship of trust with its suppliers and relies on their know-how to optimize the marketing and a promotion of the products he distributes.</p>	<p>JEFF must optimize its flows to ensure his best profitability.</p>	<p>Total profit (Vol. & unit margin) Working Capital.</p>
<p>FRED The technical</p>  <p>FRED incorporates separate or formulated ingredients into its so-called intermediate products in the sector. Their customers turn them on to finished products for consumers. He requires very variable technological assistance depending on the case. He is sensitive to services, more or less broad depending on their internal resources, and develops a close relationship that can be very strong with their suppliers.</p>	<p>FRED needs to produce in quantity, while optimizing their production costs.</p>	<p>Volume. Unit margin.</p>
<p>LIA Technology</p>  <p>LIA uses separated or formulated ingredients to manufacture finished products for the consumer. She sells them to her customers who ensure their marketing. She has a rather high technological know-how that requires her suppliers to collaborate regularly and sustainably, within the framework of a professional relationship of trust. LIA may be sensitive to innovation preferably related to the technical and technological aspects of the business.</p>	<p>LIA must control the production of her manufacturing units, guaranteeing her profitability. Innovation, particularly technological, is an asset.</p>	<p>Gross margin per product line. Return on investment.</p>
<p>LOLA The creative</p>  <p>LOLA manufactures finished products for the consumer in which she incorporates separated or formulated ingredients according to the intended objectives. She offers a wide range of products that she markets via their professional customers or directly in their stores bakery. Sensitive to innovation, it could be sometimes more marketing than technological. She collaborates with its suppliers and often develops a close relationship.</p>	<p>LOLA must guarantee the profitability and productivity of manufacturing units and/or their store chains. Innovation, particularly in the positioning of their finished products, is an asset.</p>	<p>Gross margin per product line. €/m² - \$/sq²</p>

OUR CSR PLEDGE EVOLUTION

2023
100% DEI focus
Carbon assessment for entire group
Responsible purchasing and environmental policy
1st ISO 22000 (EUROGERM Morocco) and FSSC 22000 (Moulin Neuf) certification audit

2022
Group ethics charter and HR policy
Carbon assessment for EUROGERM SAS

2021
1st EcoVadis assessment, Score: 54/100

2020
1st DPEF (Extra-financial Performance Declaration)
Appointment of Jean-Charles Hamelin as Group CSR Manager
FSSC 22000 certification (EUROGERM Brasil)

2018
Pledge to use industry flour with no insecticide treatment for storage
FSSC 22000 (EUROGERM Iberia) and GFSI (EUROGERM South Africa) certification

2014
Launch of the "Responsible for Our Future" initiative
SQF certification (ProBlend)

2011
Global Compact signatory
Production of an annual CSR report

2007
ISO 22000 certification (Saint-Apollinaire and Quetigny sites)

2005
Launch of **Natural**, a range without synthetic additives

2004
Signing of a green energy contract (Saint-Apollinaire and Quetigny sites)

2003
CRC® label member

2002
Launch of the "1 Subsidiary 1 School" sponsorship programme

1998
ECOCERT certification for organic products

1994
1st company in the industry certified ISO 9001

2022 KEY EVENTS

1 EUROGERM KB
Strengthening of our presence in North America with the acquisition of KB Ingredients, a specialist in manufacturing, packaging and distributing bakery ingredients.

2 ESTRALI-EUROGERM
Renovation of all offices and locker rooms.

3 EUROGERM ANDINA
Renovation of offices and production area. Increase of mixing station capacity from 1,000 t/year to 3,000 t/year.

4 EUROGERM BRASIL
Investment in and renovation of training and customer demonstration centre.

5 EUROGERM FRANCE
Inauguration of ETIC (EUROGERM Technological Innovation Center), our research and development centre dedicated to cereal processing and biofermentation.

6 EUROGERM IBERIA
Production investment for bagging station improvement.

7 EUROGERM DEUTSCHLAND
Visit to a class at a Maintal school, located in an underprivileged area, to introduce children to the company.

8 EUROGERM SENEGAL
Organisation of a seminar on 17 and 18 November on the theme: "From wheat to bread: performance and local suppliers, keys to a sustainable future". The event closed with a festive evening to celebrate the 20th anniversary of the subsidiary founded by Amadou Seck. These were 20 years of steady growth, driven by extensive production and storage capacity, relevant technical and commercial initiatives, and unfailing devotion to customers and local communities alike.

9 EUROGERM SOUTH AFRICA
Following serious flooding in Durban, which caused extensive damage, the subsidiary had to change its governance mode, creating an Executive Committee which appointed a CSR manager. This has led to some very concrete solidarity initiatives, including the rebuilding of structures for the Lilly of the Valley orphanage.

OUR SUSTAINABLE DEVELOPMENT OBJECTIVES

EUROGERM has been a signatory of the Global Compact France network since 2011. This voluntary commitment to sustainable development, involving more than 13,000 participants in 170 countries, confirms that we have a role to play in building a more stable, inclusive and sustainable world.

Over the years, we have consistently structured our strategy around 17 sustainable development objectives, 13 of which are priorities for EUROGERM.



1

Governance pillar

A central pillar of our CSR approach, governance takes into account the common interests of the company and its stakeholders. We aim to standardise our practices across the group by including our CSR strategy in our overall strategy.

Our aim is to reconcile three principles:

- **RESPONSIBILITY:** taking responsibility for every action and being accountable to all stakeholders
- **INTEGRITY:** respecting certain values that reveal honesty in day-to-day company management
- **TRANSPARENCY:** communicating relevant information to all stakeholders

2 ZERO HUNGER **8 DECENT WORK AND ECONOMIC GROWTH** **GROUP OBJECTIVES**

We are aware of the importance of our CSR challenges for society as a whole. The CSR vision is fully integrated into the company's strategy. It is driven by the management bodies right down to the operational teams. The group's extra-financial reporting approach meets stakeholder requirements. This enables us to measure our actions and decisions and to roll out our action plan.

We are responding to the recommendations (universal framework of commitments) of the United Nations Global Compact and its 17 Sustainable Development Goals (SDGs), but we are also anticipating future European regulations in the Corporate Sustainability Report Directive (CSRD) and taxonomy, which will come into force in 2025. We need to create economic value, while preserving our natural capital and developing our human capital.

8 DECENT WORK AND ECONOMIC GROWTH **16 PEACE, JUSTICE AND STRONG INSTITUTIONS** **COMPLIANCE WITH LAWS AND REGULATORY OBLIGATIONS**

Group stakeholders are committed to promoting our products and services honestly and fairly. All group employees and stakeholders undertake not to solicit or accept any gift, payment or consideration of a corruptive nature from our customers or suppliers. A system for preventing and detecting corruption that complies with Sapin 2 Act requirements was implemented during 2022. It includes training for all Group employees, with an emphasis on training those most exposed to the risk of corruption. An ethics charter was formalised at the beginning of 2022 for the EUROGERM group. The signatories – suppliers, commercial agents and buyers – undertake to respect the principles set out in this charter, which is based on the values of the Universal Declaration of Human Rights and the International Labour Organisation's declaration promoting environmental protection and the fight against corruption. The creation of this charter was accompanied by the appointment of an Ethics Officer and a whistleblowing procedure designed to protect any EUROGERM employee who witnesses or is the victim of behaviour or actions that contravene this charter, internal regulations or the law, and who wishes to report it.

GROUP ETHICS CHARTER IMPLEMENTATION

Let's hear from...



Eleonore BONOMI-DUNOYER
General Counsel
& Group Ethics Officer

“Ethics means setting a framework of respect and security for the company and all its employees. It's a way of living and working that shapes values that benefit us all. Ethics is everyone's business, and you're not alone!”



Mauricio LAURIA SANDRI
Managing Director
EUROGERM Brasil

“Ethics means thinking together about the best way to live together. It's about perfecting coexistence. It means showing by example that success is the result of hard work and respect for all. It's about honesty and empathy.”



13 CLIMATE ACTION **CSR IMPLEMENTATION: GROUP STEERING COMMITTEE**

To respond to the challenges the group faces, it is important to act in a way that is consistent with our values. CSR is a true team-building project. Our CSR steering committee is made up of HR, quality, communication and purchasing representatives from the various business units, and is chaired by the CSR manager. The aim is to implement the roadmap and standardise our practices and indicators. CSR reporting is initiated at the group level. Indicators are set for and collected from all business units to establish an overall view of our social, societal and environmental results, in order to implement a global progress plan based on each site's maturity.



“ Let's hear from... ”



Sonia PEREZ
Quality, Food Safety and Laboratory
Management Manager
EUROGERM Iberia

“CSR is not a fad, but a way of looking at life and understanding our relationship with our environment as individuals and as company stakeholders. It means protecting and caring for our resources and the people with whom we interact every day. Implementing and running a CSR system cannot be done alone. Being part of this committee is very important to me because it gives us the opportunity to share our ideas and our different needs, with the aim of finding common work streams and applying them according to the specificities of each business unit. It's a place where I can share best practices with employees who have the same ambition, which goes beyond offering safe, high-quality products and services. Feeling that I'm part of a team that really cares about doing things differently encourages us to look at how we can improve our work at every level. I'm really proud to be part of this committee.”

17 PARTNERSHIPS FOR THE GOALS **STAKEHOLDER RELATIONSHIPS**

We are members of the sustainable commitment club launched by the Vitagora competitiveness cluster. Bringing together agri-food companies from the Bourgogne-Franche-Comté region, these meetings provide an opportunity to share best practices and experiences in an understanding atmosphere. A range of topics are discussed, such as carbon assessments and how to involve employees in CSR. We are also members of OREE, a multi-stakeholder organisation that coordinates and unites stakeholders around the environment. OREE brings together companies, local authorities, and professional, environmental and institutional organisations. The organisation's work focuses on three areas:

- Biodiversity, or how to integrate biodiversity into corporate strategy
- The circular economy, covering approaches that focus on products, services and equipment
- CSR reporting in line with European regulations

These virtuous networks are a source of inspiration that enable us to enhance our actions by initiating synergies with other companies.



ECOVADIS ASSESSMENT



For the second year running, we conducted our EcoVadis assessment for the group. This assessment provides a fully transparent evaluation of the current situation from an independent organisation. The areas for improvement highlighted will enable us to improve our practices. In 2022, introducing an HR policy and an ethics charter enabled us to significantly improve our score by 10 points. Two areas will be a priority in 2023: introducing a responsible purchasing policy and an environmental policy that we will roll out to all our subsidiaries and suppliers.

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Let’s hear from...



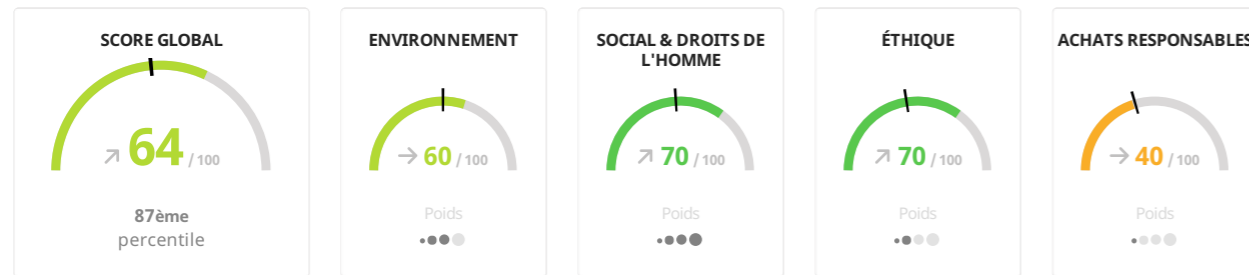
Jean-Charles HAMELIN
Group CSR Manager

At the request of several customers, we committed to an EcoVadis assessment for the group in September 2021. We saw it as an opportunity to take stock of our ESG practices. It’s similar to an audit: each answer must be backed up by documentary evidence. We have been awarded a silver medal for the second year running, with an increase of 10 points in 2022, which puts us in the top 25% of companies in our sector. However, we still need to make progress on the environment and responsible purchasing, and we have already put together the roadmap.

FOCUS ON

CSR PERFORMANCE

Performance en matière de RSE ● Insuffisante ● Partielle ● Modérée ● Avancée ● Excellente — Score moyen



OVERALL CSR PERFORMANCE SCORE

+ 10 POINTS



Social pillar

EUROGERM is an international group operating in a niche sector where business and innovation challenges are present on every continent. The company grew out of a strong entrepreneurial culture.

EUROGERM is 100% focused on diversity, ethics and inclusion, and cultivates well-being at work on a daily basis.



STRATEGY CENTRED ON CULTURE AND TALENT

EUROGERM offers many challenges and opportunities to committed people who make a difference.

The group looks for people who demonstrate these DEI values as well as excellence, collaboration, teamwork and customer focus. Véronique Wegener joined EUROGERM as Group HR Director in 2022, with the role of centring culture and talent in the group's development strategy.

“

Sasha PIZARRO
Estrali-EUROGERM Director
of Human Resources



EUROGERM is a very inclusive group. As soon as I arrived I felt welcome and enthusiastic about working with this international group and cooperating with my colleagues from all over the world because it helps me open my mind, get to know different ways of doing things in a professional environment, and be open to understanding other cultures.

EUROGERM employees are very open, enthusiastic and willing to share in order to create more agile and innovative solutions. The aim of the organisation is to respect diversity of ideas, abilities, backgrounds, learning, education, gender, etc. in order to achieve better opportunities and results.



“

Let's hear from...

Véronique WEGENER
Group Human
Resources Director



EUROGERM has been active in the wheat, flour, bread and pastry industries for over 30 years. We offer a high value-added interface in a sector where business and innovation issues are international. Our group was born out of an entrepreneurial culture that is still very much alive.

When I arrived, I could immediately feel the extent to which human relationships and values are strong and unifying within the group in my interactions with all EUROGERM countries and employees. You are always greeted with a smile and a great deal of openness.

The challenges of strong development pursued today through internal and external growth mean that we need to support change while capitalising on this culture and on our talent to go further.

This HR positioning made me want to be part of EUROGERM's teams and projects.

As a first step after my arrival, we decided to establish a genuine D.E.I. (Diversity, Ethics and Inclusion) orientation for our employer brand in France, where the historic heart of the group is located, but also in all our entities around the world. The first initiatives following this direction were added to the social pillar of our CSR policy in 2022.

As an intermediate-sized company, our policies need to be rapidly transformed into concrete actions that are perceived and understood by everyone if they are to be sustainable.



2022:
100% D.E.I. ORIENTED

Because we are growing, the group presents a wide range of challenges and opportunities in all its countries to committed people who make a difference. As from 2022, all new French recruiting contracts mention this DEI focus, and our service providers are selected for their ability to promote these values to candidates and in their operations. All of the job offers on our website also mention this.

Actions to promote respect for Diversity

Since 2022, in France, all employees involved in hiring interviews have systematically received an information and awareness-raising document on how to avoid bias and discrimination in hiring. The HR teams support implementation of this principle to ensure that it is respected and to explain the benefits and adaptations where necessary. This approach will be rolled out across the group in 2023.

Actions to promote Ethics

Our pledges have been set out in an Ethics Charter, which created and distributed throughout the group in 2022.

In France, all executives received dedicated training and took part in role-playing workshops, and all managers were given a team feedback kit so they could pass the information on to their employees. This charter is included in the welcome package for all new employees joining EUROGERM.

In 2023, EUROGERM will step up its communication on the importance of ethics and respect within the group and roll out online training/awareness-raising sessions for all company employees on psychological harassment, sexual harassment and sexist behaviour.

The social component of the Ethics Charter is based on five principles:

- Providing equal opportunities for all and non-discrimination
- Combating child and forced labour
- Combating undeclared work
- Combating psychological and sexual harassment
- Supporting health/hygiene/safety

Actions to promote Inclusion

2022: EUROGERM France is doing even more to facilitate the integration of disability in the workplace. After a successful partnership in September 2021 with H'activateur de Compétences (a Cap Emploi 21 partner scheme), which provides individual support for disabled people to return to employment and training, the company has chosen a fun scheme to raise awareness among its French employees.

MAIN INITIATIVES IMPLEMENTED

- From 13 June to 7 July 2022, EUROGERM France took part in the second annual Agefiph "L'Activ' Challenge" intercompany competition. It was an important pre-summer opportunity to inform, raise awareness and create an event around disability in our company. It featured three weeks of 100% digital challenges for all employees.

- As part of our commitment to inclusion, EUROGERM France responded positively when Cap Emploi asked us to host a disabled jobseeker to help her learn about new professions. An integration week was organised in September 2022 in the Sales Administration and HSSE departments to allow shadowing and discussion with our sales assistants, our HSSE facilitator and her manager.

FOCUS
ON



- To close 2022, EUROGERM chose 3 December, the International Day of Persons with Disabilities, to communicate about the importance of taking action to support this diverse group of people and to remind our audiences that EUROGERM supports employing people with disabilities. A number of measures are in place, led by our disability advisor, Camille Delbray, HR Assistant: adaptable working hours, adjustable desks, adapted headphones, etc.



POSITIONING EUROGERM AS A LEARNING COMPANY

EUROGERM is working to roll out training for its employees to mobilise the skills needed for our various projects and to offer our employees rewarding career paths.

International onboarding

We organised 815 hours of training for international employees at the EUROGERM head office, 45% of which were led by French employees. In France, 5102 hours of training took place in 2022, an average of 27 hours per year devoted to training per individual.

Training in an international context

International group: since 2022, more than 60 EUROGERM France employees have been taking language courses (English, Spanish, Portuguese) to help them develop in this international context, whether to improve their discussions internally with colleagues from other subsidiaries or externally with customers, prospects, service providers, etc.

For a better understanding of our core business and our industry

Knowledge of our business and our sector is essential for EUROGERM employees. This enables us to take a global approach and to better understand the meaning of each person's role. The aim is to give employees the means to find their place in our ecosystem, so that they can take the right steps forward.

We have set up in-house training courses on the industry, our products and services, our colleagues, our structure, our innovations, etc. More than 18% of 2022 training courses were delivered by in-house trainers, again with a focus on efficient and sustainable organisation.

Wheat to Bread

In 2022, more than 10% of employees took the wheat to bread training course. It is mainly provided to new employees, with the aim of giving them a better understanding of the breadmaking process and our expertise.

Over the course of this training day, they focus on the following training modules:

- Agronomic approach and ingredients: role and effect in breadmaking (theoretical)
- The regulatory context
- Viewing of the technological role of ingredients in the bakery (practical)
- Sensory analysis in finished product testing
- Presentation of our pastry expertise and product viewing

Support for sandwich courses

EUROGERM France hosts sandwich course students at the group's various sites as a learning company that has knowledge developed through more than 30 years of expertise and quality customer relationships. This enables students to be trained in the company's skills and expertise, discover and learn about a variety of professions, and develop the professional skills they need to navigate the world of work. In 2022, we hosted 19 sandwich course students in France.

“
Let's hear from...



Chloé VOLAND
CSR Project Coordinator
EUROGERM France

Being a sandwich course student at EUROGERM means working at a knowledgeable and caring company, while at the same time having the opportunity to share your knowledge and training skills. The sandwich course has enabled me to build up solid professional experience that has made my studies more meaningful. What better way to learn while you work and work while you learn!

FOCUS
ON



Discovery and Expertise Day

Organised twice a year, this day enables all new French employees to learn more about our core business. Presentations and tours of the test bakery, physicochemical laboratory, sensory evaluation laboratory, production and R&D are organised. The day is structured around learning games and tastings.



QUALITY, HYGIENE, HEALTH, SAFETY, ENVIRONMENT

In 2022, we continued to pursue our main objective of reducing risks at the source to protect the health of our employees. A number of projects designed to improve the working conditions of our teams have been launched:

- A spiral staircase of over 15 metres to replace a crinoline ladder and facilitate maintenance operations on our silos.
- A big bag compactor to improve packaging and reduce strain at work, and various improvements to our storage facilities to make mechanical handling safer.

Our reception and shipping bays have been fitted out with areas secured by barriers to protect lorry drivers to also ensure the safety of external visitors. Video screens even allow them to safely watch loading and unloading operations.

Our prevention approach was praised by the Bourgogne-Franche-Comté CARSAT and the INRS in an article in the June 2022 issue of the monthly "Travail Sécurité" magazine highlighting our various protective measures against falls from height.

Responding to flames

The year 2022 was an opportunity to launch training campaigns for the role of First Responder Team Members (FRT). FRTs are specialists in fire emergencies and know how to react quickly to sound the alarm and deploy the initial firefighting measures. Our aim is to train 100% of our staff.

This is part of a wider risk management approach, which also includes training Second Responder Teams (SRT), who receive more extensive training in firefighting and emergency procedures.



“
Let's hear from...



Sébastien CADEL
HSSE Manager
EUROGERM France

The "safety minute" has been introduced at EUROGERM as a prevention tool. Our HSE team combines prevention with modernity, using a 55" touch screen to facilitate this time for discussion and sharing. The programme includes broadcasts of our monthly performance, our Flash Accident alerts, discussions on a safety theme and Safety Games.





3

Societal pillar

As a player in society, we must consider our level of influence on our stakeholders and act to satisfy the needs of our customers and consumers.

We use continuous improvement and innovation to guarantee consumers access to sustainable food that meets health requirements.

Our three principles:

- **PRODUCT INNOVATION:** creating the products of tomorrow
- **CUSTOMER EXPERIENCE:** listening to customers, meeting their expectations and sharing our knowledge with them
- **SPONSORSHIP:** supporting socially equitable causes.



HIGH-QUALITY, SAFE, INNOVATIVE AND RESPONSIBLE PRODUCTS

We deploy quality and food safety management practices throughout the group. We have moved away from ISO 9001 or ISO 22000 in favour of GFSI-recognised certifications (FSSC 22000, SQF) that are more focused on food safety and required measures that guarantee the safety of products on the market. Every day, our quality teams drive the continuous improvement of our practices and the performance of our organisations. Sixty percent of our production sites are certified by a GFSI-recognised standard.



PRODUCT INNOVATION

Our capacity for innovation has become our brand image, and our customers trust us to create and develop their ingredients and creative solutions. EUROGERM keeps our customers informed about wheat, flour, bread and pastry trends through our product and market monitoring. We support each of our customers so they can sustainably fulfil the most demanding quality, safety, availability, performance, sustainability and competitiveness requirements. Our sourcing, design and marketing teams work together to create future developments. These products are included in the collections regularly offered to our customers. They are a true source of inspiration, suggestions, new products and prototypes. Each collection features a selection of products based on eight development principles that combine consumer vision, market needs and production constraints.

EIGHT DEVELOPMENT PRINCIPLES

- | | |
|---------------------------------|-----------------------------------|
| SUSTAINABLE RESPONSIBLE | HEALTH NUTRITION |
| TRANSPARENCY NATURALNESS | INNOVATION DIFFERENTIATION |
| INDULGENCE SENSORY | PERFORMANCE REFORMULATION |
| VEGGIE FLEXI | FREE FROM |

Let's hear from...



Sandrine LHEUREUX
Quality Improvement Coordinator
EUROGERM France

Our internal and external incident reporting and alert system increases the responsiveness of discussions between the production and quality teams, while automatically stopping the product before delivery. As the rate of incidents recorded in 2022 is higher than in 2021, we have decided to develop process risk analyses with the production teams for 2023 by implementing the FMEA method, which I will be piloting.*

*Failure Mode Effects Analysis consists of identifying the criticality, causes, and effects of a potential process or production method failure.



Nancie PERQUIN
Marketing and Strategic
Monitoring Manager
EUROGERM France

At EUROGERM, we are aware of the importance of responding to consumer demands for sustainability and health. We have developed eight strategic principles to guide our customers in creating innovative and responsible products. Each year, we present a new collection inspired by these eight development principles. We offer turnkey recipes to help our customers create products in line with current trends. We aim to inspire our customers by helping them to develop innovative, sustainable products to nourish a better future.



ETIC NEW RESEARCH CENTRE

Aware of the market evolutions, we want to take things a step further by producing a natural, 100% French solution that addresses the challenges of nutrition and health, so our R&D team moved to our new premises in Quetigny, France in the summer of 2022, giving us the 680 m² laboratory and 640 m² pilot workshop we need for our future projects. Named ETIC (EUROGERM Technological Innovation Center), this facility will enable sourdough to be tested on a pre-industrial scale, providing a bespoke demonstration and co-development tool for the group's customers.

To give everyone a better understanding of the group's activities, a visit to the ETIC laboratory was organised on Thursday 20 October and Friday 21 October 2022. All employees were invited to see the new R&D laboratory, where R&D colleagues presented their activities via a tour of the laboratory, explanatory posters and additional explanations.

“
Let's hear from...



Sébastien GIVRY
Group Research
& Development Director

My role is to define, organise and validate research activities, while helping to define the strategy for innovation and new ingredient and process development. To do this, we have set up a number of public and private partnerships to support our future ingredients

My favourite quote: "Tomorrow won't be like yesterday. It will be new and it will depend on us. It is not so much to be discovered as invented."



TARTIN'ART EUROGERM EXPERTISE SHOWROOM

Located in Dijon, France, Tartin'Art is a concept focused on fast food, catering and bread sectors in a unique boutique promoting French expertise.

The showroom gives our international customers and partners the opportunity to test and validate their choice of products and solutions in real-life situations. The sensory dimension of products is EUROGERM's area of expertise and this is fully expressed through the selection of products offered at Tartin'Art.



“
Let's hear from...



Alexandre GRADELET
Tartin'Art Manager

In my opinion, the major change at Tartin'Art since its creation has been structuring the production and sales teams so that we can expand our range and maintain quality and customer service.

We're now well established in Dijon's city centre, our brand is becoming better known and we're seeing a lot of new customers.

We've been able to develop the catering business outside the shop through our professional clientele.

We are adapting to the desires and needs of our customers, particularly vegetarians, through research into our competitors and market trends.

Our products are always simple and well crafted.



EVALSENS OUR SENSORY EVALUATION LABORATORY

Our expertise in sensory evaluation gives us the opportunity every day to analyse innovations in our industry, based on new consumer trends. These new products are characterised by our expert panels using specific vocabulary based on the resulting sensory experience. Our vocabulary and our expert panels are constantly being optimised, so that we can analyse emerging products in each national market as accurately as possible.

Every EUROGERM employee can be part of one or more of the five panels: crispy, soft, pasta, enriched dough, and biscuits.

Participation is voluntary, and as soon as an employee indicates that he or she would like to join a panel, the Evalsens Manager provides around 20 hours of training. This training period enables the participant to learn how to taste a product according to several stages and criteria, and also to learn how to use objective and precise descriptors to describe different products.

“
Let's hear from...



Naël HAIDAR
Sensory Research and Methods
Manager EUROGERM France

Working with our employees, we regularly conduct global studies of specific product ranges to obtain an overview of the international market for these products. In 2022, we drew up a global overview of sandwich loaves with nutritional claims, enabling us to understand how each geographical area is working and communicating on the trend of eating healthier and more balanced food.

“

Charline DURAND
Sandwich course student
working on a Master's degree
in Business Strategy and
Management Tartin'Art



I have been at Tartin'Art for the last three years, and I've had the opportunity to work with both B-to-C and B-to-B customers. The different clientele I work with has enabled me to adapt not only my sales pitch but also my attitude towards them.

Our expertise in both baking and cooking means we can offer a variety of bread and food combinations to suit the needs of each of our customers. Our strengths are the responsiveness and flexibility of what we offer.

OUR
MOTTO

QUALITY, REGULARITY AND
ALWAYS IN A GOOD MOOD TO
MAKE OUR WORK MEANINGFUL



ARPEGES EUROGERM CENTRE OF EXPERTISE

Our mission to our customers goes beyond being creative and developing custom-made products. Arpeges, EUROGERM's Centre of Expertise, brings together the group's expertise to support their development and help them actualise their projects and ambitions.

“ Let's hear from... ”



Laure BICHER
Arpeges Coordinator
EUROGERM France

Today, our customers are looking for proximity, trust and difference. With these shared values, our centre of expertise strives to build a personalised relationship that takes into account our customers' needs. Our customers appreciate our experts' attentiveness and availability, which facilitate their progress and the acquisition of new skills. By offering new products, we inspire our customers to make a difference. This is what has enabled us to forge strong links with our customers and represents the DNA of Arpeges.



ARPEGES HAS FOUR DIVISIONS

TRAINING

To improve performance.
ARPEGES calls on its panel of experts to provide you with knowledge and expertise tailored to your business. Using this approach, each theoretical element is followed by a practical application. Individual or team-based training courses are based on four main themes: fundamentals, technical days, sales and product approaches, and bakery specialities.

CO-DEVELOPMENT

To boost your competitiveness.
Creating new ingredient formulations, defining new processes, optimising recipes and developing new products are just some of the ways in which you can make progress and become more competitive in your markets. Our cross-disciplinary expertise, from sourcing to design, from rheological, sensory and nutritional analyses to custom assembly, guarantees an optimum response to your most demanding requirements.

INNOVATION

To create tomorrow's trends.
Monitoring & benchmarking, marketing strategy, market research: Arpeges guides you through your innovation process so that you can keep up with future trends and develop the products of tomorrow. Food trends, market changes, new consumption patterns, evolving eating habits, social and environmental concerns are all opportunities for innovation to meet new consumer expectations.

INCENTIVE

To develop everyone's potential.
ARPEGES offers turnkey event organising services tailored to your objectives. We have been a certified training organisation for two years, a real asset for our customers.

SPONSORSHIP

Our sponsorship is structured around five areas in which we invest in meaningful initiatives that reflect our values.

As a patron of the arts, we are committed to maintaining our loyalty over the long term to build a strong social bond with the organisations we have supported for many years. Our long-term support helps to ensure the viability and implementation of a wide range of sustainable projects.



- Financial aid for Filipino bakers via **Adsia Eurobakers Marketing Corporation**, a Filipino supplier of bakery ingredients, following the devastation caused by typhoon Rai in December 2021
- Increase in our financial support for **Fondalim® Bourgogne-Franche-Comté**, in the context of global inflation in 2022
- Additional donation to **Refugee Food** to support its food aid scheme at the Cantine des Arbustes (Paris, France), a professional integration solidarity restaurant for international refugees that opened in May 2022.

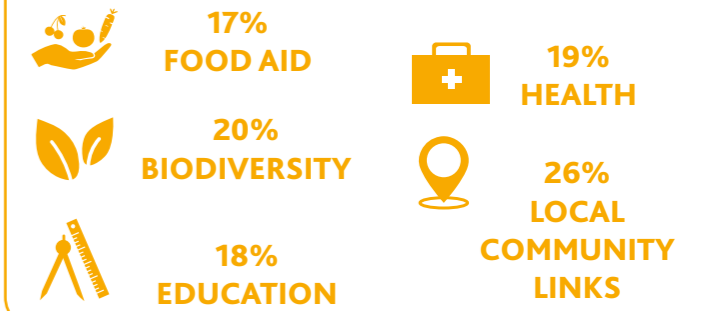
FOCUS ON



We were keen to support the **SOS Attitude** team during the crisis in Ukraine. As a result, our entire donation went towards purchasing goods that were transported to four areas in Mykolaiv and Kherson. During operations in 2022, 180 pallets of food and beverages, 20 electricity generators, 5,000 sleeping bags and 100 emergency tents were distributed.



FIVE ACTION AREAS



EUROGERM BRASIL

Sponsorships dedicated to environmental and biodiversity projects.

EUROGERM FRANCE

- Sponsoring two beehives and a 20,000 m² flower-filled fallow land for 12 years with **Un toit pour les abeilles**.
- Sponsoring the agricultural biodiversity programme run by **Noé**, which aims to protect nature in agricultural environments in France and abroad.
- Protecting chimpanzees in a sanctuary in Cameroon run by **Papaye International**.
- Building and maintaining an amphibian tunnel in the Haute-Jarrie regional nature reserve by the **Fondation du Patrimoine**.

FOCUS ON



EUROGERM supported the first joint reforestation programme run by **UP2GREEN and Tropical Forest and Rural Development** focused on two protected areas in Cameroon. The aim is to restore the natural habitats of threatened species (gorilla and marine turtle) by planting more than 25,000 fruit trees. This initiative helps to protect endangered species while creating a sustainable industry that provides stable, reliable income for indigenous populations (in particular women's groups and cocoa growers). This project is being promoted by raising awareness and educating local people about the environment and the need to preserve biodiversity.





EDUCATION

A flagship sponsorship programme for 20 years, our “1 Subsidiary 1 School” helps to ensure access to quality education in conditions of equity for all the world’s children, girls and boys alike, without discrimination of any kind.

EUROGERM KB

Help for over 250 children at St. Michael’s School in a deprived area of Newark, NJ by Shepherd of Youth.

EUROGERM BRASIL

Educational and cultural activities for families and children from disadvantaged neighbourhoods run by Centro Espirita Allan Kardec.



EUROGERM SOUTH AFRICA

Two actions were carried out in 2022 by Lily of the Valley:

- Repairing roads in the village after flooding in the Durban region in April 2022
- Levelling and preparing a site for a football pitch

This year, five pupils from the village were given access to higher education courses, and baccalaureate candidates took an additional study programme during the school holidays.



EUROGERM MOROCCO

Purchase of food and hygiene products, as well as clothing and shoes by Casa Lumière for pre-school children living in an isolated douar in a mountainous region.

EUROGERM SENEGAL

Sponsorship of a school and a nursery, since 2011, with L’Empire des Enfants, which helps to promote a better social life for children living on the streets.

EUROGERM IBERIA

Helping to fund a Nexe Fundacio project to provide healthy food adapted to the needs of 74 children with multiple disabilities.

EUROGERM DEUTSCHLAND GMBH

An endowment to the Albert Schweitzer Schule public school in Frankfurt to purchase school supplies (bags, pencils, equipment, etc.) for classes for refugee children from Afghanistan and Ukraine in particular.

EUROGERM FRANCE

A long-standing partner in apprenticeships for almost 20 years, our support for the CIFA de l’Yonne enabled us to invest in the latest equipment in 2022 (fermentation chamber, UNOX ventilated oven, deep-freezing cell, rolling mill, etc.).

EUROGERM ANDINA

Care for 60 street children and teenagers in 2022 by the Centro de Integración de Menores en Abandono (CIMA). Primary school pupils study at the Colegio La Libertad in Huaraz and 34 pupils attend classes at CIMA as part of the Regular Basic Education programme.



HEALTH

EUROGERM FRANCE

- Voluntary participation of two employees in the pastry workshop when the Tout Le Monde Contre Le Cancer food truck stopped at the CHU F. Mitterrand in Dijon.

- Support for developing two Simon de Cyrène shared homes in St. Apollinaire, where Service Civique volunteers and employees spend time with disabled residents.

- 28 generous donors took part in the 2022 Etablissement Français du Sang’s Don du Sang challenge.

- An in-house team wore EUROGERM branded outfits while participating in the Mucolor run organised by Demain Sans Mucoviscidose in Varois and Chagnot.

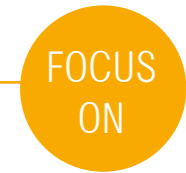
- Financial support for the Fédération Française de Cardiologie’s Parcours du Cœur, a sports day organised by the Amicale des Cyclos Cardiaques.

EUROGERM KB

Donations to St. Jude Childrens Research Hospital for children with cancer.

EUROGERM BRASIL

Donation of nappies for children and the elderly.



Dijon was one of the host cities for the 2022 Telethon, so 106 employees happily got together to take part in a sport challenge: walking, running, yoga, Pilates and muscle strengthening in support of the AFM Telethon.



LOCAL COMMUNITY LINKS

EUROGERM FRANCE

- We are helping to preserve our national and traditional heritage by supporting the restoration of the Cepoy mill (France, Loiret department) by La Roue Tourne Cepoy. This wonderful project has helped to revive the mill’s activity, and consequently the local milling and bakery industry.

- An internal sponsorship programme has been launched to promote our employees’ commitment to community work and strengthen internal cohesion. EUROGERM supported 15 community projects, including ABA Côte d’Or, La Croix Rouge and Animalliance.



We support the development of local and inclusive sports clubs without discrimination. We provide equal sponsorship for men’s and women’s sports, and for children, seniors and people with disabilities.





4

Environmental pillar

Against a backdrop of growing pressure, the United Nations Climate Change Conference in 2022 confirmed the global emergency, but above all affirmed the political will to act collectively. We therefore want to accelerate our understanding and our integration of environmental issues.

The group's objective is to progressively explore these different issues according to three principles:

- CONSERVATION: using natural resources sustainably and protecting them to limit our impact
- RESILIENCE: adapting to and mitigating climate change
- PRESERVATION: protecting and restoring biodiversity and ecosystems over the long term.



MEASURING AND REDUCING OUR CARBON FOOTPRINT

To assess our greenhouse gas emissions, we have chosen an international methodology, in line with the GHG protocol: the carbon assessment. This is a first step in our decarbonisation programme. We have carried out a carbon assessment for France in 2022 to measure our environmental impact and identify the significant greenhouse gas emission sources across our entire value chain (direct and indirect emissions - Scopes 1, 2 and 3). Unsurprisingly, Scope 3 accounts for over 90% of our emissions in France, and mainly concerns agricultural raw materials of animal and plant origin. (The emission unit is defined as the volume of emissions per tonne produced). EUROGERM is determined to transition in order to reduce the intensity of our footprint. All of these measures will help to mitigate climate change, which will also involve reducing our energy consumption, moving towards renewable energies and reducing deforestation.

OUR EMISSION SOURCES

Purchasing	90.4%
Freight	7.5%
Waste	0.6%
Business and home-to-work travel	0.6%
Energy	0.5%
Fixed assets	0.3%
End of life of products sold	0.1%

OUR ACTIONS TO REDUCE OUR CARBON FOOTPRINT

- Working on responsible supply chains (CRC, UTZ, RSPO, organic farming)
- Choosing a 100% renewable energy supplier (for EUROGERM SAS)
- Choosing equipment suppliers, electronic devices and service providers committed to a sustainable approach
- Sorting and recycling waste
- Implementing teleworking
- Hosting appointments via video conference
- Tracking kilometres travelled by road and sea

“ Let’s hear from... ”



Vincent LORICH
Head of Operations & Carbon TRACE

We are helping EUROGERM to quantify and manage their carbon footprint. I'm personally delighted with our relationship and our discussions, which are always interesting and constructive. Our contacts have seized on the conclusions of the carbon assessment – the importance of scope 3 and, in particular, of purchased products – to start work on identifying potential sources of low-carbon raw materials. After an initial carbon assessment for France, they will be taking the next step by rolling out the tool to all the countries in which they operate, as a sign of their commitment to the climate issue. For a company like ours, it's always pleasant and gratifying to work with customers who launch decarbonisation projects once the facts have been established!

FOR 2023... FIVE DECARBONISATION PRIORITIES

CONDUCT a carbon assessment for the whole group	ENCOURAGE sustainable ranges	SOURCE low-carbon raw materials	MAP & ASSESS our partners' CSR practices	OPTIMISE freight
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RESPONSIBLE PURCHASING PROGRAMME

Our decarbonisation plan must take into account the sustainability of our purchases of raw materials, services and products, which are the main source of Scope 3 emissions.

We build relationships from the outset, adopting a customer-centric approach to anticipate risks and better manage our relationships. We have regular, transparent discussions with our key suppliers in the interests of CSR initiatives.

Since September 2021, we have been committed to a responsible purchasing programme with our partner EcoVadis.

Initially, we are evaluating major suppliers by inviting them to join the EcoVadis network. The aim is to be able to measure their involvement in the four priorities: ethics, social and human rights, environment, and responsible purchasing.

Below a certain benchmark, we set up an improvement plan, with the aim of making progress together.

The EcoVadis platform is designed to help companies manage and communicate their CSR performance clearly, effectively and transparently.

“ Let’s hear from... ”



Xavier PONARD
Group Purchasing
and Sourcing Director

Our role as buyers has changed radically over the last 10 years. Historically, we focused on the quality/price ratio, but now we have to go beyond this ratio and take into account availability, innovation, logistics, and CSR with its ethical, human rights and governance aspects, along with the environment and biodiversity.

Given these challenges, it is essential for us to map our suppliers and to be supported by an independent third-party organisation such as EcoVadis, with international recognition, to back up our approach. The aim is to roll out this supplier mapping throughout the group. We must be as transparent as possible about our practices in the interest of collective progress.

FOR 2023...

Work on raw materials sourcing to find more virtuous suppliers
Develop organic ranges and more responsible supply chains (CRC, HVE, RSPO, etc.)

ecovadis

“



Laïd HAFSSA
Senior account manager
ECOVADIS

The buyer-supplier relationship is changing, and EUROGERM has fully understood this by launching its responsible purchasing programme in 2021 and, at the same time, its own EcoVadis assessment. This ambition was not limited to meeting current or future regulations, but rather to generating improvements, risk reduction and innovation in the supply chain.

There are obviously many unknowns in this approach, so our strategic and operational support was adapted to the culture of the purchasing team and its other challenges.

Two years on, EUROGERM has surpassed the basics in terms of CSR maturity, as demonstrated by the fact that ECOVADIS has awarded it a Silver medal. The programme’s roadmap will progressively integrate EUROGERM’S international entities, which will be able to count on our knowledge of best practices, our expertise and a network that is constantly expanding.



WASTE MANAGEMENT AND ECO-DESIGN

All waste is listed and accounted for by type. The collection route for each type of waste is defined according to its nature (cardboard, big bag, paper, plastic, wood, by-products, bio-waste, etc.).

Our expert partners provide us with advice in advance on setting up recovery channels. By analysing the main sources that generate waste and the causes of certain waste products, we were able to draw up an action plan and identify areas for improvement.

IMPROVEMENT ACTIONS IMPLEMENTED

1 EUROGERM KB
Recycling programme completed for production plant with plans to extend in 2023.
By 2023: conduct an eco-design study on the impact of all our raw materials and packaging.

2 EUROGERM ANDINA
Change in the type of packaging used throughout production (100% paper). Monitoring, control and training in handling liquid and solid waste.

“ Let’s hear from... ”



Poliana SIGNORE
Quality and CSR Manager
EUROGERM Brasil

The sustainability initiatives we are focusing on this year are linked to the concept of the circular economy and zero waste. With this in mind, we have re-evaluated a number of internal processes and achieved significant results in 2022. Today, we are a ZERO LANDFILL plant, as 100% of our industrial waste is sent to one of the following destinations: Recycling (paper and plastic packaging)/Composting (production waste)/Resale (cardboard)/Co-processing (special packaging). With the 2023 Eco Design projects, we have succeeded in ensuring that our cardboard boxes use fewer inputs during production (paint and varnish) and can be reused by our customers. As far as plastic packaging is concerned, by reducing the weight, we’re using 26% less plastic, with no negative impact on production or for the customer. And to top it all off, we’ve managed to reduce the cost of these materials! These projects show us that we can always do better, that daring and innovation are the way to a sustainable present and a quality future.



4 EUROGERM FRANCE

- Reduction in the quantity of waste collected per tonne of products manufactured
- Recovery of by-products from line rinsing for use in animal feed thanks to the introduction of a specific procedure
- Methanisation of samples and some biowaste from the bakery and laboratory to reduce the volume of waste incinerated
- Zero landfill policy
- Removal of free film from our finished product bags

5 EUROGERM IBERIA
For 2023: RSPO certification under study.

6 EUROGERM SOUTH AFRICA
Recycling of printer cartridges and additional identification of waste management practices.



TRANSFORMING THE WAY WE MANAGE RESOURCES

Managing the use of energy and water resources is essential in the global context of environmental and energy transition.

OBJECTIVES:

- Reducing energy consumption and supplying renewable energy.
- Reducing water consumption and pollution of aquatic environments.

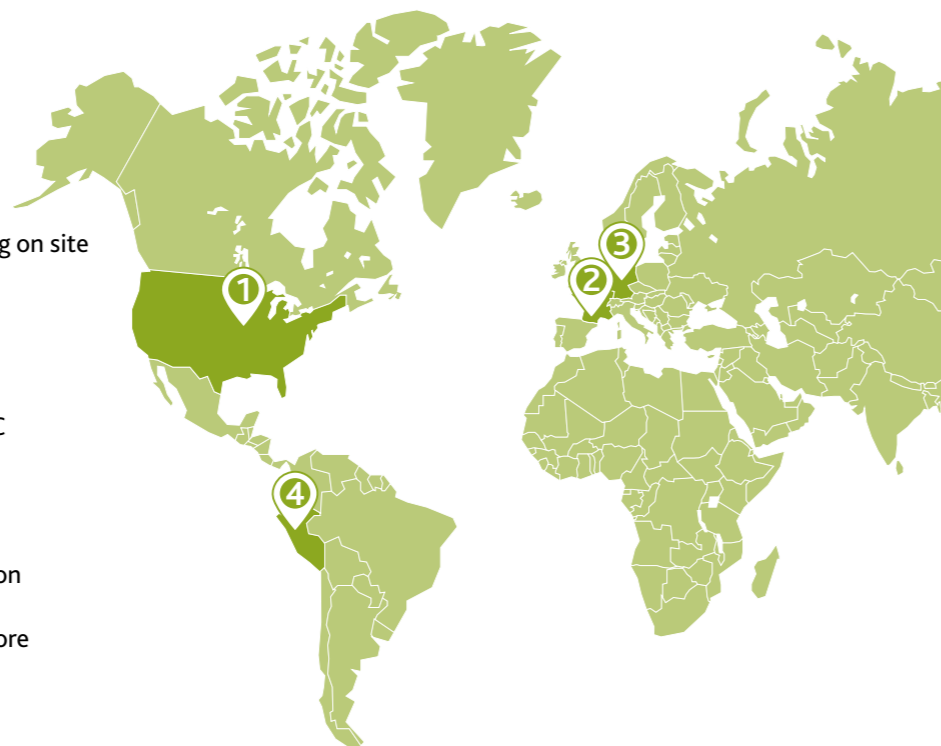
MAIN INITIATIVES IMPLEMENTED

- 1 EUROGERM KB**
Current plans for 2023:
- Replacing ceiling lights with LED bulbs
 - Setting temperature limits on distribution centre thermostats = reducing the amount of gas consumed by ceiling radiators
- Reduction of 50,000 kWh**

- 2 EUROGERM FRANCE**
- Energy audits
 - Employee guide to using air conditioning on site

- 3 EUROGERM DEUTSCHLAND**
- Office partitioning
 - Ambient temperature reduced to 19.5°C
 - No air conditioning

- 4 EUROGERM ANDINA**
- Independent power supply for production and offices
 - Replacement of electric motors with more modern, high-performance versions
 - Optimisation of working hours



BIODIVERSITY AND ECOSYSTEMS

Our agri-food business is directly dependent on biodiversity, so we place particular importance on conserving the world's ecosystems. We are concerned about our ecological impact and working on a measure of our dependence on biodiversity. This work will be carried out over several years, along the same lines as the carbon assessment. We support conservation projects around the world to maintain or restore the balance of natural environments.

OBJECTIVE:

Reducing the impact of human activities on biodiversity.

2022 INDICATORS

INDICATORS		2022	COMMENTS
Governance			
Sales figures		€183M	Consolidated
Number of Business Units		15	Including 3 in France
Number of production sites		12	
Capital held by employees		5.36%	
Evaluation of our CSR performance with EcoVadis		Silver medal	Overall score of 64/100
Member of the Global Compact		Since 2011	including 13 priority SDGs
Social			
Frequency of accidents at work		23.5	
Severity rate of accidents at work		0.5	
Number of employees (FTE, fixed-term and open-ended contracts)		626	
Net job creation (FTE)		29	Including 17 for EUROGERM SAS
Breakdown between men and women		413/213	
Gender equality index		90/100	For EUROGERM SAS
Number of trainees and sandwich course students		29	For EUROGERM SAS
Number of hours of training provided		771 h	
Societal			
Number of production sites certified FSSC 22000 or SQF (recognised by GFSI)		7	
Sponsorship policy		Spread over 5 pillars	Food aid, Biodiversity, Health, Education, Local community links
Number of organisations supported		60	
Environment			
Waste generated/volume shipped		0.026 T/T shipped	
Percentage of waste recycled		89%	
Electricity consumption/volume shipped		0.23 Wh/T shipped	
Percentage of energy consumption from renewable sources		55%	
Water consumption/volume shipped		0.24 m ³ /T shipped	
Suppliers committed to responsible purchasing		70% of the top 50 suppliers	For EUROGERM SAS: the top 50 suppliers account for 90% of the purchase value
Total CO ₂ emissions		58.4 KTCO ₂ e	Scopes 1, 2 and 3; for EUROGERM SAS
Total CO ₂ emissions/volume shipped		0.88 KTCO ₂ e/T shipped	



Tel. +33 (0)3 80 73 07 77 - FRANCE - www.eurogerm.com

