



# EXTRA-FINANCIAL PERFORMANCE REPORT – SOUFFLET GROUP

2021/2022



GROUP  
soufflet

we give value to the earth's potentials



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## A NOTE TO THE READER

This Extra-Financial Performance Report describes how SOUFFLET Group is working to satisfy its corporate social responsibility (CSR). It sets out the CSR actions that the parent company and its subsidiaries have implemented and highlights the new aspects witnessed over the last year. SOUFFLET Group has reported on its CSR since 2012 and issued an Extra-Financial Performance Report (EFPR) since the 2018/2019 fiscal year.

This EFPR has three main sections:

- section 1 describes the business model and value chain that forms SOUFFLET Group's CSR vision.
- section 2 presents what the group perceives as the CSR issues that affects it and how we handle those issues with our various internal and external stakeholders. A table summarises these issues, the associated risks, the resources available for mitigating those risks and our performance indicators (and expected goals according to those indicators). This section also contains a materiality matrix that was created in December 2020 in partnership with DELOITTE.
- section 3 sets out SOUFFLET Group's policies and what the group has done to meet the challenges identified by our CSR policy, We Do Fair, and its five pillars. Those pillars are the compilation of our commitments to acting: "for ecosystems and the climate", "for a sustainable and responsible economy", "for consumers", "for our employees" and "for our territories".

The final pages contain SOUFFLET Group's table of strategic indicators with comments of how we measure up against our main benchmarks.

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## COMPLIANCE WITH LAWS AND REGULATIONS

SOUFFLET Group makes every effort in complying with all current laws and regulations in all fields, including health, social and environmental. The Audit and Risks Committee maps out the group's risks and analyses its internal audit plan and internal control systems.

SOUFFLET Group respects and safeguards the personal data of its staff, consumers, clients and other stakeholders. It does this without partiality and according to the laws that apply in the countries where the business operates. IT procedures are in place to protect the rights, fundamental freedoms and dignity of all data subjects.

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# ◆ INTRODUCTION

## EDITORIAL

### ***Striving towards our CSR goals in a year underpinned by uncertainty.***

*The year saw the COVID-19 pandemic gradually abate, the SOUFFLET Group fold into the INVIVO Group and the geopolitical landscape shaken up by Russia's invasion of Ukraine. With this backdrop, the group continued to work toward its core ambitions and remain highly invested in fulfilling its corporate social responsibility. Our Sowing Good Sense initiative has intensified its messaging about its expansion across new products, and we have achieved the launch targets on positive-impact products relating to blockchain technology. Sowing Good Sense is how we can show the value of sustainable agricultural supply chains and push for the ecological farming transition. It has become a meaningful rallying banner that touches on all areas of our business and is easily identified by internal and external stakeholders. It can become a driver of change.*

*Over the year, the group strengthened its CSR governance, thanks to the hiring of qualified CSR managers in the various business units who would ensure the smooth pursuit of our pivotal CSR policy called "We Do Fair: our commitments".*

*The objectives of this policy convey our collective medium- and long-term ambitions that guide each of our business lines to express who they are at their core, which when combined is what the group stands for. After merging with INVIVO, we are erecting a pillar of common, robust, ambitious commitments to developing a resilient agricultural system that can sustainably feed all populations, in France and farther afield.*

*Other major events during the year for our CSR policy were:*

- reinforcing our commitments on reducing GHG emissions as part of aligning carbon goals with scientific knowledge and the Paris Agreement;*
- continuing the development of sustainable agricultural supply chains and reviewing specifications to align them with changes in identified needs and, thus, ensuring their*

### **How we have been dealing with the Ukraine crisis since February 2022**

**MALTERIES SOUFFLET and SOUFFLET AGRICULTURE have been greatly involved in protecting their more than 350 Ukrainian employees since the Russian invasion.**

- Since war broke out, the group has ensured the safety and material support of its employees and their families (parents, children and grandparents). Business was suspended when necessary to do so (4 March), while a series of measures was taken in support of our employees:
- A two-month advance of salaries (and payroll retention) to allow employees to get organised, stock up on necessities, relocate, etc.;
- Payment for transport and accommodation during relocation within Ukraine or in an EU member state;
- Payment of a subsistence allowance to cover the difference in the living costs between Ukraine and country of relocation (allowance based on indices provided by Helma International);
- Support in Schengen administrative tasks (especially to receive EU protection and temporary residency giving access to healthcare, housing and employment) and in organising French classes for families now living in France, etc.;
- Psychological support with a specialised Ukrainian service provider for employees and their families coping with unprecedented violence, severe uncertainty for themselves and their children, painful reflections on why Russia would invade their country, etc.

- enduring contribution to the agri-food transition;*
- collaborating closely with our stakeholders, including our clients and suppliers, and developing positive-impact products to contribute collectively to a responsible economy;*
- pursuing our actions to ceaselessly improve the safety of our employees through our We Do Safe approach;*
- steadfastly supporting our Ukrainian employees and their families (see inset).*

*Working from home, which is now an accepted means of combining productivity with quality of life, and the increasingly energetic involvement of employees into CSR in the post-pandemic age are signs that the pace of change is accelerating. The transformation is here and we are all in it together. Our will is equal to our ambitions.*

**Olivier CLYTI**  
Head of Operations



### What is a positive-impact product?

A positive-impact product is an offering that takes into account its environmental, social and economic impacts throughout its value chain, from design to use by the end customer.

The principal CSR issues considered are:

- the climate,
- biodiversity,
- soil fertility/health,
- human health
- added value for farmers

A positive-impact product must not negatively impact any of these issues.



## ANNUAL REVIEW AND OUTLOOK FOR 2022/2023

The SOUFFLET CSR strategy applies to all group businesses in France and abroad where the strategy has been gradually rolled out.

During the 2021/2022 fiscal year, initiated projects were consolidated especially in those on safety, water and climate and the development of low-carbon, sustainable supply chains. The year also saw the push of a new CSR dynamic when the SOUFFLET Group merged with INVIVO, which describes itself in its articles of association as an “*entreprise à mission*”, a type of community interest corporation. SOUFFLET Group’s CSR commitments could continue to be pursued as they fell in line with INVIVO’s standards.

Also during the year, the sale of SOUFFLET ALIMENTAIRE and its Vivien Paille brand to AVRIL Group was completed in June 2022.

AVRIL’s acquisition of SOUFFLET ALIMENTAIRE fits in with the continued long-term partnerships between AVRIL and the SOUFFLET and INVIVO groups and the transformation of the oil seed sector. This transaction confirms the two group’s joint commitment to fortifying the French food and farming supply chains and food sovereignty. The transaction reinforces their respective competitiveness.

SOUFFLET Group launched its CSR policy called “We Do Fair: our commitments” in 2021. It was rolled out across all companies within the SOUFFLET Group and continued to be pursued in 2021/2022. The goals of this policy will continue to act as a baseline within the CSR policy of the new grouping of INVIVO and SOUFFLET. Accordingly, in the coming 2022/2023 fiscal year, our Extra-Financial Performance Reports (EFPRs) will be merged into one report as we prepare for future regulatory changes.

Our ambition rests on the pillars of CSR, innovation and positive-impact products. We have set our priorities on controlling and reducing our overall environmental impact as well as contributing to the safety of each one of our employees.

Businesses are operating in a fast-moving, complicated and uncertain world where regulations are becoming more stringent and consumers more demanding. Nevertheless, all group divisions managed to achieve some excellent goals during the year.

### **SOUFFLET AGRICULTURE and its sustainable supply chains:**

- processed low-carbon rapeseed and sunflower seeds based on a greenhouse gas calculator developed in partnership with the French Federation of Farming Trade (FNA);
- started using insurance contracts covering climate risks and produced crops in decline, like rapeseed;
- developed the use of soil conservation agriculture and triple-level supply chains with industrial clients;
- supported PADV, an association committed to developing ecological farming including the conservation of soil in agricultural activities;
- raised awareness among farmers about soil conservation agriculture and other sustainable, profitable farming practices;
- saw a large increase in procured volumes in **Sowing Good Sense supply chains** and an increase in organic supplies, matching market expectations;

- conducted many agronomic experiments on the use of biocontrol products and farming practices that are less harmful to the environment;
- increased the number biocontrol products in its catalogue for plant protection products;
- carried out joint work on producing low-carbon barley as part of an international programme entitled “**Low carbon farming program**” (France, Brazil and Russia) involving SOUFFLET AGRICULTURE, MALTERIES SOUFFLET and HEINEKEN;
- launched **farmi.com**, a website for the online sale of farm products and services. Farmi.com offers innovative, competitive solutions to farmers, other agricultural actors and consumers. It can also provide technical supervision and bespoke agronomic advice;
- continued development of the Farmi application, which was launched in 2017 and designed to help farmers in their daily activities. Today, the app has over 12,000 regular users and is continuously updated and expanded with many extra features.

#### **MALTERIES SOUFFLET:**

- continued its **FRET 21 commitment** and rolled out an action plan for reducing GHG emissions as part of its commitment to sustainable transportation;
- continued on its path of technical improvements to reduce water use by 30% in 2030 (compared to 2017 levels), especially through the use of Optisteeep and Multisteeep processes;
- made major new investments in decarbonising the energy used at malt houses (in Poland, for example, where the employment of a tri-generation plant significantly lowered carbon emissions);
- launched Transparency, a blockchain technology that enables the consumer to use their smartphone to scan a simple QR code on a beer label and look up data detailing the entire barley-malt-beer supply chain;
- launched production at the first SOUFFLET malt house on African soil (Ethiopia). It is the first zero-carbon malt house in the world thanks to the use of hydroelectricity;
- created, with SOUFFLET AGRICULTURE, the first traceable, responsible barley supply chain involving its customer and partner, Kronenbourg SAS, as a real-life step in the ecological farming transition;
- carried out joint work on producing low-carbon barley as part of an international programme entitled “Low carbon farming program” (France, Brazil and Russia) involving SOUFFLET AGRICULTURE, MALTERIES SOUFFLET and HEINEKEN;
- determined its *Science Based Targets* which would be submitted in July 2022;
- received a B rating from Carbon Disclosure Project (CDP);
- established safety behaviour inspections in all countries the division is based;
- commenced waste management training for all division employees.

#### **MOULINS SOUFFLET:**

- set up a CSR Department to communicate the new MOULINS SOUFFLET CSR policy and give it new impetus, as well as confirmed its intention to achieve full supply through sustainable supply chains by 2027;
- created a traditional flour from the Sowing Good Sense Excellence supply chain thanks to the innovation between Baguépi Farine Responsable, its brand for artisan bakers, and TERRE DE SENS. The new flour received the Red Label (*Label Rouge*) quality mark;
- supported the artisan bakers it sells to as they undertook a messaging campaign during the year on sustainable development, and enabled them to expound their very own commitments;
- launched the “Farines de Nos Régions” at the Dienville mill – this local-sourced flour range is produced for artisan bakers;
- continued to follow the clean label approach (removal of additives) in the roll out of recipes for preparing specialty

breads and viennoiseries aimed at artisan bakers;

- saw Lidl place the Sowing Good Sense guarantee mark on its packets of Navarre flour which is produced by MOULINS SOUFFLET from its Excellence supply chain;
- expanded its domestic flour offerings with 1 kg bags of Red Label “Farines du Terroir”. The flour is available for all customers of the distribution network and is from Sowing Good Sense Excellence supplies;
- tested out a biogas-fuelled lorry for flour deliveries within the Parisian region in early 2022. This type of transport is safer and more sustainable; it should become more widespread;
- is preparing to inaugurate the new Corbeil 4.0 mill for the end of the year. It will create new jobs and will save a significant amount of energy in its use. The Grands Moulins is the jewel in the crown of Corbeil-Essonnes’ industrial heritage. This former mill, owned by SOUFFLET Group, is in the early stages of being converted into homes. The municipality has signed off on specifications for this project that will regenerate this listed building;
- in partnership with its client PASQUIER and supplier SOUFFLET AGRICULTURE, reviewed the price of the flour from this private, highly controlled supply chain that reflects the principles of soil conservation agriculture in its environmental and food protections. This price revision was necessary to cover the premium price paid to farmers who operate in an environmentally friendly way and the higher market prices for cereals.

#### **NEUHAUSER:**

- continued its string of measures to enhance the resilience of production at sites: improved recovery of refuse, recovery of production waste, reduced water use through improved line cleaning techniques, heat recovery from the cooling towers of refrigeration units to lower energy consumption, etc. All these actions helped factories improve their performance, significantly reduce their environmental footprint and produce goods that increasingly met the expectations of customers and society;
- considers customers and society as guiding lights for its business;
- implemented a turnaround plan to ensure the economic durability of this business after a series of difficulties.

#### **AIT INGREDIENTS:**

- brought its factories in line with the ISO 50001 certification;
- reviewed the use of palettes in deliveries to optimise their use;
- ensured 100% of wheat flours used by the division came from sustainable supply chains (traced, French origin, good environmental practices, no use of insecticide in storage after harvest);
- had its malt supplies certified as high environmental value (HEV) in February 2022;
- carried out and systematised the CSR assessment and guidance of all its suppliers;
- joined the CRC supply chain in September 2021 to meet client expectations;
- carried out an ECOVADIS assessment of its SOUFFLET BIOTECHNOLOGIES SAS business, which scored 69/100, a gold medal.

#### **SOUFFLET ALIMENTAIRE:**

- was sold to AVRIL Group to better ensure its growth, especially in the sale of plant-based protein;
- was working with some 420 French farmers. In ten years, its French-origin production had grown by a factor of four to the detriment of Canadian imports. With its Vivien Paille brand, SOUFFLET ALIMENTAIRE developed a 100% made in France legumes range and was part of the Sowing Good Sense initiative by offering organically farmed products;
- also acted toward the dietary transition by making French green lentils, which received a level 2 environmental certification, available to institutional catering services since the 2021 harvest. Accordingly, SOUFFLET ALIMENTAIRE

met the growing demand of its customers and could rely on the expertise of SOUFFLET AGRICULTURE in agronomics, tracing and procurement. This product satisfied the criteria set out in the French EGALIM Act and used 100% recyclable packaging;

- continued investing in ways to speed up the development of its plant-based proteins, which are a national strategic issue as demonstrated by France's Plant Protein Plan;
- launched a trial of environmental labelling as part of its brand Vivien Paille's transparency approach. The labelling is known as Planet Score and is proposed by the French Technical Institute for Organic Farming.

#### **SOUFFLET VIGNE:**

- unveiled a new "fighting weather risks" offer in its service catalogue for winegrowers and, in particular, expanded its products for combating frost;
- increased organic products and services in its digital catalogue for winegrowers committed to organic farming;
- developed Zero Phyto products for its own brand, Le Souffle Vert, for use in green spaces: a catalogue of good environmental practices and alternative solutions for professionals in this area.

#### **POMME DE PAIN:**

- pursued its casual dining business with enhanced CSR goals, especially on nutritional quality with the display of Nutriscores on its products, commitments toward animal welfare and supplies from sustainable agricultural supply chains;
- enhanced the nutritional quality of its restaurant offerings by leveraging the expertise of the Bleu-Blanc-Cœur organisation;
- commenced sorting out refuse and recovering food waste;
- began research into how to eliminate single-use plastics from its business;
- actively fought against waste through a partnership with Too Good To Go.

#### **SOUFFLET NEGOCE:**

- renewed maize certification under the Class A Quality Charter, which sets quality and CSR requirements;
- installed a new loading gantry in Rouen – one of its features is to absorb almost all cereal dust released during operations and, therefore, reduce this type of air pollution;
- conversion of by-products into 1,200 tonnes of pellets made up of cereal dust released during operations.

Lastly, 2021/2022 was a year in which all businesses of the Group expanded their goals through the following actions:

- annual assessment of Scope 1 and 2 carbon emissions for all divisions and all sites;
- scope 3 carbon assessment and product lifecycle analyses were rolled out to an increasing number of divisions (after MOULINS SOUFFLET, NEUHAUSER and MALTERIES SOUFFLET, the ingredients division underwent this assessment in the year);
- MALTERIES SOUFFLET initiated Science Based Targets approach which then became a group commitment. It will be expanded to the rest of the group;
- divisions underwent updated Ecovadis assessments, which showed continued improvement in scores:

Division	Score	Medal	Division	Score	Medal
MOULINS SOUFFLET	72/100	Gold	SOUFFLET VIGNE	52/100	Bronze
Neuhauser	48/100	Bronze	SOUFFLET AGRICULTURE	45/100	Bronze
SOUFFLET BIOTECHNOLOGIES	69/100	Gold	SOUFFLET NEGOCE	60/100	Silver
MALTERIES SOUFFLET	63/100	Silver	SOUFFLET ALIMENTAIRE	69/100	Gold

- we monitored our action plans on reducing energy use and moving into a greener fuel mix to reduce GHG emissions;
- we pursued action plans on using transportation that released less GHGs;
- we continued developing Sowing Good Sense sustainable supply chains, especially for wheat and barley;
- we adhered to our due diligence commitment through in-house training on the group's Code of Conduct and by implementing our responsible procurement initiative;
- we reduced our workplace accident rate through our We Do Safe programme.

SOUFFLET Group merged with the INVIVO cooperative during the 2021/2022 fiscal year. As a community interest corporation, INVIVO enables us to maintain our high level of commitment toward the agricultural, environmental and food transitions. Accordingly, we have not discarded any prior actions undertaken. In the initial months of integration, we had the opportunity to bolster our climate action plan by further reducing our GHG targets. We also worked on establishing a positive-impact product approach based on a meticulous methodology that was both harmonised and adapted to the particular features of our trade. This approach assigns a positive-impact rating to each product or service which can then be classified within a specific category. We have set an ambitious target for revenue growth among these products and services. Likewise, we are pursuing our objective on responsible procurement and will continue to assist our partners in considering and acting on CSR issues. In this context, the group will harmonise and roll out its purchasing policy. Elsewhere, we will improve our ability to sort out waste and refuse. And we will reinforce our capacity to collect useful data for steering CSR policy and governance within our divisions.

The challenges posed by the agricultural transformation and energy transition will require our continued adaptation, as will the needs of our sectors which are completely evolving. As before, SOUFFLET Group, now part of INVIVO, will strive to create shared value, optimise overall productivity and always be attentive to our stakeholders so that we can fully satisfy their expectations.

The health and safety of our employees remains our top priority and the subject of ambitious targets. We are still committed to improving their quality of work life, and training is one means of developing every person's employability and occupational skills.

Lastly, we will continue to adhere to the UN's Sustainable Development Goals (SDGs) and demonstrate our ability to adapt to phenomena tied to climate change while reducing our direct and indirect impact on the environment. We will also actively contribute, as before, to re-energising our regions. Our responsibilities have been and still are feeding people sustainably and promoting the Earth's great potential.

#### **How the pandemic and invasion of Ukraine impacted us**

The coronavirus pandemic had less of an impact on our goals for this past year than it did in 2020/2021. Our organisations kept a regular pandemic unit in operation until the end of 2021. The unit would meet every fortnight to take stock of cases and adapt measures based on governmental instructions.

From 2022, the public health emergency in France subsided and the pandemic unit went into standby mode without any major action being needed.

Divisions acted independently and managed the particular situation within their organisations on a case-by-case basis.

The COVID-19 crisis did still have repercussions that drew out the implementation of our planned CSR actions for longer:

- HR data on workforce and training have still not been expanded internationally;
- the international audit on ILO compliance has still not recommenced;
- the activities of SOUFFLET Agro International's SoilteQ Club, a club that raises awareness on ecological farming among farmers of eastern countries, have still not resumed.

The war in Ukraine led to MALTERIES SOUFFLET suspending its activities in that country in early March 2022.

The business worked strenuously to ensure the physical safety and protection of its employees (see insert in the introduction on page 6).

Inflation on commodity and freight prices caused us to shift and compromise our initial action plans, especially the roll out of our responsible purchasing policy.

### **Review of the agricultural season (Source AGRESTE)**

Although the coolest year since 2014, 2021 still exceeded normal seasonal temperatures by 0.4°C. The milder winter and early autumn compensated for a cooler spring and summer. Precipitation was abundant especially in winter and summer. Strong rainfall in June and July undermined the yield potential for wheat and barley.

In AGRESTE's review of the 2021 harvest, it underlined the excellent cereal harvest (up 15%) compared with 2020, even if results were sometimes not the same from one zone to the next. In total, French farmers reaped 36.1 million tonnes of common wheat in 2021. The average crop yield was 7,300 kg/ha whereas it was 6,850 kg/ha in 2020. The 2021 harvest volume exceeded the 2020 harvest by 24% and the five-year average by 8%.

Durum also saw a rebound in production but its market was still tight. Total French barley production reached 11.7 million tonnes in the 2021 harvest. Both winter and spring barley yields increased.

Despite a drop of 140,000 ha in land farmed, the volume of rapeseed increased and passed 3.3 million tonnes. Crop yields overall rose 15% but were variable from one region to the other. The western part of France saw a 30% jump in yields whereas yields in the Grand Est (north-east of France) contracted 9%.

The prices of cereals began to rise from July onwards. On the Euronext stock exchange, the price for milling wheat was much higher than just a year earlier: up 27% compared with 2020 and 29% higher than the five-year average.

According to a report by FRANCE AGRI-MER, various upward pressures were at work—summer weather was characterised by rains over western Europe and drought in North America, the public health crisis and traffic congestion of shipping lanes disrupted markets, US wheat saw lower production and, at the same time, global demand was very strong. All these factors pushed up prices; good news for French producers who had been suffering from rather mediocre financial results in recent years. However, they are now having to endure material increases in production costs, such as fuel, fertilisers, raw materials, etc.

### **Immediate consequences of the acquisition of SOUFFLET Group by INVIVO**

In December 2021, SOUFFLET Group merged with the INVIVO cooperatives. Prior to the acquisition, the various teams endeavoured to make this transaction run smoothly as possible. Since January, the teams were involved in a major 100-

day project, baptised “We Share, We Care, We Dare”. The goal of this first stage was to have everyone become acquainted with one another and work together. Some of our organisations also underwent changes and incorporated new colleagues. We then began working on disseminating our vision, drafting new roadmaps and aligning our processes. Our ongoing CSR policies and commitments were maintained and, in autumn, the INVIVO-SOUFFLET Group's joint CSR policy will be presented.

Because our historic business under SOUFFLET Group's commitments ended in 2021/2022, we took the decision to complete a final EFPR for the same fiscal year while INVIVO would publish its own based on its historic business scope. These two publications will enable us to prepare our first joint EFPR for 2022/2023.

# SECTION 1

## BUSINESS MODEL AND VALUE CHAIN

### Our CSR goals for...

#### The environment

- 5 %

less energy consumption  
between 2020 and 2025

- 15 %

lower GHG emissions  
from transport between 2020 and 2025

- 5 %

lower GHG emissions  
in the group's industrial carbon footprint  
between 2020 and 2025

- 20 %

less water consumption  
by 2030 compared to 2017

#### Safety

- 50 %

lower workplace accident rate  
by 2025

#### Quality chains

+ 300,000 t

more traceable wheat  
bought from farms  
in 2023

### OUR RESULTS in 2021/2022

**16,657 tCO<sub>2</sub>eq** avoided  
thanks to renewable energy  
production



**11.6%** lower GHG emissions  
since 2019/2020 in absolute terms

Under **4 m<sup>3</sup> of water used per tonne** of malt produced, a 4.6% decrease on the prior year

**8,700 t** of wheat supplied  
under soil conservation  
agriculture practices (up 80%  
on prior year)

**53,450 t** of low-carbon rapeseed and  
sunflower seeds (up 44% and 32% over 20/21)

**137,300 t** of wheat stored  
without post-harvest treatment  
(47% increase on 20/21)

**35,000 t** of rice and  
pulses supplied to  
SOUFFLET ALIMENTAIRE  
through Sowing Good  
Sense supply chains

**More than 75,000  
hours** of training given to  
SOUFFLET employees



**A constantly improving  
accident frequency  
rate**, true to our We Do Safe  
commitment

**24,180 tCO<sub>2</sub>eq** avoided  
thanks to cogeneration

**32,500 t**  
of organic supplies  
by SOUFFLET  
AGRICULTURE  
(+57% over  
2019/2020)

**459,700 t** of  
wheat supplied to  
MOULINS SOUFFLET  
through Sowing  
Good Sense supply  
chains (up 21% on  
prior year)

**725,330 t** of oats supplied to MALTERIES  
SOUFFLET by over 4,850 farmers in Sowing  
Good Sense supply chains

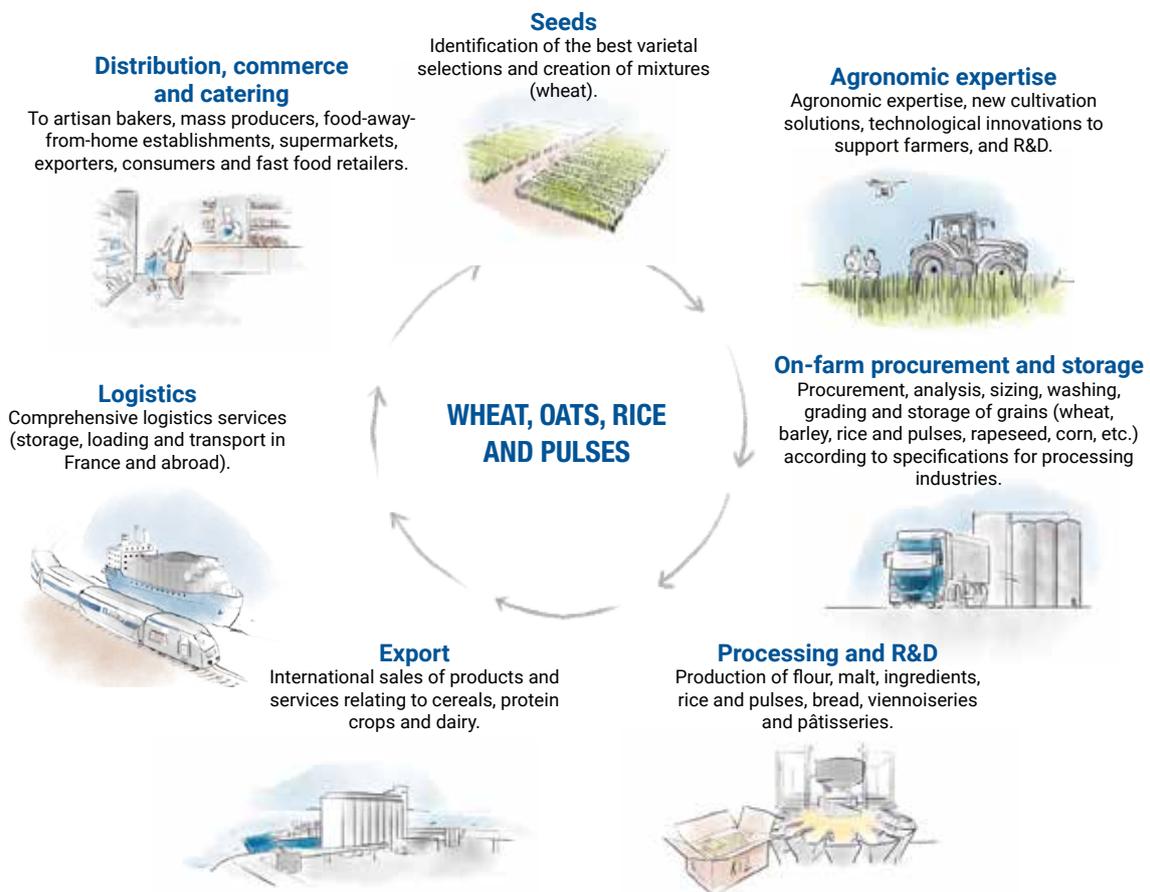
**155 R&D projects**  
over the last three  
years devoted to  
nutrition and clean  
label topics within the  
wheat supply chain



**695 winegrowers**  
supported in SOUFFLET  
VIGNE's sustainable  
winegrowing initiative

**23,900** Too Good To Go baskets  
sold by POMME DE PAIN

## LINKS IN OUR VALUE CHAIN



### Some examples of what we are doing for sustainable development:

- 17 sustainable supply chains incorporated into a cross-functional initiative called Sowing Good Sense.
- 13 organic malt products
- More than 32,000 tonnes of organic raw materials purchased by SOUFFLET AGRICULTURE.
- Over 8,500 farmers form part of Sowing Good Sense sustainable supply chains and almost 460,000 tonnes of common wheat from Sowing Good Sense supplies sent to MOULINS SOUFFLET (+21%).
- Development partnerships for promoting soil fertility, carbon capture, biodiversity and the creation of value for farmers.
- 20,000 micro-land plots for agronomic trials on improving the overall productivity of sustainable farming.
- Development support for biofuels with the recovery of 53,000 tonnes of low-carbon sunflower seeds and rapeseed.
- Fostering of vibrant farmlands in France and abroad.
- Contributions to the upkeep of capillary railroads in France.
- Support to the development of pulses and their environmental benefits for human and animal consumption.
- Conversion of operational by-products into animal feed and renewable energy.
- Several thousands of direct and indirect jobs, including in the countryside.
- Continued improvements to the safety of our employees.
- Continuous training adapted to each person to maximise the group's performance and our staff members' employability.

## 1.1. A LOOK AT OUR BUSINESS

### WHAT WE DO:

Highlight the potential of the land to sustainably feed all peoples around the world.

### WHAT WE AIM TO BE:

A partner in the development of sustainable supply chains in France and around the globe, which can offer safe, high-quality products with due regard to the environment and territories, as well as the quality of life of those who work in those supply chains from seed to end product.

### OUR IDENTITY AND RESOURCES:

#### ◆ SOUFFLET GROUP

SOUFFLET is an international agri-food group based in France. It buys and processes barley, wheat, rice and pulses while also giving agronomic advice to farmers.

As a family-run agri-food group and the largest private on-farm buyer of cereals in Europe, SOUFFLET operates on international markets through its SOUFFLET NEGOCE subsidiary.

In barley, it is one of the world's top malt producers in Europe, Asia, South America and Africa.

In wheat, it is one of Europe's biggest millers and an expert in custom ingredients. It also formulates and manufactures enzymes and sourdoughs. It is an important bread/viennoiserie/pâtisserie baker in France and Portugal, and it also has fast-food operations.

SOUFFLET Group invests in research and innovation for creating added value out of agricultural resources within a sustainable development approach.

<b>Distribution of industrial sites:</b> 57% in France 43% elsewhere
<b>Number of industrial sites:</b> 59
<b>Number of countries operated in:</b> 19
<b>Headquarters at Nogent sur Seine</b> (Aube - France)

	2019/2020	2020/2021	2021/2022
Revenue (€m)	4,935	4,617	100**
% International	66%	61%	62%
Employees	6,851	6,585	6,585
of which based in France	5,316*	5,002*	4,971*
of which based elsewhere	1,535	1,583	1,614

\*data aligned with the KPI shown in the summary table / \*\*Revenue amount is not given due to INVIVO's acquisition of SOUFFLET Group during the year. Accordingly, the percentage of revenue each division attributes to SOUFFLET Group's total revenue is shown

## ◆ SOUFFLET AGRICULTURE

*A partner attentive to the needs of farmers and a promotor of a farming model that is sustainable and respectful of humans, animals and the environment*

SOUFFLET AGRICULTURE is the largest private on-farm buyer of cereals in Europe. It is established across the main agricultural regions of France, Europe and the CIS. The business buys, stores and sells agricultural products. It distributes agricultural supplies according to societal needs and the strategy of the business. To assist farmers develop their business, SOUFFLET AGRICULTURE provides them with personalised agronomic advice, technical supervision and a range of competitive, innovative solutions meeting the needs of supply chains and agri-food industries. It performs a wide array of trials on agronomic solutions that it can subsequently recommend. It sets great store by its close-knit relationships with its customers in every place it is based.

SOUFFLET AGRICULTURE sustains the tight supply chains that pass through other divisions such as MOULINS SOUFFLET (wheat), MALTERIES SOUFFLET (barley), SOUFFLET ALIMENTAIRE (rice and pulses) and SOUFFLET NEGOCE. SOUFFLET TRANSPORT and the marketing of seeds and plant protection products are attached to its business and it seeks how it can use by-products for feeding livestock.

**245 silos with 165 on internal sites and 80 external**

**148 supply stores with 15 on dedicated supply sites**

**75 seasonal procurement points**

**12 silos abroad**

**8 seed stations**

**2 logistics platforms in France**

	2019/2020	2020/2021	2021/2022
Revenue (€m)	1,858	1,787	33% of SOUFFLET Group revenue**
<i>of which seeds</i>	133	132	6.1%
<i>of which plant protection products (PPP)</i>	243	239	11.6%
<i>of which fertilisers</i>	201	182	12.9%
Processed oil product volume (in hL)	652,550	554,149	569,000
Procurement (in tonnes)	5,915,203	4,988,040	5,512,171
<i>of which from France</i>	4,330,442	3,527,349	4,020,342
Storage capacity (in tonnes)	2,644,765	2,685,585	3,076,165
Total employees	1,566	1,564	1,992

\*\*Revenue amount is not given due to INVIVO's acquisition of SOUFFLET Group during the year. Accordingly, the percentage of revenue each division attributes to SOUFFLET Group's total revenue is shown

The increase in employees over the recent year is primarily due to the setting up of the seed station in Romania and sales growth in Russia.



## ◆ SOUFFLET VIGNE

*Partnering with winegrowers and green space professionals*

This division offers its agronomic, wine-making, technical and regulatory expertise to winegrowers. It boasts a full range of services that support winegrowers that will take them right up to obtaining an organic farming certificate or high environmental value recognition. SOUFFLET VIGNE also carries out the local distribution of products required by winegrowers and in the preparation of wines. The business operates with the largest French vineyards and also has a distribution service for green space professionals.

**28 points of sale in Champagne, Bourgogne, Val de Loire, Beaujolais, Cerdon, Vallée du Rhône, Provence, Languedoc, Bordelais and Ile de France.**

	2019/2020	2020/2021	2021/2022
Revenue (€m)	76	81	1.3% of SOUFFLET Group revenue**
<i>of which vine (plant protection, fertiliser, trellising)</i>	41.2	38.7	51.5%
<i>of which wine</i>	19,1	22,9	27.3%
<i>of which green spaces</i>	12,4	14,8	15.7%
<i>of which services and similar</i>	2,1	2,4	2.3%
<i>of which other</i>	1,7	2,5	3.6%
Employees	230	239	254

\*\*Revenue amount is not given due to INVIVO's acquisition of SOUFFLET Group during the year. Accordingly, the percentage of revenue each division attributes to SOUFFLET Group's total revenue is shown

## ◆ SOUFFLET NEGOCE

*International seller of cereals, protein and oilseed crops, and dairy*

SOUFFLET NEGOCE offers the full range of products and logistical services for cereals, protein and oilseed crops, and dairy running from Europe and the Black Sea basin. This division can rely on its own port facilities as well as the synergies derived from the group's all-round expertise in wheat and barley.

**1 trading hub in France  
4 organisation or trading offices (Ukraine, Spain, Algeria, Côte d'Ivoire)  
2 port silos**

	2019/2020	2020/2021	2021/2022
Revenue (€m)	1,962	1,671	33.9% of SOUFFLET Group revenue**
Processed volume (in tonnes)	9,768,210	7,489,173	8,017,576
Of which originating from France	6,475,918	4,418,742	5,122,646
Port storage capacity (in tonnes)	417,000	348,000	348,000
Employees	132	119	99

\*\*Revenue amount is not given due to INVIVO's acquisition of SOUFFLET Group during the year. Accordingly, the percentage of revenue each division attributes to SOUFFLET Group's total revenue is shown

## ◆ MOULINS SOUFFLET

*A top European miller for French artisan bakers, supermarkets and food processors as well as for export*

MOULINS SOUFFLET is a leading miller in Europe which specialises in the selection and processing of wheat. It prepares and markets flour produced to specifications and whose quality and consistency satisfy the demands of French and international customers, artisan bakeries, supermarkets and agri-food manufacturers. Its flour brands reflect its expertise: Baguéri Farine Responsable and Baguéri Farine Excellence.

**8 mills in France  
and 1 in  
Belgium**

	2019/2020	2020/2021	2021/2022
Revenue (€m)	360	352	7% of SOUFFLET Group revenue**
Flour produced (in tonnes)	828,236	799,446	842,000
<i>of which in France</i>	<i>644,220</i>	<i>623,910</i>	<i>647,000</i>
<i>of which in Belgium</i>	<i>184,016</i>	<i>175,536</i>	<i>195,000</i>
Exports (non-domestic sales)	13%	10.6%	6%
Total employees	513	480	488

\*\*Revenue amount is not given due to INVIVO's acquisition of SOUFFLET Group during the year. Accordingly, the percentage of revenue each division attributes to SOUFFLET Group's total revenue is shown

## ◆ SOUFFLET INGREDIENTS

*Specialist in bespoke ingredients and food enzymes in France and abroad*

The ingredients division operates in different sectors:

- with AIT, it works on technical solutions (improvers, correctors, enzymes) and aromatic solutions (sourdough, roasted malt, cereal mixtures) for milling and industrial baking in the wheat/flour/bread sector;
- with SOUFFLET BIOTECHNOLOGIES, it produces enzymes for various sectors, such as winemaking, fruit processing, breadmaking, breweries and animal feed. It also produces sourdough for the breadmaking industry.

**3 industrial sites and 1  
bakehouse in France**

**6 subsidiaries: 1 in Russia, 1  
in Argentina, 1 in South Africa,  
1 in Brazil, 1 in Spain and 1 in  
Kenya**

The ingredients division can propose bespoke offerings to accompany its personalised services and it continues to develop its expertise on European, African, South American, Russian, Asian and Middle Eastern markets.

	2019/2020	2020/2021	2021/2022
Revenue (€m)	81	74	1.2% of SOUFFLET Group revenue**
Total employees (France and abroad)	284	278	272

\*\*Revenue amount is not given due to INVIVO's acquisition of SOUFFLET Group during the year. Accordingly, the percentage of revenue each division attributes to SOUFFLET Group's total revenue is shown

## ◆ NEUHAUSER

A major business in the Bakery/Viennoiserie/Pâtisserie sector serving the needs of supermarkets, non-household catering and specialist distributors in France and around the world.

As part of SOUFFLET Group's wheat business, NEUHAUSER is a major player in the Bakery/Viennoiserie/Pâtisserie sector in France and, under the Panpor name, Portugal. It designs, produces and distributes a wide range of breads, viennoiseries and pâtisseries.

NEUHAUSER serves supermarkets, food-away-from-home establishments and specialised distributors in France, Europe and the wider world. It also exports under its own brands, such as Le Petit Français.

11 production sites in France

1 production site in Portugal

	2019/2020	2020/2021	2021/2022
Revenue (€m)	338	336	5.4% of SOUFFLET Group revenue**
of which from Portugal	58	59	18.5%
Total employees (France and Portugal)	1,783	1,611	1,605

\*\*Revenue amount is not given due to INVIVO's acquisition of SOUFFLET Group during the year. Accordingly, the percentage of revenue each division attributes to SOUFFLET Group's total revenue is shown

## ◆ POMME DE PAIN (fast food)

Fast, casual, innovative and French

The forerunner in French-style fast food, POMME DE PAIN restaurants offer generous servings of fresh dishes prepared on demand and on site at any time of the day. Offerings include sandwiches, burgers, salads, viennoiseries, pâtisseries, and hot or cold drinks for dining in, takeaway or delivery.

POMME DE PAIN can be found in city centres, shopping centres, train stations and airports.

	2019/2020	2020/2021	2021/2022
Revenue (€m)	25	13	0.2% of SOUFFLET Group revenue**
Number of restaurants	111 made up of 50 branches, 38 franchises (25 of which are outside France) and 23 concessions	114 made up of 50 branches, 43 franchises (32 of which are outside France) and 21 concessions	120 made up of 49 branches, 71 franchises (32 of which are outside France) and 23 concessions
Employees	521	407*	410*

\*\*Revenue amount is not given due to INVIVO's acquisition of SOUFFLET Group during the year. Accordingly, the percentage of revenue each division attributes to SOUFFLET Group's total revenue is shown / \*the drop in employees shows the business sector's difficulties in hiring in the post-pandemic period



## ◆ MALTERIES SOUFFLET

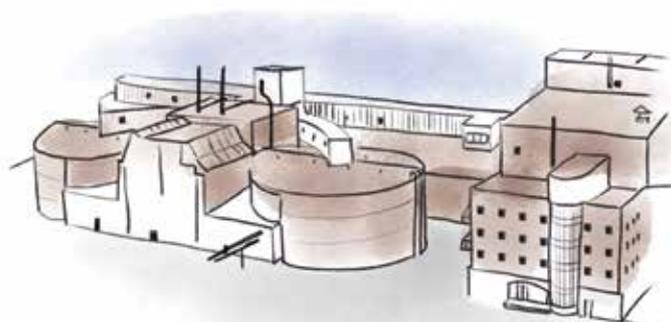
As an international leader in barley supplies, MALTERIES SOUFFLET delivers to customers – large and craft breweries, distillers and ingredient suppliers – according to their exacting specifications. MALTERIES SOUFFLET understands the entire barley supply chain from the selection of new seed varieties and choicest barley to the brewing of beer.

Its experts meticulously supervise all production processes in its factories in order to supply high-quality, standard, Pilsen, roasted or organic malts within a continuous sustainability approach.

**Number of sites:  
28 with 8 in France  
and 20 abroad**

	2019/2020	2020/2021	2021/2022
Revenue (€m)	867	878	15.2% of SOUFFLET Group revenue**
Production capacity (in tonnes)	2,310,000	2,360,000	2,360,000
<i>of which in France</i>	<i>813,000</i>	<i>813,000</i>	<i>813,000</i>
<i>of which internationally</i>	<i>1,497,000</i>	<i>1,547,000</i>	<i>1,547,000</i>
Total employees (France and abroad)	1,111	1,179	1,189

\*\*Revenue amount is not given due to INVIVO's acquisition of SOUFFLET Group during the year. Accordingly, the percentage of revenue each division attributes to SOUFFLET Group's total revenue is shown



## ◆ SOUFFLET ALIMENTAIRE

Besides being a processor and packager of rice, pulses and grain mixtures, dried and sealed in pouches, SOUFFLET ALIMENTAIRE is also a French specialist in special-purpose flours made from rice and gluten-free pulses. SOUFFLET ALIMENTAIRE processes over 250 raw materials to create 2,000 products for industrial use, out-of-home catering and supermarkets. It relies on its control of French supply chains in the production of rice (Camargue), green lentils (Le Puy, Champagne) and quinoa, together with its expertise in international sourcing.

	2019/2020	2020/2021	2021/2022
Revenue (€m)	166	176	2.8% of SOUFFLET Group revenue**
Processed tonnage	159,700	168,800	182,650
Export	28%	30%	36%
Employees	259	268	291

\*\*Revenue amount is not given due to INVIVO's acquisition of SOUFFLET Group during the year. Accordingly, the percentage of revenue each division attributes to SOUFFLET Group's total revenue is shown

## 1.2. ETHICS AND CSR GOVERNANCE

### OUR ETHICAL STANCE: FEEDING THE WORLD IS A RESPONSIBILITY

SOUFFLET Group's ambition is to meet this challenge by being part of the ecological farming transition. To do this, we adopt ever more environmentally friendly practices and contribute to speeding up the development of sustainable supply chains.

SOUFFLET Group is a major figure in the agri-food industry, an expert in wheat and barley supply chains and had a long history in the procurement and processing of pulse vegetables (this business was sold at the close of the 2021/2022 financial year). As part of this, the group is a key player in the on-farm buying of cereals in France, having purchased over 5.5 million tonnes in France and almost 1.5 million tonnes in other countries.

*We operate in the heart of French and European farmlands.*  
*We are reliable partners for our clients and suppliers and we extend our cooperation to other stakeholders.*  
*We firmly support an enduring model for farmers as we expand the development of sustainable supply chains.*  
*We advocate for agronomic practices that are increasingly environmentally friendly.*  
*We reduce the environmental effects of our sites through a continuous improvement approach.*  
*We guarantee the safety, nutritional quality and constant expansion of traceability with regard to our products, and we are always ready to listen to what customers expect of our goods.*  
*We keep our employees safe and healthy, develop their skills and take care of their well-being.*

### A STRUCTURED GOVERNANCE

Our CSR governance is structured to guarantee that we adhere to our commitments as defined in the We Do Fair policy that was established in early 2021 across the group. The We Do Fair policy is described in detail in section 2.3.

Our governance structure is based on a centralised guidance model relying on quality, safety and environment (QSE) managers. These managers guide production and sales teams on the quality of the offerings and their regulatory compliance. In addition, they supervise the QHSE certifications of sites, the rollout of quality and safety procedures, and monitor operation licences within environmental protection standards. On CSR, the managers discuss interdivisional topics, including the reduction of GHG emissions, water and waste management, environmental regulation compliance in their operations, CSR assessments of their own divisions through an annual ECOVADIS review, and the rollout of the responsible purchasing policy. Their mission is to report to management any observed risk of divergence or violation and to carry out the necessary corrective actions. They spearhead proposals within their management committee, and put forward and lead their divisional CSR roadmaps which are derived from We Do Fair.

In each division, the QSE-CSR manager is the main point of reference for all enquiries relating to corporate social responsibility. That manager reports directly to executive management.

At the corporate level, the CSR Department leads and supervises the group's commitments. This department coordinates and collaborates with the various businesses within the group and encourages taking a more holistic perspective. Within the group, the CSR Department can call on the help of specific contacts and partners dedicated to CSR actions and adherence to the We Do Fair commitments: the safety teams of the group and various divisions, the Group Environmental Department and dedicated contacts in each division, the Group Energy Committee, the purchasing teams at the group

and divisional levels, the Audit and Compliance Department and the Human Resources Department. The CSR Department plays a role in every facet of the group, from the holding company to the individual divisions, and has direct access to the divisional management committees. It hosts a QSE-CSR committee to steer and unify the CSR actions within the various divisions. It has a permanent seat on the group's energy committees, environment committees and Sowing Good Sense supply chain committees.

Furthermore, the CSR Department collaborates with the lean team that establishes lean management practices across production sites and with the **audit and compliance** team for ensuring that internal controls are properly implemented.

Our ambitions and goals are communicated and shared with all employees through our **Corporate Charter**. This charter lists the group's value principles that guide our actions and will forge our long-lasting identity.

When they first begin, new employees receive the group's CSR policy, Code of Conduct and Corporate Charter, and are taken through an integration programme set up by their manager and human resources.



## SECTION 2

# WHAT OUR CSR PRIORITIES ARE

### 2.1. RISK ANALYSIS

In early 2019, SOUFFLET Group analysed the principal social, environmental and societal risks inherent in our operations. The first stage allowed us to identify fifteen of the most material environmental, social and societal risks for SOUFFLET Group.

This analysis worked off the 41 issues set out in French legislation known as the Grenelle II Act, as well as the issues derived from the group's business model and the sectoral risk toolkit of the SASB (Sustainability Accounting Standards Board). During the second stage, the quality, safety, environment (QSE) managers from each division rated the individual risks using a risk analysis toolkit containing a hundred questions. A consolidated rating was then calculated for the group as a whole and then confirmed by the managers of the group's business lines. Lastly, in May 2019, **the executive board used this rating to identify and sign off on eleven major risks**. These major risks enabled the group to home in on the issues to be addressed.

### 2.2. MATERIALITY MATRIX

The internal risk analysis was supplemented at the end of 2020 when a **materiality matrix was carried out** (with the participation of DELOITTE and Qualtrix tools). The matrix involved the classification of 32 CSR issues by over 480 external stakeholders and 100 employees. Each person was invited to pick the five priority issues for SOUFFLET Group, then indicate how they thought the group was performing on the 32 issues using five options: inadequate, ok, good, very good or don't know.

We should note that the results of this survey were skewed. Among the questioned stakeholders, the "clients" category was underrepresented (only 11 of those contacted, or 8%, answered the survey).

The final participation rate for this survey was 27%: 17% of external stakeholders and 53% of internal stakeholders.

Twelve individual interviews were conducted with different stakeholder categories.

The results from these interviews were incorporated into the final results of the survey.

The answers provided by internal and external stakeholders were highly consistent.

	Number contacted	Final participation rate	
		Number	%
<b>Total participants</b>	586	157	27%
<b>External</b>	428	74	17%
Ratings agencies / design offices / universities / schools / training bodies	12	4	33%
Banks and insurers	13	3	23%
Clients	137	11	8%
Suppliers	189	46	24%
NGOs and charities	7	5	71%
Partners	15	3	20%
Trade unions and interprofessional bodies	37	2	5%
<b>Internal</b>	158	83	53%
Agriculture	16	9	56%
BVP	26	13	50%
Holding	30	23	77%
Ingredients	6	5	83%
Malteries	22	13	59%
Moulins	30	15	50%
S. Alimentaire	11	2	18%
Vigne	7	3	43%

#### Classification results:

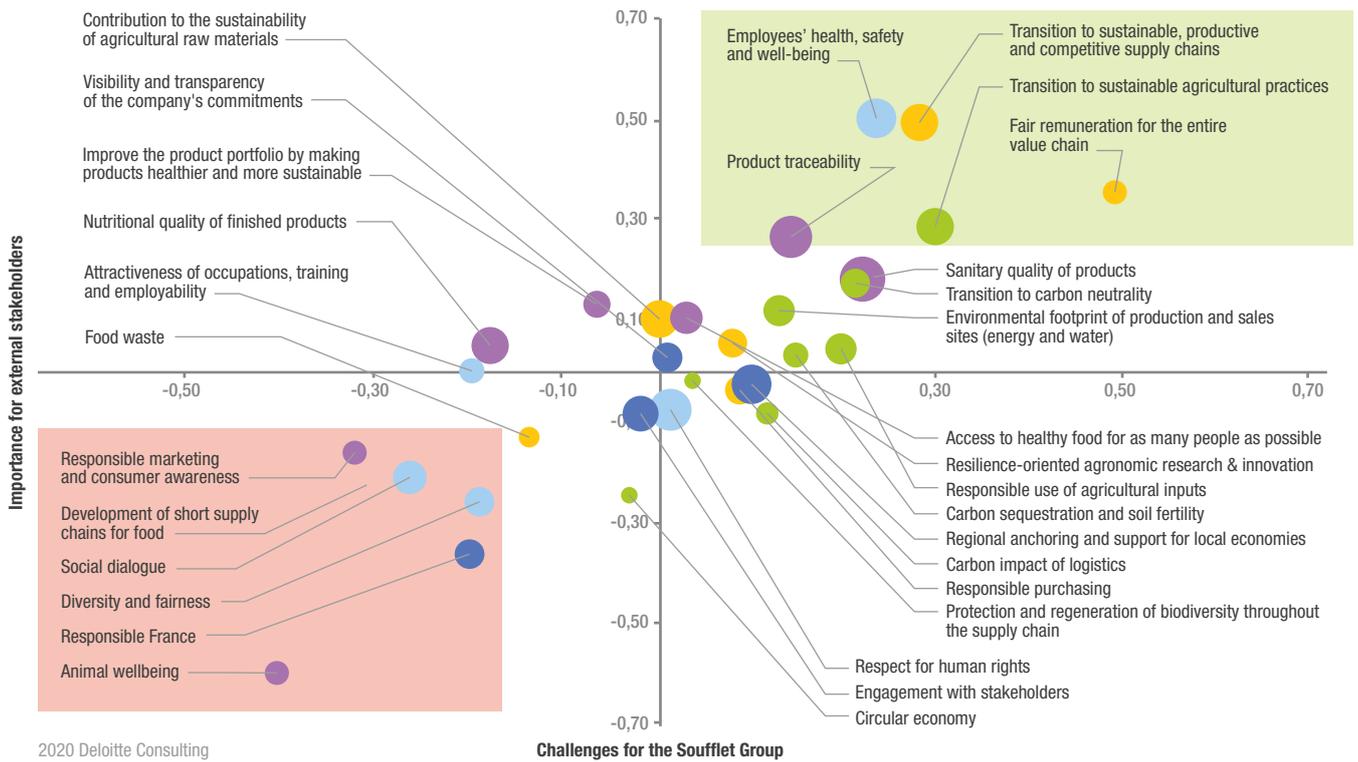
##### Top 5 issues

- Transition to competitive, productive, sustainable supply chains
- Fair pay for all in the value chain
- Employee health, safety and welfare
- Transition to sustainable farming practices (environment/carbon)
- Product tracing

##### Top 5 issues on which SOUFFLET performs best

- Product safety
- Respect for human rights
- Product tracing
- Strong links to the community and local economy support
- Employee health, safety and welfare

## Matrix on performance, and internal and external importance



For this 2021/2022 EFPR, we do not consider that anything occurred during the year to negate our list of priority issues and, thus, we can reuse it. The materiality matrix, being recent and approved, had corroborated our risk analysis.

*Consumer satisfaction* has been kept as a pillar since it is essential to be in sync with what society thinks and expects in order to ensure our businesses achieve economic sustainability.

Besides giving information on how we handle these significant risks and as required by articles L.225-102-1, R. 225-105 and R.225-105-1 of the French Commercial Code, we have included in our summary table information on how we deal with the following topics:

- the impact of activities on climate change;
- societal commitments for the sustainable development of the business, corporate commitments favouring the circular economy, fighting food waste, fighting food insecurity, favouring animal welfare (not a priority for the group) and sustainable, responsible, fair-trade food;
- information on collective agreements entered into by the company and their impact; information on actions to combat discrimination and promote diversity and on the measures taken in support of disabled people; information on actions promoting the practice of sports and physical activities (required since 1 March 2022)

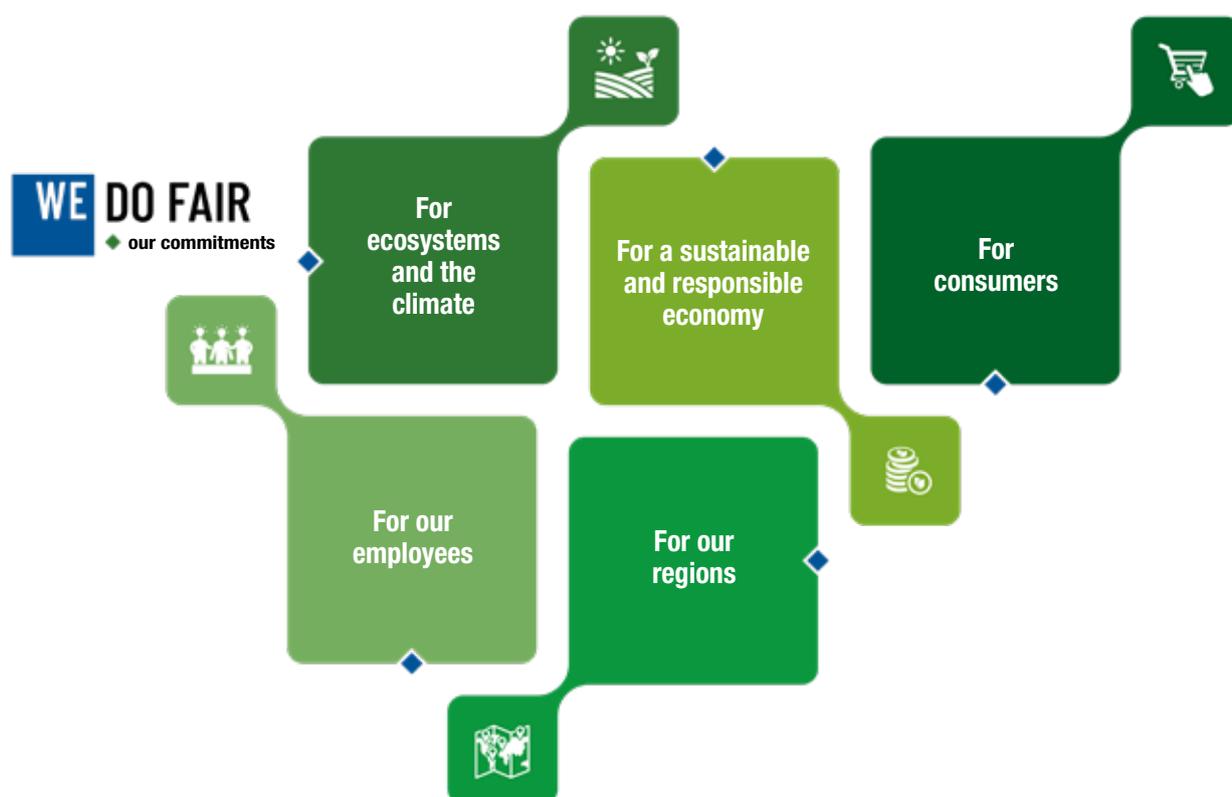
## 2.3. THE FIVE PILLARS OF WE DO FAIR

The **We Do Fair** programme was launched in March 2021 and outlines the commitments that SOUFFLET Group has undertaken as part of its corporate social responsibility. Based on five pillars, its objective is to accelerate the development of sustainable supply chains and guide the agro-environmental transition through environmentally friendly practices. We Do Fair signals a new energy behind SOUFFLET Group's CSR strategy, one relying on a continuous improvement approach that involves all stakeholders.

Taking its lead from the UN Sustainable Development Goals, We Do Fair rests on five pillars:

- protecting ecosystems and the climate,
- cultivating a sustainable and responsible economy,
- guaranteeing high-quality, safe and nutritional products,
- enhancing employee skills and job security,
- supporting the development of regions.

Each of these pillars incorporates commitments for actions and target figures to be achieved by 2025, in line with the group's mission.



The five pillars are described in the summary table which reports on what steps the group has actually taken as well as the key indicators that are measured every year.

The merger of SOUFFLET Group with INVIVO has required a review of this approach to bring it into line with the **2030 by INVIVO** strategy. The CSR teams of the two organisations started work in January 2022 to produce a new group strategy for the new entity by the last quarter of 2022.

## 2.4. COMPLIANCE POLICY AND BUSINESS ETHICS

As an extension of the principles set out in the Corporate Charter, SOUFFLET Group's compliance policy seeks to establish a single framework within which all group employees must perform their daily duties and constantly ensure their actions are compliant.

This policy revolves around the following four regulatory domains:

- the prevention and reporting of corruption,
- international financial sanctions,
- due diligence of corporations and contractors,
- personal data protection.

This policy uses a series of training courses to ensure all employees understand what the Code of conduct entails, what compliance tools they can access and how they can perform due diligence.

An annual indicator is kept to guide these courses:

### CSR INDICATORS: GROUP COMPLIANCE PROGRAMME TRAINING (Compliance fundamentals)

DIVISIONS	SITUATION AS OF 30/06/2022					
	Total people identified (1) for training as of 30/06/2022	Number of people trained	Number of people to train (2)	Proportion of people trained as of 30/06/2022	PROGRESS (compared with 31/12/2021)	PROPORTION OF PEOPLE STILL TO BE TRAINED AS OF 30/06/2022
Agriculture	156	109	47	70%	6%	30%
Malteries	103	99	4	96%	7%	4%
Holding	113	113	0	100%	4%	0%
Vigne	39	39	0	100%	10%	0%
Negoce	89	89	0	100%	0%	0%
Ingredients	66	60	6	91%	9%	9%
Neuhauser	105	102	3	97%	6%	3%
Moulins	50	42	8	84%	6%	16%
Alimentaire	75	74	1	99%	0%	1%
Pomme de Pain	13	13	0	100%	8%	0%
<b>TOTAL</b>	<b>809</b>	<b>740</b>	<b>69</b>	<b>91%</b>	<b>5%</b>	<b>13%</b>

(1) The list of people to be trained changes based on staff incoming, outgoing and transfers.

(2) Of the 69 people to be trained, 52 will be taking the course outside France (training for English and Russian speakers) of whom 47 are in the agriculture division. The identification of people to be trained is determined during risk mapping workshops.

**MySoufflet** – the group's intranet website that is available to all employees with a computer and login details – has a page devoted to the compliance policy. It even contains an educational video that explains all the necessary information. Besides the strict need of adhering to applicable norms, the compliance policy offers a more dynamic facet. For the SOUFFLET Group, it is a major component in creating value and can be used as an effective tool for the group's growth and performance. Compliance provides a unique opportunity to demonstrate the group's expertise, promote its brand image and business lines, and highlight its intellectual, material and human resources.

## 2.5. SUMMARY TABLE OF PRIORITY ISSUES, IDENTIFIED RISKS AND METHODS FOR MITIGATING RISKS

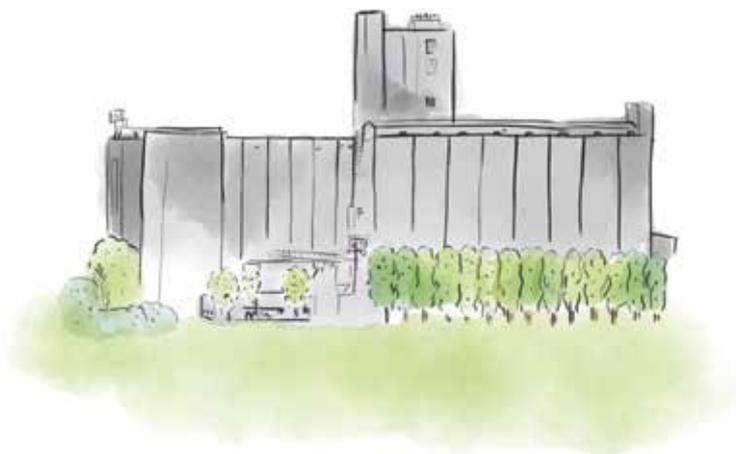
### Priority issues, identified risks and risk-mitigation methods

Major identified risks	Challenges for SOUFFLET Group	Mitigation methods	Our targets	Associated internal indicator no.	Document section on risk control	Associated pillar of We Do Fair CSR policy
<b>Environmental impact of energy consumption</b>	Reduce our energy consumption	Group's energy policy sets the consumption targets and the move to a greener fuel mix. All group divisions have been ISO 50001 certified for several years	Reduce consumption 5% by 2025 compared to 2020	E1, E2, E3, E3'	3.1.1. How we reduce our total energy consumption and lessen our carbon footprint from energy consumption	For ecosystems and the climate
<b>Environmental impact from GHG emissions</b>	Reduce our GHG emissions	The group's energy policy and investments into resilient facilities and cleaner energy production	5% lower GHG emissions from energy by 2025 compared to 2020	E1, E2, E3, E3'		
		Reducing GHG emissions from transport, especially by prioritising rail or river transport, as well as through FRET 21 commitments and renewing the truck fleet with less fuel-consuming EURO 6 engines	15% lower GHG emissions from transport by 2025 compared to 2017	E4	3.1.4. How we reduce our transport GHG emissions	
		Scope 1, 2 and 3 carbon accounting and associated reduction plans	100% of sites perform an annual GHG report	N/A	3.1.2. Scope 1 and 2 carbon accounting / 3.1.3. Scope 3 carbon accounting	
		Development of product LCAs as an internal guidance tool and a topic to promote to stakeholders	Continue expanding the practice of product LCAs within the group		3.3.4. Environmental quality of finished products: analysis of their life cycles	
<b>Water depletion and pollution</b>	Sustainable management of water resources	The CSR Policy of MALTERIES SOUFFLET targets a reduction of water consumption of 30% by 2030; the group as a whole also has a goal for reducing water consumption. ISO 14001 certifications of sites and the encouragement to expand ecological farming (living soils, water availability)	20% lower water consumption in 2030 than in 2020	E5, E5'	3.1.5. How we reduce water usage	
<b>Risk of destroying biodiversity and the balance of ecosystems</b>	Limit the use of synthetic plant protection products	Control the storage of grain without using insecticide during storage	Increase grain volumes not treated with insecticide during storage	E6	3.1.6.2. Increasing the sale of treatment-free post-harvest grain: a goal dating back years	
		Promote and grow soil conservation agriculture (SCA), resilient farming systems and the products from them	Increase procured volumes from SCA, increase organic farming products and the sale of biocontrol agents	F13	3.1.8. What we do to support the move toward ecological farming principles and resilient farming systems	
		Carry out agronomic experiments and research focused on sustainable agriculture issues and healthy products	Continue constantly increasing the number of tests on ecological farming practices and reducing chemical-based actions	N/A	3.2.4. Why agronomic, technical and digital innovation is essential for adapting to changes in the climate	

Major identified risks	Challenges for SOUFFLET Group	Mitigation methods	Our targets	Associated internal indicator no.	Document section on risk control	Associated pillar of We Do Fair CSR policy	
		Comply with the CEPP scheme and improve our results	Remain involved in CEPP actions	N/A	3.1.6. What we do to use plant protection products more rationally and to expand the use of alternatives	For ecosystems and the climate	
		Expand the offer of biostimulants and biocontrol agents	Continue developing products in these categories		3.1.6.1. Actions by SOUFFLET AGRICULTURE: supporting supply chains, biostimulants and biocontrol agents, CEPP and decision-support tools		
		Contribute to the recycling of farm waste	Continue the collection of recyclable waste within the AIVALOR network		3.1.7.1. Collection of farm waste to limit pollution		
Risk of damaging the availability of natural resources; other pollution types	Limit the production of waste and reduce the use of resources. Use circular economy approaches and the eco-design of products	Eco-design of products, packaging reduction, waste recovery.	Increase our ability to recover waste and reach zero waste sent to landfills by 2030	E8	3.1.7.2. Recovery of industrial waste / See page 44 for some successful examples of energy recovery and waste conversion		
		Recovery of production waste (by-products) from our business lines	Within the group, by-products are considered raw materials that can be recovered and used. It is a part of our business model.	EC1 to EC3	3.2.6. Circling the economy by producing energy and livestock feed out of by-products		
		Reduction of food waste	Limit food waste in our restaurants, by continuing and expanding our partnership with TOO GOOD TO GO	G1 to G3	3.2.7. Reducing food waste in restaurants and catering (POMME DE PAIN)		
Soil deterioration and loss of fertility, food sustainability	Favour crop practices that are environmentally friendly	Sowing Good Sense approach and its 13 sustainable supply chains	Continue developing Sowing Good Sense supply chains (including organic supply chains)	F1 to F13	3.2.1. Sowing Good Sense: a cross-functional approach toward sustainable supply chains 3.2.2.1. Guiding the Organic supply chain: a key component of Sowing Good Sense		For a sustainable and responsible economy
		Contribute to the spread of organic products	Enhance Sowing Good Sense commitments within the organic supply chain to fulfil the requirements of this channel		3.1.6.3. Developing and promoting High Environmental Value (HEV) supply chains		
		Find agronomic innovations and laud environmental service payments to farmers	Seek new ways to lever the value created by SCA, ecological farming practices and healthy soils		3.2.2.2. Fair pay for farmers		

Major identified risks	Challenges for SOUFFLET Group	Mitigation methods	Our targets	Associated internal indicator no.	Document section on risk control	Associated pillar of We Do Fair CSR policy
<b>Soil deterioration and loss of fertility, food sustainability (continued)</b>	Favour crop practices that are environmentally friendly	Promote and expand the use of soil conservation agriculture and ecological farming	Continue partnership missions taken with associations of which we are members	F1 to F13	3.2.3.2. Low Carbon Label and recovery of carbon from farming	For a sustainable and responsible economy
			Continue raising international awareness on ecological farming in the countries we operate		3.1.8. What we do to support the move toward ecological farming principles and resilient farming systems	
<b>Product tracing risks</b>	Control over all links in the supply chain and ensuring the distribution of decent pay to all parties in the chain	Our advances in traceability and information transparency, and the opportunity to leverage them through the blockchain	Develop products linked to the blockchain: reach the goal of six new products linked to the blockchain	N/A	3.2.1.6. - Blockchain technology makes a French flour 100% transparent	
<b>Deterioration in partnerships and trading relationships</b>		Long-standing procurement contracts and bonuses for environmental services	Advocate fair pay for sustainable agricultural practices and payments for environmental services throughout the value chain. Support strong commitments to protecting fair pay for farmers who work toward the ecological farming transition	N/A	3.2.2.2. Fair pay for farmers	
		Funding for low-carbon farming, biodiversity, HEV, local food circuits			3.2.3. Committed to low-carbon farming	
		Insurance/climate risk schemes			3.2.4. Why agronomic, technical and digital innovation is essential for adapting to changes in the climate	
Adaptation of advice and services – high-precision farming, agriculture 4.0, data analysis and management through performance indicators						
<b>Reputational and image damage risks as the international value chain becomes more complicated and diffuse</b>	Build up a long-lasting relationship with our suppliers	Our responsible procurement programme, including an assessment of our suppliers' CSR risk through tools such as UN-recognised Ecovadis	60% of strategic purchases (monetary terms) to be Ecovadis CSR assessed by 2025 – Renewal of the Group Responsible Procurements Policy	N/A	3.2.6. Circling the economy by producing energy and livestock feed out of by-products	
		The Group Audit and Compliance Department checks compliance and handles training on the group's Code of Conduct			3.2.8. Underlying principles of responsible procurement: fair practices and due diligence	
<b>Health safety risks</b>	Ensure the safety of foods	Receipt of ISO 9001, IFS/BRC, ISO 22000 certifications; our QSE Departments, monitoring and control plans for raw materials and finished products	Enhance our monitoring capacity, especially with regard to emerging risks. Continue our advance and investment in the clean label approach for finished products and closely follow the adaptation of diets to societal and environmental expectations. Demonstrate our transparency to the consumer by developing blockchain applications and display nutritional and environmental information on our products.	CONS 1 to CONS 4	3.3.1. Product safety	
<b>and nutritional quality risks harmful to the consumer</b>	Ensure the nutritional quality of products.	Develop the clean label approach and improve the nutritional profile of our products			3.3.2. Nutritional quality	
<b>Loss of consumer confidence and drop in sales</b>	Provide information with full transparency	Test the possible use of Nutriscore in restaurants Try out possible environmental displays			3.3.3. Joining with societal expectations on plant-based proteins for human and animal consumption	
					3.3.4. Environmental quality of finished products: analysis of their life cycles	

Major identified risks	Challenges for SOUFFLET Group	Mitigation methods	Our targets	Associated internal indicator no.	Document section on risk control	Associated pillar of We Do Fair CSR policy
<b>Protecting employees' health and safety in the workplace</b>	Ensure a decent quality of work life	The Group Safety Policy and its implementation, inclusion of safety as a group value; measurement of results and reduction targets. Encourage employees to regularly exercise	Halve the accident frequency rate over 2021, 2022 and 2023. Set up online sports coaching: <a href="https://www.fizyou.fr/fonctionnement">https://www.fizyou.fr/fonctionnement</a>	S1 to S4	3.4.1. Collective agreements 3.4.2. Equal opportunities and non-discrimination 3.4.3. Integrating better, identifying job needs better, training better, paying better: how we build loyalty and stability	<b>For our employees</b>
<b>Non-compliance with ILO regulations and fundamental treaties</b>	Ensure compliance with HR norms around the world	Audit of international sites Compulsory training for managers and group's internal charter We Do Safe: our safety policy	Continue expanding our HR policies around the world. Be unwaveringly strict on safety. Ensure the continual development of training tools, especially flexible e-learning, and better monitor responses against harassment	N/A	3.4.5. Safety: no ifs or buts 3.4.6 Encouraging our employees to practice a sport	
<b>Absence of dialogue and increased distrust with stakeholders</b>	Contribute to agricultural development with and for our stakeholders	R&D and innovation for farming operations, continuous training for on-the-ground technical teams Informing and raising awareness among agricultural operators High added-value services and products for farmers Support the entry of young farmers, climate risk insurance Promoting the value provided by the farmer through farm visits by downstream partners	Contribute to maintaining a dynamic farming and rural sector by continuing our high added-value services along with positive-impact activities to ensure sustainability. Continue the financial aid to new young farmers. Remain an active partner of various professions and associations working in our sectors. Sustain the upkeep of the capillary portion of the French railway network. Think and act as a partner with our clients and suppliers	N/A	3.5.1. An economic actor in the countryside 3.5.2. Head office at Nogent-sur-Seine in France's Aube <i>département</i> 3.5.3. Upkeep of railways off the beaten track 3.5.4. Protecting at-risk crops and prioritising ecological farming 3.5.5. Contributing to the longevity of agricultural jobs	<b>For our territories</b>



## SECTION 3

# ACTIONS OF THE GROUP

BASED ON THE FIVE PILLARS OF THE WE DO FAIR CSR POLICY, WITH DUE REGARD TO THE RISKS AND MAIN SUSTAINABILITY CHALLENGES FACING THE GROUP

The business of SOUFFLET Group requires us to monitor our environmental impacts in energy consumption, greenhouse gas (GHG) emissions, water use, exploitation of arable land, biodiversity, as well as the production and processing of waste and its related pollution risks.



### 3.1. OUR COMMITMENT TO PROTECTING THE ENVIRONMENT AND CLIMATE

Our businesses use large amounts of energy which **directly release GHGs** that, in turn, have a deleterious effect on the climate.

Our energy policy has three goals: use energy efficiently, reduce energy use, and switch to greener energy.

We have been measuring scope 3 emissions in our carbon accounting reports since 2020. This has shown us that indirect emissions make up between 60% and 90% of our carbon footprint from our industrial businesses. Indirect emissions originate from the production of raw materials, product transportation to clients and the use of goods as well as their end of life.

Consequently, we are orienting the agricultural world toward the expansion of low-carbon farm goods (lowering GHG emissions) so the entire industry can achieve carbon neutrality by 2050. Thanks to our renowned agronomic expertise, we are also assisting in agriculture's capacity to use soil to capture and store carbon.

We are a major player involved in transforming the agricultural sector and developing ecological farming practices favourable to the storage of carbon in soil.

We have **invested heavily** in more resilient technology and are leveraging **our strong innovative capacity** in sustainable development to contribute to the transformation of the agri-food sector.

Together with our industrial clients and partnering farmers, we are working toward protecting soil fertility and biodiversity by showcasing the sustainable productivity of resilient farming systems. We adhere to the following basic CSR principle: Avoid – Reduce – Regenerate

Using soil as a carbon sink brings other benefits with it: its ecosystem can maintain a healthy biodiversity and store water for the growth of plants and the needs of animals. In addition to preserving biodiversity in this way, we are carrying out other actions using the specifications of our sustainable supply chains under our Sowing Good Sense initiative.

We are aware of our heavy **water consumption**, mostly for our malt production, and are ceaselessly seeking ways to reduce it.

We should point out that, in the main, we use process water that is released back to source once used and cleaned through filtration systems. The group places a priority on reducing our water use and we have already started to employ technological solutions at pilot facilities.

All our business lines produce **waste** which we are gradually reducing and also recovering by leveraging the expertise of our partners. The circular economy is a practice that we are committed to.

Our activities also generate by-products that we have been able to reuse for animal feed and energy production for many years. Such reuse forms part of the circular economy and bolsters our business model.

### 3.1.1. HOW WE REDUCE OUR TOTAL ENERGY CONSUMPTION AND LESSEN OUR CARBON FOOTPRINT FROM ENERGY CONSUMPTION

SOUFFLET Group established a **Group Energy Policy** in 2015 as a roadmap for reducing our energy consumption.

The new strategy for the energy policy sets out the group's targets for 2020-2025. It established a new target of reducing energy use by 5% based on a constant business scope, which is linked to reducing **GHG emissions associated with energy consumption by 5% (on a constant scope)**.

To achieve these goals, three main actions are being carried out:

- ▷ improvements to the management of facilities through raising the awareness of teams at sites.  
Lean management is being harmonised and used across our production sites; it is improving performance as intended. CSR indicators (safety and environment) are more visible and the Sustainable Development Goals relating to our business lines now appear on various media. As a result, this heightened awareness is gradually spreading across all our sites and among our entire workforce. The Group Industrial Committees and Group Energy Committees monitor the actions taken under the Energy Policy. A Group Environment Committee is in charge of stabilising the indicators and checking their accuracy.
- ▷ investments in less energy-intensive technology.  
Despite being delayed by the pandemic, the **new Corbeil mill**, which is slated to be commissioned in late 2022, should enable the group to **reduce energy consumption by 30%** compared with the old mill which will be progressively taken off line.
- ▷ use of a greener fuel mix.  
The group is not a newcomer to the idea of reducing fossil fuel use; **its first investments into heat pumps date from 1978 in its malting business while its first biomass boilers** appeared in **2011**. While this reduction policy may have been ahead of its time, it does mechanically decrease what else we can do; however, we remain highly motivated to do more in this regard.  
The **installed capacity of thermal energy production already comes from renewables** through the use of biomass boilers, biogas plants and the recovery of residual heat from incineration plants. We are continuing our goal of increasing this capacity thanks to an investment policy backed by tens of millions of euros earmarked for expanding our facilities that can produce energy from non-fossil fuel resources (namely, heat pumps and biomass boilers).  
We launched **an internal call for projects** on switching to a greener fuel mix and we are considering the installation of photovoltaic facilities at our sites.

In 2022, our entities hired new specialists who would reinforce their energy management organisation and expertise.

### 3.1.2. SCOPE 1 AND 2 CARBON ACCOUNTING

We have internally conducted Scope 1 and 2 carbon accounting every year since 2018. We use the carbon accounting method established by ADEME (French Agency for Ecological Transition).

From 2010 until 2020, MALTERIES SOUFFLET succeeded in reducing its Scope 1 and 2 GHG emissions by approximately 10%.

In 2019/20, the group recorded a Scope 1 and 2 carbon footprint of **380,000 tCO<sub>2</sub>eq**.

In 2020/21, this fell to 347,000 tCO<sub>2</sub>eq, **almost a 9% decrease**. However, this was partly due to the muted production activities during the COVID-19 pandemic.

In 2021/22, the Scope 1 and 2 carbon footprint was **343,000 tCO<sub>2</sub>eq**, which confirmed the decrease observed in the **prior two years**. We have, therefore, already exceeded our goal of a 5% reduction. For 2022/23, the goal will be reviewed and announced in the new INVIVO Group CSR policy.

On another note, **all divisions retained their ISO 50001 certification**, which acknowledges their management of energy consumption and its reduction.

#### Examples of the positive impact of our latest facilities

**The Pithiviers facility run by MALTERIES SOUFFLET** symbolises SOUFFLET's CSR policy, especially on how we can protect the environment through reduced energy use and waste recovery. The Pithiviers malt house is partnered with an incinerator managed by INOVA and supplies a biogas plant of BGB with non-reusable waste. A portion of the thermal energy used by the Pithiviers malt house comes from the hot water produced by the incineration of waste by INOVA (based also in Pithiviers), which has partnered with SOUFFLET since 2000.

Since 2018, the Pithiviers malt house expels 25-35 tonnes of sludge from filtration stations and dust, which cannot be converted into livestock feed, per week. The 900-1,200 annual tonnes are sent to biogas plants and converted into green energy by BGB (Beauce Gatinais Biogaz), located 8 km from the malt house in Escrennes.

#### **In May 2022, SOUFFLET ALIMENTAIRE inaugurated its new Valenciennes warehouse.**

It is fitted with a compressed air unit that saves 12% in energy compared to what the old unit would use.

It is also equipped with a recovery system for the heat emitted by the compressed air unit. This heat is used according to seasonal needs, thereby greatly reducing gas consumption.

The boiler room also uses robust technology.

The LED lighting has graded illumination and uses motion detection.

#### **NEUHAUSER and its Sainte-Hermine facility**

The site set up a heat recovery system for its cooling towers in 2021. It supplies hot water without having to use additional energy. The hot water, used for cleaning production lines, saves about 6,900 m<sup>3</sup> of water at the site thanks to the better efficiency in using hot water for cleaning.

### 3.1.3. SCOPE 3 CARBON ACCOUNTING

In 2020/21, MALTERIES SOUFFLET, MOULINS SOUFFLET and NEUHAUSER **carried out Scope 3 carbon accounting**. They were able to rely on the experience of a design studio that is a leader in this field—**ECO-ACT**. During that financial year, the **GHG Protocol method** was applied. This method was chosen not only for its established relevance but because the Science Based Targets initiative requires it to be used. MALTERIES SOUFFLET decided to join in on this initiative at the start of 2022 so that its plan could be validated in late 2022. Other divisions will be gradually encouraged to follow in the footsteps of MALTERIES SOUFFLET and join in on this initiative.

The ingredients division began collecting data for conducting a Scope 3 assessment by the end of 2022.

These audits show the high impact of farm-sourced raw materials on the overall calculation of greenhouse gas (GHG) emissions from our business lines.

The rollout of carbon accounting across the other divisions of the group will continue, while those divisions already on the path are working on their action plans to achieve their targets.

**The use of Scope 3 carbon accounting demonstrates the group's intention to achieve carbon neutrality by 2050 and act in favour of farming supply chains that can reduce carbon emissions while ensuring the management of carbon sinks (capture and storage of atmospheric carbon in the soil).**

### 3.1.4. HOW WE REDUCE OUR TRANSPORT GHG EMISSIONS

SOUFFLET Group adopted an ambitious goal with its **commitment to reduce its GHG emissions from transportation by 15% in 2025 compared to 2017**. The group is greatly invested in using as much as possible those transportation methods that require the least energy.

The expanded use of river and train freight perfectly meets all sustainable development issues. Economic sustainability is bolstered through reduced costs; the environment is better protected through lower CO<sub>2</sub> emissions and micro-particle pollution; and lighter road traffic carries lower risks and nuisance for society on the whole.

#### 3.1.4.1. Group transport: prioritising methods that emit less CO<sub>2</sub>

The Group Transport Policy seeks to use rail and river transport whenever technically possible and economically viable because they release less CO<sub>2</sub> into the atmosphere. In conjunction with national, regional and local authorities, SOUFFLET Group is investing, within its financial limits, in the maintenance of the capillary rail network to ensure the long-term viability of grain transport in rural areas, especially in the French regions of Grand Est and Bourgogne-Franche-Comté.

Also as announced in 2019/2020, MALTERIES SOUFFLET carried out a pilot scheme of the Fret 21 initiative led by ADEME and AUTF (French shipper's organisation). The malting division **signed a commitment with ADEME in November 2020 in which it undertook to reduce its CO<sub>2</sub> emissions from transportation by at least 5% (811 tCO<sub>2</sub>eq) by June 2023. After the first year, things are looking well with almost 200 tonnes of CO<sub>2</sub> having been saved.**

As part of this programme, MALTERIES SOUFFLET has three lines of focus: optimise loading rates, optimise distance

travelled, develop responsible purchasing. The scope of this commitment covers the eight French malt houses, from delivery of supplied barley to the receipt of malt by the French and European clients of SOUFFLET Group, as well as at the main export ports.

A new pilot programme was being examined in 2022 which will involve our partner EUROPORTE. It is considering switching 100 trains per year to Oleo100 (a biofuel safe for humans and the environment) with the hopes of reducing GHG emissions by about 1,900 tCO<sub>2</sub>eq/year (Average EPF baseline +/-16 gCO<sub>2</sub>/tkm).



### 3.1.4.2. Soufflet Transport: investing in more efficient engines

SOUFFLET TRANSPORT, a subsidiary of SOUFFLET AGRICULTURE, also has a policy aimed at reducing its fuel consumption and GHG emissions. It has been making investments in the renewal of its truck fleet, opting for less polluting models according to Euro VI standards. Since 2021, despite the pandemic and the financial impact this had, SOUFFLET TRANSPORT has **purchased 42 new lorries meeting Euro VI standards over the last two seasons.**

Compared with the Euro V standard, Euro VI lowers the permitted level of nitrogen oxide by 80%, particulate matter by 50% and hydrocarbons by over 70%. (Source: *écologies-solidaires.gouv.fr*)

In 2022, **98% of the fleet, or 128 of its 130 lorries were equipped with Euro VI standard engines**, compared to 70% in 2020.

Furthermore, drivers at SOUFFLET TRANSPORT have received training and periodic refreshers on energy-efficient driving. This training is given by an external specialist body and has the following objectives: improve rational driving focused on rules of the road; update knowledge on transport regulations and rules on health, road safety, environmental safety, service and logistics; and improve the driver's practices in these areas.

To date, **103 (85%) out of a total of 119\* drivers** (close of December 2020 number) have been trained. The next training (refresher) course is expected in 2023.

Since 2022, we have doubled the bonus we pay to our drivers who achieve fuel consumption targets. Such bonuses are now almost equal to one month's salary.

Another milestone came about in May 2022—the first transport run using a lorry fuelled with the biofuel B100. ADEME believes these fuels can reduce CO<sub>2</sub> emissions by 60% from field to tank.

Therefore, the group envisages changes to its fleet from June 2023 with the introduction of ten B100-fuelled lorries.

Moreover, B100 is considered an intermediate step toward the use of hydrogen sometime around 2030.

► **To find out more:**

<https://www.soufflet.com/fr/recherche?s=fret+21>

<https://www.soufflet.com/fr/developper-le-transport-massif-pour-renforcer-la-competitivite-des-cereales-francaises>

\* 1/ the discrepancy between the number of drivers and the number of vehicles is because certain vehicles are not used outside harvest time.

2/ the gap between the number of trained drivers and those not trained in eco-driving is due to the lack of the training's relevance for a driver assigned to an already efficient vehicle, their approaching retirement or absences from the session.

### 3.1.5. HOW WE REDUCE WATER USAGE

**MALTERIES SOUFFLET** alone **uses 85% of all water consumed** by the group.

Our principal actions for reducing water consumption are directed at this business.

Within the malt houses, water is used in the first stage of the process, which involves steeping the grain to enable it to germinate. Steeping should bring the moisture content of the grain up from 15% to about 45%.

Since 2007, MALTERIES SOUFFLET has put in place a programme for reducing water consumption.



Following an initial **significant reduction of 17% between 2007 and 2016, the division exceeded its 11% goal between 2015 and 2020**. MALTERIES SOUFFLET is now pursuing a new **goal of a 30% reduction by 2030** (baseline year: 2020).

The actions undertaken by MALTERIES SOUFFLET to reduce its water usage also involves managing water consumption through all possible avenues:

- water recycling techniques – treatment via ultrafiltration and/or reverse osmosis at specific facilities;
- improvements to the malting process and use of innovative technology – dewatering screw press, Optisteeep, water circulation, recovery of condensate from ovens, anti-fog system for supply of humidified air during germination stage, etc.

#### Examples of successful water management

In May 2021, the Rouen malt house was equipped with the Opti-Multisteeep system. This system combines two technologies: Optisteeep and the Multisteeep, patented by MALTERIES SOUFFLET in 2017. The system reduces the amount of water used by looping the water flow (while also cleaning it since it is filtered, purified, reoxygenated, etc.) in the barley soaking process. This technique cuts one-third of the total water consumption, but it also improves the overall hygiene of the barley and effluent (lower weight). Multisteeep was first installed in Serbia and Ethiopia during the construction of the malt houses there. Afterwards in May 2021, it was coupled to Optisteeep in the Rouen facility. The dual system should produce much better results in the consumption of water and improvement of general sanitary quality, which could lead to the gradual use of this novel technique across all MALTERIES SOUFFLET sites. Nonetheless, it will require an investment of about €150,000 for Multisteeep and €1.2 million for Optisteeep (as of May 2021).

Elsewhere, two other divisions – NEUHAUSER and INGREDIENTS – have significant water needs and have also committed to managing and optimising their water usage.

Within the group, water management processes (monitoring use and waste, reducing consumption) are being harmonised and a water quality monitoring plan across all divisions was launched in 2020 and will begin to provide accurate results in 2022. **Under the We Do Fair policy, the group has established a 2030 target of curtailing all water consumption by 20%** (baseline year: 2020). This commitment will be incorporated into the 2030 by INVIVO CSR Policy that is currently being drafted.

For the 2021/2022 fiscal year, 9,585,139 m<sup>3</sup> of water was consumed. This is a very slight increase of 1.3% over 2020/2021 figures. The two main reasons for this slight upward change are, on the one hand, a new malt house in Ethiopia began production and, on the other hand, water consumption during 2020/2021 correlated strongly to production levels, which were greatly affected by the COVID-19 pandemic. As a result, it would be more appropriate to see how consumption changed in relation to produced volumes. In this case, 2021/2022 saw a significant 4.6% drop in water consumed per tonne compared to the previous year.

For 2022/2023, MALTERIES SOUFFLET seeks to further cut down on its water consumption by means of improving water management at fitted test sites and rolling equipment out to new sites.

### 3.1.6. WHAT WE DO TO USE PLANT PROTECTION PRODUCTS MORE RATIONALLY AND TO EXPAND THE USE OF ALTERNATIVES

#### 3.1.6.1. Actions by SOUFFLET AGRICULTURE: supporting supply chains, biostimulants and biocontrol agents, CEPP and decision-support tools

► SOUFFLET Group is researching ways to limit its use of plant protection products.

Accordingly, it is:

- consulting with farmers to expand the use of alternatives such as biostimulants and biocontrol agents, and increasing its offerings in these product categories;
- supporting the development and promotion of the higher environmental value certification and the [organic certification](#) processes, which seek to reduce or replace phytosanitary treatment;
- working to improve the protection of seeds and constantly extend offerings of [cover crops](#) in mixed varieties, harnessing the complementary nature of species to afford natural, superior protection and create positive impacts on biodiversity;
- advancing the use of decision-support tools through IT applications, notably within [Farmi](#), to enable targeted intervention. Farmi now has **9,000 users**.

#### Examples of what we have done recently

- Farmi now provides farmers with advice and innovative solutions for high-precision farming, which allows them to switch to actions that are agronomically reliable, financially viable and environmentally sustainable.
- The seeds of the new rapeseed range **Colza Protec'** have been developed, which do not need as much insecticide and fertiliser.
- SOUFFLET AGRICULTURE enlarged its **"Le S"** range with the inclusion of twelve new products that use **biostimulants**. The products in the **Colza Protec'** range and the novel introductions to the **Le S by SOUFFLET** brand have enriched SOUFFLET AGRICULTURE's ability to support changes to French farming by reducing the use of plant protection products.

The group is working in many areas to find alternatives to the use of phytosanitary products, or to use them judiciously insofar as they are needed.

► **Activities of CRIS (Soufflet Centre for Research and Innovation)**

The Soufflet Centre for Research and Innovation works in partnership with INRAE (French Research Institute for Agriculture, Food and the Environment) as well as other public and private research bodies. Its research is steadfastly focused on this commitment. For example, in one programme, plant-based proteins were studied to see if better alternative growing techniques could be ascertained to fight against lentil and bean weevils. This research was presented in February 2021 at the 3<sup>rd</sup> Francophone Pulse Conference. This conference was held in partnership with the third-level institution Ecole Supérieure d'Agriculture d'Angers (ESA).

► **To find out more:**

<https://www.inrae.fr/actualites/Soufflet-linra-lancent-programme-recherche-proteines-vegetales>  
<https://www.rfi-legumineuses.com/Rencontres-passees/RFL3>

► **Phytosanitary Product Reduction Certificates (CEPP)**

SOUFFLET AGRICULTURE also complies with the French national scheme known as **Phytosanitary Product Reduction Certificates (CEPP)**. It was established on 1 July 2016 to encourage distributors of plant protection products to raise awareness among professional users on the risks and consequences of such products and set up actions to reduce their use.

By reporting such actions, distributors can obtain certification that they are in compliance with their obligations. The more CEPP points achieved, the greater and more effective the actions to limit such products must be.

	21	20	19
<b>Total CEPP gained for seeds</b> (in points)	<b>102,446</b>	108,814	N/A
CEPP gained for common wheat seeds in 2020/2021	32,791	40,746	31,188
CEPP gained for winter barley seeds	14,202	23,022	N/A
CEPP gained for rapeseeds in 2020/2021	55,248	45,020	1,642

The slight decline in seed sales comes from an error in last year's report. SOUFFLET AGRICULTURE must maintain significant overall progress for all products sold.

	Achieved 2020	Achieved 2021
Procurement	Ineligible	1,831
Fertiliser	Ineligible	710
Material	604	604
PPP	23,620	35,525
Seeds	108,813	102,446
Service	364	1,505
<b>Total achieved</b>	<b>133,401</b>	<b>142,621</b>

SOUFFLET AGRICULTURE performs an action plan for each market in order to make progress in its CEPP score every year.

“Two thousand twenty was the first year when companies were under an obligation to comply with the scheme. Previous years allowed distributors to grow familiar with the scheme. As a result, the percentage of compliant companies is strongly increasing. As of 2020, almost 39% of obligated companies were compliant compared to 25% in 2019. For the 602 companies that reported on their actions in 2020, the compliance rate hit 44%.

To find out more: <https://ecophytopic.fr/sites/default/files/2021-09/Bilan%20CEPP%202020.pdf>

### ► Decision-support tools

These tools are mobile applications that enable the management of agronomic choices and the lower use of plant protection products.

In addition to **FARMI**, Soufflet's decision-support tools can offer:

- highly accurate weather forecast in real time;
- advice for **enhancing the effectiveness of spraying**;
- access to all observations made by SOUFFLET AGRICULTURE's network of agronomists, using a simple map interface on Crop Observer;
- a "wheat seed simulator", tested in the field by farmers – it helps farmers identify the most appropriate varieties for them based on various factors (disease resistance, reduced use of plant protection products, etc);
- an application that helps in choosing the best cover crop in agronomic terms;
- Avizio™, a new decision-support tool that was launched in 2021. It uses details on the plot of land to estimate the potential harm of each disease that can affect winter wheat. In doing so, the farmer can refine their choice of fungal treatment;
- access to **technical datasheets** to move beyond observations. A database of almost one hundred datasheets of diseases and pests is available, with many photos to help farmers identify the disease or pest;
- access to soil maps that assist in understanding their composition.

This year, Farmi also moved to using digital delivery notes, thereby ensuring better tracing, more reliable information, higher efficiency and an obvious decrease in paper use.

#### ► To find out more:

<https://www.farmi.com/cs/node>

<https://www.soufflet.com/fr/l-application-farmi-aide-les-agriculteurs-intervenir-au-bon-moment-0>

### 3.1.6.2. Increasing the sale of treatment-free post-harvest grain: a goal dating back years

To accomplish this goal, the group undertook research with INRAE into how insecticide use can be reduced in wheat stores. The research culminated in 2021 with the development of solutions that were technically workable but were not financially viable. These solutions have been put on the back burner until some new possibility can make them financially sound. SOUFFLET AGRICULTURE has been participating in the roll out of alternative agronomic solutions through its Agronomy Consulting Innovation (ACI) Department. Good storage practices is also being continuously improved to reduce the use of general treatments as much as possible.

For several years, SOUFFLET AGRICULTURE has been expanding treatment-free post-harvest grain supply chains which have also benefited the customers of MOULINS SOUFFLET, NEUHAUSER and the ingredients division when the wheat and flour purchased comes from Sowing Good Sense supply chains.

The alternative to not using insecticides during storage is cold storage, which requires increased energy consumption that SOUFFLET AGRICULTURE keeps a very close eye on. Control over ventilation makes it easier to control energy use.

In the following video, our expert talks about the storage of grain without post-harvest treatment: <https://youtu.be/b2dgd16yKq4>

The amount of grain stored without post-harvest treatment has been constantly growing: up 27% for the 2020 harvest and up another 47% for the 2021 harvest.

### 3.1.6.3. Developing and promoting High Environmental Value (HEV) supply chains

The High Environmental Value initiative seeks to reduce the use of phytosanitary treatments through highly judicious processes and stringent traceability on the applied treatments. SOUFFLET intends to promote the value of this certification by raising awareness among farmers about its benefits. Furthermore, SOUFFLET AGRICULTURE ensures that farmers are financially rewarded for crops grown to stringent specifications.

#### 3.1.6.3.1. HEV wheat

SOUFFLET's Responsible and Excellence wheat supply chains have been recognised as attaining the certification's level 2 (reaching a standard with 16 requirements and environmental efficiency).

All Baguépi flours produced by MOULINS SOUFFLET originate from this wheat, as do NEUHAUSER's pavé loaves, croissants and beignets. The vast majority of bread and viennoiseries sold at our POMME DE PAIN restaurants use ingredients that are HEV level-2 certified. The volume expansion of HEV level-2 ingredients overlaps entirely with the volume expansion of Sowing Good Sense Responsible and Excellence supply chains.

We still intend to bring the Excellence supply chain up to HEV level 3.



#### 3.1.6.3.2. HEV barley by MALTERIES SOUFFLET

In 2021, MALTERIES SOUFFLET initiated its production of HEV3\* sustainable malts for the Gallia brewery (Heineken). In doing so, the Pithiviers malt house has now enlarged its sustainable malts range.

This pioneering partnership with Gallia promotes a type of farming that adopts more sustainable, environmentally friendly means of crop production. It easily fits in with strengthening the Sowing Good Sense sustainable supply chains and SOUFFLET's We Do Fair CSR commitments.

This supply chain for the Gallia brewery also works on a principle of placing greater value on local production, which in turn helps reduce the use of plant protection products. HEV3 barley is grown less than 100 km from the malt house at Pithiviers-le-Vieil where the barley is processed. Lastly, Gallia brews the beer at Sucy-en-Brie in Ile-de-France, under 100 km from Pithiviers-le-Vieil.

► To find out more: <https://www.soufflet.com/fr/malts-durables-hve3>

The various parties in this supply chain work on the principle of placing the highest value on HEV3 sustainable barley in order to compensate the farmer for the agronomic work undertaken to fulfil the precise specifications.

*\*Level 3 of High Environmental Value certification is based on result indicators for biodiversity, phytosanitary strategy, fertilisation and irrigation management of the entire farm and all its crops.*

As of writing this document, **MALTERIES SOUFFLET buys over 720,000 tonnes of its barley** from sustainable supply chains, in which more than **4,800 farmers** work. The Sustainable Agriculture Initiative is the main sustainable supply chain used by MALTERIES SOUFFLET in terms of purchased volume.

### 3.1.6.3.3. Continued expansion of High Environmental Value certification within the vine, agriculture, and rice and pulses divisions

**With consummate professionalism, SOUFFLET VIGNE steadfastly supports and promotes the expansion of HEV3 certification within the winegrowing sector.**

As part of its services, SOUFFLET VIGNE supports producers in:

- achieving HEV3 or Organic Farming certification.
- training winegrowers on Certiphyto certification and obtaining a registered document certifying sufficient knowledge to use plant protection products safely as well as reducing their usage. Since this service began, **920 winegrowers have received training.**
- marketing their wines to ensure their operations are economically sustainable.

Actions and progress in this respect can be measured looking at the total number of producers guided towards HEV certification since 2017 (when the service was launched):

- In 2018/2019, 18 producers were HEV certified thanks to VITIVALOR
- In 2021/2022, more than 480 producers were supported in the initial audit or the follow-up audit. Since the service was instigated, more than 730 winegrowers have received our assistance for HEV certification.

➤ **To find out more:** <https://www.vitivalor.com/vitrine/services>

Portion of biocontrol agents in the total revenue for plant protection products	Year 19/20	Year 20/21	Year 21/22
	19%	24%	26.4%

**Moreover, VITIVALOR offers a service called Opt'IFT® that assists winegrowers in reducing their phytosanitary treatment, thereby reducing the environmental footprint of their vineyards:**

**SOUFFLET VIGNE's actions have led to:**

- **double digit growth in the sale of biocontrol agents over the last three years;**
- **fertilisation centred on products authorised under Organic Farming certification** (over the last three financial years, over 70%, in terms of volume, of nutritional products sold by SOUFFLET VIGNE have been usable in organic farming);
- **a new trellising material made from natural components to eliminate the use of plastic;**
- **an improvement in the protection of vines against unpredictable weather conditions.**

#### What Opt'IFT® can do

Results from involved winegrowers show an **average drop of 30% in the use of plant protection products.** The platform is also an effective decision-support tool for any winegrower who is serious about reducing their use of plant protection products. Opt'IFT® can be integrated within a process for High Environmental Value certification (HEV - level 3) which represents the most stringent course for the environmental certification of agricultural lands.

**For 2022, 214 properties contracted Opt'IFT monitoring services, that is over 2,600 hectares being entrusted to SOUFFLET VIGNE's service.**

➤ **To find out more:** <https://www.mon-viti.com/filinfo/vie-de-lentreprise/SOUFFLET-vigne-et-cemir-lancent-vitivalor-solutions>

**SOUFFLET AGRICULTURE** worked strenuously to develop HEV2 certification through the Sowing Good Sense supply chains that obtained equivalence (Responsible and Excellence supply chains). As for HEV3, there was modest but continued growth in the 2021 harvest.

**SOUFFLET ALIMENTAIRE** inaugurated a first Anjou quinoa HEV supply chain in January 2021 and followed this up with one for green lentils in the 2021 harvest.

### 3.1.7. WHAT WE RECYCLE AND HOW WE EXTRACT VALUE FROM WASTE

#### 3.1.7.1. Collection of farm waste to limit pollution

Since 2010, SOUFFLET Group has been working toward the elimination of empty packaging and expired plant protection products. Two divisions have been involved in this action: **SOUFFLET VIGNE** and **SOUFFLET AGRICULTURE**. We work in partnership with **ADIVALOR**, a network dedicated to recycling.

ADIVALOR sets out the technical methods for collecting, as well as organises and funds all or part of the eradication of plant protection waste. The network also works on the early stages of preparation and organisation. It offers operators various media tools for highlighting the need to prevent waste, and educating and informing on such issues.

Besides its operational activities, ADIVALOR has a research and development unit that reviews collection procedures for each waste type, streamlines the assessment of farm waste, provides additional information on how plant protection products impact the environment, optimises the costs and processes of various supply chains and suggests eco-design aspects to manufacturers for product formulations or packaging.

As a member of the ADIVALOR network, SOUFFLET AGRICULTURE and SOUFFLET VIGNE have collected, over this past year, **1,570 tonnes of waste from 18 French counties through 145 collection points set up at its silos or hubs.**

ADIVALOR reuses the collected waste (plastic containers, big bags, fertiliser sacks, paper seed bags, empty plant protection product packaging, empty packaging from dairy hygiene products, etc.) as part of creating a circular economy (transformation into industrial tubes, plastic crates, etc.).

#### 3.1.7.2. Recovery of industrial waste

All our business lines produce waste that we seek to reduce at source, sort out better and recycle better based on the principles of the circular economy.

As part of our We Do Fair CSR policy, the group has made a commitment in relation to waste sorting and recovery: **we will no longer be sending waste to landfills by 2030.**

We are completely reorganising our sorting and recovery practices after a change of service provider in 2020/2021. At the same time, we are researching into how we can recover waste (paper / plastic / OIW / metal / wood) within all our business lines to the maximum extent possible. Our Environment Committee has initiated an internal survey to inform the group on how we should face this major challenge. In 2022/2023, we intend to present our consolidated monitoring indicators.

##### Some recent actions:

Within the NEUHAUSER division and in conjunction with the service provider PAPREC, ordinary industrial waste (OIW) has been re-sorted since May 2022 to see what extra waste we can possibly recover and use. A solution has been found for waste that comes into contact with fat and such waste can now be recycled along with all other recyclable waste.

Within MALTERIES SOUFFLET in France, 90% of its waste has been recovered. A training programme on the sorting of waste and an overall assessment on waste management by industrial sites began in 2021/2022. Already 75% of French sites have received training and 65% of production sites evaluated.

### 3.1.8. WHAT WE DO TO SUPPORT THE MOVE TOWARD ECOLOGICAL FARMING PRINCIPLES AND RESILIENT FARMING SYSTEMS

Soil conservation agriculture (SCA) is an agronomic process based on how the ecosystem naturally interacts within itself. It primarily rests on three pillars:

- the reduction of tillage;
- a permanent cover of plants that replenish the soil and restore it with carbon from the air;
- crop diversification.

The combination of these three techniques improves soil fertility and biodiversity. SCA also suppresses direct and indirect greenhouse gas emissions. The Terrasolis programme, of which SOUFFLET is a partner, demonstrates a possible 20% decrease in GHG emissions in its innovative crop system.

In France, SOUFFLET AGRICULTURE regularly sets up on-farm demonstrations and meetings attended by experts and producers to raise awareness and promote this agronomic approach. SOUFFLET AGRICULTURE is, furthermore, a partner of the multi-year farm lab at Poix, which furnishes data on permanent soil cover.

**Our goal:**  
increase by a factor of 5 the purchase of wheat farmed using soil conservation agriculture practices between 2020 and 2025.

In support of the move towards SCA, SOUFFLET AGRICULTURE has established a collection of resources:

- a training schedule for its field teams, including with iCoSystème, a specialist in SCA;
- a remote course series for farmers, which has been developed with its scientific partner iCoSystème, along with technical partners Sky and Lallemand;
- visits to test farms experimenting with different ecological farming practices (For more information: <https://youtu.be/RUtTGTdn3RY>);
- about thirty tests initiated to show the value in ecological farming practices.
- establishment of the SoilteQ Club which, since 2016, has been spreading ecological farming principles among farmers from eastern Europe: <https://www.soilteq.eu/fr/> & <https://www.soufflet-agro.bg/static/img/soilteq-bg-02-2018.pdf>

The objective is to roll out a number of agronomic techniques developed from field research to farmer clients of SOUFFLET AGRICULTURE.

**SOUFFLET Group's sustainable supply chains underlie our ambition to increase the natural fertility of soil.**

#### **SOUFFLET partnerships with associations promoting ecological farming**

The transition to ecological farming will be faster and smoother when we work together with people involved in the agriculture and agri-food sectors. For this reason, SOUFFLET Group partners with associations renowned for their work, such as "Pour une Agriculture du Vivant" and "Earthworm Foundation".

##### **► Pour une Agriculture Du Vivant (France-based actions)**

SOUFFLET Group has been part of the "Pour une Agriculture du Vivant" (PADV) association since October 2018. PADV promotes agronomic ideas that can protect the fertility of soil. Its actions revolve around raising awareness, training and building tools that can measure the performance of resilient agronomic practices, like the [soil regeneration indicator](#) (a tool measuring soil health, jointly created by the association and its members, including SOUFFLET), as well as creating connections between all parties in the agri-food chain from farmer to distributor.

The 2021/2022 year was marked by a major event led by the association and intended to act as a nexus for convergence and accelerator for the transition. Between 12 and 13 April 2022, 200 representatives of the agri-food ecosystem came together with Pour une Agriculture du Vivant, Agence Bio and the 4 per 1000 initiative. INVIVO sponsored the event, while SOUFFLET was an invested representative.

► **To find out more:** [https://agricultureduvivant.org/wp-content/uploads/2022/04/Communique-de-Presse\\_Les-Defis-de-lAgroecologie-2022-1.pdf](https://agricultureduvivant.org/wp-content/uploads/2022/04/Communique-de-Presse_Les-Defis-de-lAgroecologie-2022-1.pdf)

SOUFFLET Group, with its customer PASQUIER, is the originator of the first soil conservation agriculture supply chain in large-scale farming. The two organisations also hold a common public commitment to the sustainable development of the supply chain, especially through PASQUIER'S With Nature and Time approach and SOUFFLET's Sowing Good Sense programme. This partnership was formed in 2018 when the two groups joined PADV. It soon bore fruit with the creation for the 2020 harvest of the first sustainable wheat supply chain using soil conservation agriculture, which had SOUFFLET AGRICULTURE, MOULINS SOUFFLET and PASQUIER working together in showing the value inherent in ecological farming practices.

**The 2020 summer harvest of this supply chain reaped 4,800 tonnes of wheat, while the following year saw a harvest of almost 8,700 tonnes, an increase of over 80%.**

► **To find out more:** <https://www.SOUFFLET.com/fr/SOUFFLET-et-pasquier-un-partenariat-pour-valoriser-l-agroecologie>  
<https://agricultureduvivant.org/project/premiere-filiere-ble-agroecologique/>

#### ► **Earthworm Foundation**

SOUFFLET AGRICULTURE is involved in agronomic trials carried out by the Earthworm Foundation. The foundation seeks to speed up the development of ecological farming, especially through its *Living Soils* project. A pilot programme in France's Champagne crayeuse began in 2018. Three years later, a technical framework was defined to show farmers the steps involved and to choose volunteer farms to set the transition in motion. This technical framework enables SOUFFLET AGRICULTURE, with its partner NESTLE, to advance with the establishment of a maize supply chain based on the **Living Soils** standard for the 2022 harvest.

[https://www.solsvivants.org/app/uploads/2020/12/Communique-de-Presse\\_Journee-Sols\\_2020.pdf](https://www.solsvivants.org/app/uploads/2020/12/Communique-de-Presse_Journee-Sols_2020.pdf)



## 3.2. OUR COMMITMENT TO A SUSTAINABLE AND RESPONSIBLE ECONOMY: DEVELOPING COMPETITIVE, SUSTAINABLE SUPPLY CHAINS THAT CREATE SHARED VALUE

All operations stemming from Sowing Good Sense supply chains comply with agronomic specifications that include good environmental practices. Those operations undergo audits performed by an independent certifying body.

► **To find out more:** <https://www.soufflet.com/fr/nos-filieres/semons-du-sens>

At the time of writing, **8,500 farmers were engaged, through SOUFFLET Group, in sustainable supply chains.**

### 3.2.1. SOWING GOOD SENSE: A CROSS-FUNCTIONAL APPROACH TOWARD SUSTAINABLE SUPPLY CHAINS

Since it was initiated two years ago, the Sowing Good Sense approach has sustained SOUFFLET Group's work on the ecological farming transition with the development of a sustainable farming model creating value and protecting soil, biodiversity and the climate.

**Sowing Good Sense** aims to bring progress, commitment and meaning to the entire length of several supply chains (wheat, barley and grapevine). It showcases products coming from sustainable partner farms as part of an offer of quality goods that meet environmental and societal requisites and satisfy consumers' expectations.

Sowing Good Sense can rely on the group's stability along with its ability to consolidate and fully manage the entire upstream and downstream value chain as the approach builds up sustainable supply channels to meet both the opportunities revealed by clients and the expectations of consumers. The approach's five pillars—origin, naturalness, environment, quality and value distribution—form the bedrock on which the different levels of offers seek to reflect exacting specifications (inspected by an independent party) which push forward the transition and allow implemented practices to be appreciated.

#### 3.2.1.1. A dynamic in full flow

The products coming from Sowing Good Sense sustainable supply chains have seen a meteoric rise in the last two years, originally in the primary processing business lines (MOULINS SOUFFLET, AIT INGREDIENTS, MALTERIES SOUFFLET) and then the secondary processing business line (NEUHAUSER).

At the client side, those products are exemplified by the **Red Label flour** from the Wheat Excellence range for sale at LIDL, the **Baguépi Farine Responsable** range of flours for artisan bakers supplied by MOULINS SOUFFLET as well as those flours supplied to industrial bakeries according to detailed specifications as exemplified by PASQUIER, a pioneer in pushing forward the concept of ecological farming.

► **To find out more:**

- about Terre de Sens flour: <https://www.latribunedesmetiers.fr/moulins-SOUFFLET-55/>
- about responsible barley: <https://www.lsa-conso.fr/invivo-et-kronenbourg-lancent-la-premiere-filiere-orge-responsable-de-france.413741>

The new traceable Responsible Barley supply chain was created jointly by KRONENBOURG, SOUFFLET AGRICULTURE and MALTERIES SOUFFLET. It falls within the scope of the Sowing Good Sense approach and follows a particular set of specifications. Farmers in this supply chain use ecological farming practices, thereby sustaining the transition in the sector.

### 3.2.1.2. An authentic guarantee of sustainable quality

Today, Sowing Good Sense is a guarantee mark for sustainable quality, not only for businesses within the supply chains but also for consumers. The use of **blockchain** technology allows us to trace the entire product movement and check the good sustainable practices for a packet of flour or a bottle of Kronenbourg 1664 beer by simply scanning a QR code. LIDL has now placed the Sowing Good Sense label on its packets of **Navarre flour**. This approach, connecting downstream expectations with upstream farming practices, is constantly evolving for wheat and barley supply chains. It also brings to the fore those ecological farming practices that are conducive to greater biodiversity and soil quality and lower carbon emissions.

### 3.2.1.3. A joint approach bolstering the competitiveness of our business lines

**Terre de Sens** is the latest bakery flour produced by MOULINS SOUFFLET from its Excellence supply chain. The wheat used originates from an ambitious ecological farming supply chain that commits farmers to using best practices on their farms (improving biodiversity, soil fertility and plant protection, while reducing their carbon footprint).

**KRONENBOURG, MALTERIES SOUFFLET and SOUFFLET AGRICULTURE** have also joined forces to launch France's **first traced Responsible Barley range**. From 2023, the Kronenbourg 1664 blonde beer will be brewed with approximately 20% of malt coming from this range. A more ambitious target of 100% has already been set for 2026.

➤ **To learn more, visit:** <https://www.SOUFFLET.com/fr/invivo-et-kronenbourg-sas-lacent-la-premiere-filiere-orge-responsable-tracee-de-france-0>

### 3.2.1.4. Some key figures

#### Sowing Good Sense wheat:

- 13 sustainable supply chains subject to specifications on good agronomic practices;
- 460,000 tonnes of wheat certified sustainable supplied to MOULINS SOUFFLET (vs 380,200 tonnes for the 2020 season);
- Produced by 3,200 committed farmers (compared to 2,500 for the 2020 harvest);
- As part of our own initiatives (Responsible, Organic, Excellence): 330,000 tonnes of sustainable wheat;
- 301,600 tonnes of Sowing Good Sense flours sold in 2021/2022 compared to 229,800 tonnes in 2019/2020 (a 31% rise).

#### Sowing Good Sense barley supplied to MALTERIES SOUFFLET:

- 2 sustainable supply chains subject to specifications on good agronomic practices;
- 725,000 tonnes of barley certified sustainable in France and abroad (compared to 585,000 tonnes in France for the 2020 harvest);
- Produced by 4,858 committed farmers in France and abroad.

#### Grapevines

- Over 700 winegrowers guided in establishing their HEV transformation and implementation of SOUFFLET VIGNE's Opt'IFT solution at 214 vineyards.

This work included informative meetings and on-the-ground awareness raising with farmers during various events. Anecdotes from farmers already involved in sustainable supply chains have been broadcast on the Sowing Good Sense website. This website was developed during the year and is constantly enriched with new content. News on Sowing Good Sense is actively published on social media and is gaining a large community of followers. We are spreading the good word about sustainable supply chains.

Sowing Good Sense followed by 2,130 people on its [LinkedIn page](#)

The Sowing Good Sense mark is now appearing on the packaging (labels, sachets, wrapping) of products resulting from this approach that ties each part of a supply chain together.



### 3.2.1.5. Specifications – essential for taking sustainable supply chains into the Sowing Good Sense approach

Sowing Good Sense sustainable supply chains are based on controlled specifications and recognised benchmarks. Some examples are the NFV 30001 standard, Red Label specifications, Organic Farming (AB) certification, Sustainable Agriculture Initiative (SAI) platform, High Environmental Value (HEV) label, Protected Designation of Origin and Protected Geographic Indication. Another input of specifications comes from the benchmark of the *Pour une Agriculture du Vivant* (PADV) association and its regeneration indicator supervised by Bureau Véritas.

At the same time, industrial partners may have private specifications. Once they have been certified by a third party and as long as they require good ecological farming practices, these specification enter into the approach.

SOUFFLET Group has three particular supply chains with exacting ecological farming requirements:

Responsible – Excellence – Organic

SOUFFLET's Sowing Good Sense supply chains are audited by certifying bodies.



#### ► To find out more:

- The institutional presentation film for Sowing Good Sense: <https://youtu.be/9usVkJkTPQ>
- An account by Pierre Marchica, 3 Monts brewery [https://www.youtube.com/watch?v=R\\_d53pKj\\_zo](https://www.youtube.com/watch?v=R_d53pKj_zo)
- An account by Stéphane Bonistalli, rice farmer: [https://www.youtube.com/watch?v=GVDhzhXjrEA&feature=emb\\_rel\\_end](https://www.youtube.com/watch?v=GVDhzhXjrEA&feature=emb_rel_end)
- Eurélienne blanche, first French beer traceable using blockchain technology thanks to MALTERIES SOUFFLET: <https://www.reussir.fr/ladepeche/malteries-soufflet-et-la-brasserie-de-chandres-lance-la-premiere-biere-artisanale-blockchainee> and [https://m.facebook.com/watch/?v=488442132813649&\\_rdr](https://m.facebook.com/watch/?v=488442132813649&_rdr)
- 1664, first beer produced from a supply chain of traceable, sustainable barley: <https://www.SOUFFLET.com/fr/invivo-et-kronenbourg-sas-lacent-la-premiere-filiere-orge-responsable-tracee-de-france-0>

### 3.2.1.6. Sowing Good Sense products: an approach starting on the farm and visible to the consumer



*“My priority is to see my farm, in the heart of Brie, live on. That is why I carry out sustainable actions like preserving the soil by working it less and using plant cover to nourish biodiversity, which is essential to the growth of my cereal crops.”*

**Frédéric Clement,**  
Farmer of Excellence wheat in Seine-et-Marne.

Excellence supply chain / an account by Florent Beltier, farmer in Yonne: <https://youtu.be/b4NqJTktWBQ>

## MOULINS SOUFFLET launched “Supply-Chain Days” in 2022

Engaged in sustainable supply chains with its **Baguépi Farine Responsable** brand, **MOULINS SOUFFLET** invited **artisan bakers** to its “**Supply-Chain Days**”, an event where it could present its agronomic expertise and its milling and bakery know-how that extends from the field to the oven. On 10 May, the first “Supply-Chain Day” took place in the Ile-de-France region at the offices of the **Syndicat des Boulangers du Grand Paris**. More than 60 bakers attended. On the agenda was a rich programme paying tribute to and supporting the commitment and expertise of everyone from farmer to baker. The event was arranged around three principal workshops: a **wheat workshop**, hosted by two farmers in the Sowing Good Sense sustainable supply chain, a **flour workshop**, led by chief millers of the Corbeil-Essonnes mill, and lastly a **bread workshop**, overseen by bakery advisors from MOULINS SOUFFLET. The team focused on MOULINS SOUFFLET’s newest sustainable product, “Terre de Sens”, a high-quality flour from the Sowing Good Sense Excellence supply chain, with the preparation of dough using natural fermentation according to the “Respectus Panis” method.

### 3.2.2. SOWING GOOD SENSE EXCELLENCE SUPPLY CHAIN: RED LABEL AND HEV2 CERTIFIED AND PUSHING FOR ZERO WASTE

This supply chain is exclusively designed, produced and marketed by the entities of SOUFFLET Group. It bears the group’s utmost ambitions on guaranteed French produce and sustainable development in its Sowing Good Sense supply chains.

- It requires the farmer to commit their entire farm to the approach.
- It demands satisfaction of Red Label quality requirements and that wheat originates from trade-recommended varieties.
- Having achieved HEV level 2, it seeks to obtain level 3.
- The precision of the crop plan and absence of treatment to harvested wheat contribute to the approach achieving zero waste by the 2023 harvest.
- In following good agronomic practices, it is committed to low-carbon farming.

The harvest of Excellence wheat in 2020 produced a flour of superior sustainable qualities: **Farines du Terroir Excellence**. This high-quality flour held all the characteristics expected from the Excellence supply chain. MOULINS SOUFFLET distributed it to its client artisan bakeries. The customers of these bakeries could use blockchain-based QR codes, available on leaflets and bakery displays, to find out all the information they could want on this flour.

► **To find out more:** [https://m.facebook.com/story.php?story\\_fbid=989644481763773&id=100947091436827&\\_rd=1](https://m.facebook.com/story.php?story_fbid=989644481763773&id=100947091436827&_rd=1)

#### 3.2.2.1. Guiding the Organic supply chain: a key component of Sowing Good Sense

Since 2015, SOUFFLET Group has been closely following the major development of organically farmed produce on the market. The Organic supply chain at SOUFFLET is constantly evolving.

This supply chain is founded on **a collection of dedicated facilities, including the Lozanne mill, Pithiviers malt house, along with three dedicated harvest silos** at Sacy, Arcis-sur-Aube and Puyravault.

- ▷ The mill at Lozanne can handle **24,000 tonnes of grain per year**. As an inter-regional installation, it processes organic French wheat procured from stockists – mainly SOUFFLET AGRICULTURE – into flour for use by industrial and artisan bakeries. Notably, SOUFFLET can now rely on the new silo at Arcis-sur-Aube which is exclusively earmarked for storing organic grain.
- ▷ Thanks to the organic certification of the roasting plant and the modernisation of a facility at Pithiviers, **MALTERIES**

**SOUFFLET has been able to expand its range of organic malts to 13 products.** As the sole French maltster to produce organic malt on a large scale, MALTERIES SOUFFLET has continued to secure its supplies of organic barley from SOUFFLET AGRICULTURE and increase its production volumes to meet strong demand.

Although France saw a drop off in the growth of the organic beer market, MALTERIES SOUFFLET still managed to increase its 2021/2022 sales by 20% over the previous twelve months. The division has prioritised and can now ensure purchases of organic wheat and barley that are entirely sourced from France.

- ▷ The growth in organic goods in France pushed SOUFFLET AGRICULTURE to improve the level of equipment at its organic silos in 2019 with **an investment of €2.5 million**.

#### **Organic supply chain:**

- over 350 farmers involved
- 45,000 tonnes of all crops collected across all divisions (up 50% from the year before)
- 32,500 tonnes collected by SOUFFLET AGRICULTURE (47.3% higher than the previous year)

An account by organic farmer Jean-Paul Simmonot <https://youtu.be/stOBuaHlhwY>

**A new product demonstrating this commitment: CARLSBERG released an organic beer in June 2022**, whose ingredient specifications were established with SOUFFLET AGRICULTURE and MALTERIES SOUFFLET. The beer uses certified organic barley that was grown in adherence with several soil conservation agriculture practices. To learn more about it, visit <https://www.carlsberggroup.com/newsroom/carlsberg-makes-bio-based-and-fully-recyclable-bottles-available-to-consumers-in-its-largest-ever-trial/>

- ▷ **SOUFFLET VIGNE** launched the second issue of its organic catalogue aimed at clients committed to organic farming. It was released digitally for easier access and more frequent updating.

The catalogue contains information on:

- administrative support for changing over to organic farming;
- the keys to plant protection success in organic winegrowing;
- approved plant protection products according to disease or pest.

▶ **To find out more:** <https://www.SOUFFLET.com/fr/nouveau-catalogue-bio>

#### **3.2.2.2. Fair pay for farmers**

MOULINS SOUFFLET is committed to properly acknowledging value added at every point along the supply chain. As part of the Excellence supply chain, for example, fair pay rests on the allocation of a bonus that shows the value we place on adherence to good ecological farming practices. This bonus ensures farmers involved in producing wheat for the Sowing Good Sense Excellence supply chain gain monetary security and recognition for their work.

Likewise, SOUFFLET and industrial clients make special adjustable payments to those farmers working under the special practices of soil conservation agriculture as a step toward ecological farming.

### 3.2.2.3. Blockchain technology makes a French flour 100% transparent

MOULINS SOUFFLET decided to use blockchain technology with its new “Farines du Terroir Excellence” product so that the consumer could gain access to all information about the flour. The blockchain provides access to the key information about each party in the supply chain who participates in the production of the flour, including the farmers and miller. The QR code printed on the products, leaflets or store displays allows the consumer to find information about:

- where the wheat was grown,
- where the wheat was stored,
- when and where the flour was produced.

Our Sowing Good Sense approach places a heavy emphasis on guaranteeing the origin of products, and the blockchain makes this accessible. SOUFFLET Group achieved its goal of increasing its number of blockchain-based applications by the end of the 2021/2022 fiscal year and we continue to delve deeper into this technology.

## 3.2.3. COMMITTED TO LOW-CARBON FARMING

France's National Low-Carbon Strategy sets out a goal of reducing the agriculture sector's GHG emissions 46% by 2050. Farming is seen as a genuine trump card for contributing to the nation-wide objective. Agriculture, along with forestry, is a sector that can capture high levels of carbon and will have a key role in offsetting residual emissions from other sectors. As a result, reducing the carbon footprint of agricultural raw materials is one of SOUFFLET Group's primary focuses.

SOUFFLET Group has been involved in monitoring projects that fall within the Low Carbon Label and the rewards that this method of calculating soil-stored carbon could offer farmers. In a broader sense, SOUFFLET Group has been working over the last two years on the challenges facing low-carbon farming to meet the carbon-neutrality demands of economic actors.

SOUFFLET AGRICULTURE helped set up the **French Federation of Farming Trade's (FNA) calculator for low-carbon rapeseed and sunflower seeds** which could meet the needs of the biofuel sector. This division is now a supplier to the biofuel sector and the calculator helps increase the value of products during their sale to seed crushers as a special bonus is applied based on the actual reduction of greenhouse gases. The calculator has proven to be of great use since its launch in September 2020.

### 3.2.3.1. Already over 53,000 tonnes of crops turned into low-carbon biofuel

For the latest season, **more than 1,200 producers** entered their rapeseed and sunflower seed crop data into an online survey held by SOUFFLET AGRICULTURE in order to calculate GHG figures.

The data and crop sustainability was then checked before SOUFFLET AGRICULTURE offered the eligible low-carbon seeds to seed-crushing companies that were interested in using raw materials with low GHG emissions.

**At the end of June 2022, more than 47,000 tonnes of rapeseed and 6,450 tonnes of sunflower seeds were sold in this way**, which allowed **more than 468 rapeseed farmers to receive a low-carbon bonus**. To determine GHG levels, the calculator takes into account what farming practices change, what fertilisation method is used, how organic matter is managed, and how much the crop yields. To be categorised as low carbon, GHG levels must be lower than the regional average benchmark. In the case of rapeseed, this would be 712 kg of CO<sub>2</sub> per tonne of dry matter produced.

### 3.2.3.2. Low Carbon Label and recovery of carbon from farming

Looking to replicate the application of the FNA's greenhouse gas calculator, we continued working on ways to improve the carbon footprint of small-grain cereals.

SOUFFLET Group has been involved in several pilot programmes implementing the Low Carbon Label methodology since it was first published one year ago. These pilot programmes had objectives like:

- measuring whether the method was meticulous, reproducible and unobjectionable, and applicable;
- measuring whether the approach is financially viable for the farmer considering the costs for implementation and the income that could be expected.
- testing different calculation options, by using about thirty carbon diagnostic grants. Among the tools assessed was Carbon Extract from Agrosolutions.

Carbon as a source of extra income for farms is a complex subject with multiple strands to pull on. Accordingly, we and many other organisations have joined forces to tackle such issues. Among those organisations are:

- **PEI Carbon Think:** the goal of the CarbonThink project, which is partly funded by France's Grand Est region, is to create an affordable digital tool that can assess the external carbon factors affecting farmlands and act, thanks to blockchain technology, as a secure interface between farmers and funding sources.
- **TERRASOLIS:** as a mechanism set up by the Grand Est region, it serves as a tool for innovating in the production of agricultural resources, and promoting a multifunctional agriculture that produces renewable carbon and ecosystem benefits.

Backed by a team of ten agronomists who are experts in the low-carbon transition, the Carbon Extract tool can rely on more than 180 farm advisors trained in over 50 consultancy bodies (cooperatives, agriculture chambers, management centres). Some 500 farms have already entered into a contract for diagnostic tests. In line with agriculture's third way supported by INVIVO Group, the goals are ambitious:

- halve the emissions from the agricultural sector by 2050;
- support 20,000 farms through the tool within five years;
- identify how 1 million tonnes of CO<sub>2</sub>-eq can be avoided and captured over the next five years.

With these partner organisations, SOUFFLET has conducted studies to further develop sustainable supply chains and create value, especially for the farmer and the satisfaction of consumer expectations.

We are looking into how we can regenerate and maintain soil fertility, capture carbon and reduce the carbon footprint of farming, conserve water and biodiversity. Other topics are increasing the value of farming in the eyes of consumers and improving the pay for farmers, while considering how much they produce and what they give back to protect the environment and climate.

► **To find out more about the knowledge shared to date:**

<https://www.terrasolis.fr/actu/enseignements-et-analyse-des-premiers-bilan-carbone-en-agriculture/>

*Considering the accelerating repercussions of climate change, the engagement of the farming community, especially the younger generation, will be crucial. The carbon diagnostic grant can help each young farmer to find the different ways they can mitigate their environmental footprint and identify the most effective actions to use. This scheme consolidates the role of farmers in providing solutions to sequester carbon dioxide in the soil.*

The diagnostic will help identify the actions that can reduce greenhouse gas emissions and develop carbon capture. The farmer will receive an individual report with an action plan and personalised monitoring.

**The Recovery France plan funds 90% of these diagnostic tests. No advance payment is required.** *"The farmer only needs to contribute 10% of the cost, that is about €250," the French minister of agriculture explained.*

These diagnostics are based on low-carbon initiatives. SOUFFLET AGRICULTURE, which is involved in this ADEME-supported scheme, has been guiding about thirty young farmers.

The tool linked to this carbon accounting is Agrosolutions' new Carbon Extract.

### **3.2.3.3. Feeding animals better to protect the environment and climate**

SOUFFLET AGRICULTURE, through its subsidiary SOUFFLET NUTRITION in partnership with MULTIFLORA, has been promoting the benefits of sainfoin as feed for ruminants since 2020. The expertise of the two entities has been pooled in the creation of this partnership: MULTIFOLIA is an innovative expert in sainfoin while SOUFFLET NUTRITION specialises in animal nutrition.

This partnership harnesses the multiple benefits of sainfoin to respond to the challenges of tomorrow's farming.

MULTIFOLIA's sainfoin comes in dehydrated granules, a concentration of all the plant has to offer. Its particular nutritional profile and intrinsic properties **help improve protein intake, reduce parasitic stress and boost the immune system** of the animals.

The dehydrated sainfoin meets the societal and environmental challenges of a transitioning agriculture sector. The plant has a high nectar content and does not need many inputs. It captures nitrogen from the air and reduces methane emissions. From a financial perspective, MULTIFLORA's sainfoin, which is grown locally, fetches a price decoupled from the volatility of raw materials. Because it is produced on the land, livestock can easily meet their protein and fodder needs by themselves.

► **To find out more:** <https://www.SOUFFLET.com/fr/media/1016/download>

## **3.2.4. WHY AGRONOMIC, TECHNICAL AND DIGITAL INNOVATION IS ESSENTIAL FOR ADAPTING TO CHANGES IN THE CLIMATE**

### **3.2.4.1. SOUFFLET AGRICULTURE's involvement**

SOUFFLET AGRICULTURE has always been working toward a productive agriculture that can sustainably feed everyone. Each year, it carries out a high number of agronomic experiments on test farms. Such test farms are an investment into acquiring robust agronomic data and are often open to farmers who would like to see what beneficial innovations are being developed.

As a support for its client farmers, SOUFFLET AGRICULTURE is offering an increasing number of agronomic advice

videos. These videos are exclusive to SOUFFLET AGRICULTURE clients and look at major agronomic issues: wheat, barley, rapeseed, farms and the environment, soil conservation agriculture, green fertilisers, direct sowing, digital and technical innovations, and many more.

As part of innovating in and improving agronomic performance and supporting the ecological farming transition, the Agriculture Advice and Innovation Department of SOUFFLET AGRICULTURE supervised a series of agronomic tests conducted by the group. The tests required **39 people, including 25 agronomists, and over 20,000 micro-plots of land**. A significant portion of the tests experimented with ecological farming practices, some of which were covered seedbeds, mixtures for plant cover, and making improvements to varieties in their resilience to water stress and diseases. These tests were conducted in collaboration with volunteer farmers.

On the subject of digital innovation, we have mentioned the Farmi applications earlier in this report and the use of blockchain to share information about all parts of the value chain. Going forward, SOUFFLET AGRICULTURE will accompany the digital shift in the farming sector, a transition that ought to produce more and better with due regard to environmental issues.

#### **Actual examples of products with positive impacts**

**The Extancia fertiliser range** began being sold over this past year. These fertilisers protect their nutrient content better in order to provide nourishment more effectively to plants. These fertilisers are made in France and have been designed to **limit nitrogen loss into the environment and improve the effectiveness of the nitrogen passing into the plants**.

Similarly, **SOUFFLET NUTRITION**, a subsidiary of SOUFFLET AGRICULTURE, has added a blend of essential oils into formulations for ruminants. The idea is to reduce the speed at which nitrogen degrades in the stomach by restricting the activity of certain bacteria. In this way, the animals produce less methane. Moreover, the oils enable a protein-poor feed to have the same effectiveness in output. The subsidiary fully analyses the life cycle so it can suggest to its clients that they incorporate this information when choosing formulations.

**The MICA seed range** offers mixtures of seeds that combine well and provide maximum benefit since they contribute to plant cover, biodiversity, improved soil fertility, stronger soil structure, better resistance against weeds and pests, trapping of nitrogen, as well as being a good source of fodder. The MICA range, comprising eleven mixtures that are ready for use, is a comprehensive range of plant cover specially selected to meet the needs of farmers.

#### **3.2.4.2. SOUFFLET VIGNE's involvement**

Having observed the increasingly frequent and intense occurrence of bad weather that can endanger harvests and, thus, the cashflow for vineyards, SOUFFLET VIGNE published information on how to combat the vagaries of the weather as part of its support to clients facing these situations. This bad weather support contains solutions for effectively mitigating spring frosts, hailstones, water stress and scorching risks from heat waves. It also includes a webpage devoted to presenting weather solutions, connected decision-support tools and a range of insurance policies to cover harvest season.

The consultants at VITIVALOR (exclusive brand of SOUFFLET VIGNE) received training on a FranceAgriMer programme, which was launched on 4 January 2022 and offers grants for the purchase of weather protection materials. VITIVALOR consultants guide the clients of SOUFFLET VIGNE in their applications for these subsidies.

► **To find out more:** <https://www.soufflet.com/fr/souffl-essais2-020-l-expertise-technique-portee-de-clic> & <https://youtu.be/t3eK4ulC-GE>

#### A novel product to deal with poor weather and water stress

SOUFFLET VIGNE is the exclusive distributor of Proteplan®, a system of heating cables to protect vineyards. Developed by PRYSMIAN Group, it proved its worth during the frosts of 2021. That year was particularly harsh and the Proteplan® cables were extremely useful for the 300 km of Chablis grapevines. At the depths of the coldest frosts, their temperature remained about 1°C and the newly breaking buds on the grapevines avoided freezing. 100% French, **Proteplan® cables are manufactured** at a factory in Paron, Yonne.

**To find out more:** <https://www.SOUFFLET.com/fr/recherche?s=c%C3%A2bles+chauffants>

Water stress is a threat to grapevines but can now be staved off thanks to SOUFFLET VIGNE's new Fertech MycoSynergie, a biostimulant that acts through symbiosis close to the roots. It is a natural product made from fungi.

#### 3.2.4.3. Where CRIS and Pôle Bakery SOUFFLET come in

We would like to refer the reader back to section 3.1.6.1 for information on CRIS. Nevertheless, we should highlight that CRIS holds a valuable lever to help us advance our role in the agri-food transition, in producing more resilient and healthier products, without tempering the experience for tastebuds in baked goods especially. CRIS serves the need of each of our business lines while being independent of them. The centre is recognised for its expertise in creating new sourdoughs and enzymes as well as biocontrol agents. It carries out research in a dozen projects each year with a team of about forty people. Its missions have expanded since the 2020/2021 fiscal year when it began working for clients outside SOUFFLET Group. Industrial clients already trust this team that is working toward an ISO 9001 certification in early 2023.

Pôle Bakery SOUFFLET pools together the R&D and marketing skills with the methods of the group's wheat/flour/bread supply chain (MOULINS SOUFFLET, AIT INGREDIENTS, NEUHAUSER). Pôle Bakery has a dedicated bakehouse for experiments and tests. It directs strategies for developing and distributing new goods as well as the communication plans for brands and ranges. It showcases the group's know-how during agri-food trade shows in France and around the world. Because it touches on every aspect of the wheat supply chain, its actions are dynamic and practical. It feeds into the Sowing Good Sense wheat supply chains and their resulting products. Pôle Bakery SOUFFLET is led by several dozen experts who steer several hundred projects every year.

#### 3.2.5. LOCAL FOOD CIRCUITS

As a general rule and for practical reasons, we prioritise short sourcing channels. Accordingly, we use grain storage facilities and industrial processing installations within the heart of farming areas.

For MOULINS SOUFFLET and its **mill at Dienville**, for example, **wheat travels on average less than 70 kilometres to the mill.**

Similarly, SOUFFLET VIGNE has a network of storehouses in all vineyards to ensure all work is local.

Internationally, the raw materials used by MALTERIES SOUFFLET come from the countries where the division is based. This is exemplified by the malt house inaugurated in May 2021 in Ethiopia with its local sources of malting barley.

At **SOUFFLET NUTRITION**, a subsidiary of SOUFFLET AGRICULTURE, raw materials for livestock feed are also sourced locally which allows them to be listed according to several PDOs (PDO Chaource, PDO Charentes-Poitou, etc.).

### 3.2.6. CIRCLING THE ECONOMY BY PRODUCING ENERGY AND LIVESTOCK FEED OUT OF BY-PRODUCTS

The circular economy is at the heart of SOUFFLET Group's economic model, especially for its industrial divisions – MOULINS SOUFFLET and MALTERIES SOUFFLET – whose operations generate mass amounts of by-products (wheat bran, barley sprouts, dust, etc.). In this regard, the circular economy is not seen as a risk for the group in its risk analysis and, as such, **does not appear in our table of priority issues on page 29**. Nonetheless, it is a major CSR topic that needs to be described.

Our operations are organised in such a way to successfully recover all by-products and not generate any waste—this reduces our carbon footprint and modifies our fuel mix.

**In the case of MALTERIES SOUFFLET**, the dust from cleaning the barley is used in the division's biomass boilers; the by-products (sprouts and germs) are converted into livestock fodder by the subsidiary SOUFFLET NUTRITION which has two production facilities (one in Nogent-sur-Seine and the other in Vendée).

The sludge from filtration stations is recovered as much as possible to be used in anaerobic digestion units where electricity and heat can be produced.

Likewise, wheat dust MOULINS SOUFFLET's operations can be converted into livestock feed as can the by-products from NEUHAUSER's production lines.

### 3.2.7. REDUCING FOOD WASTE IN RESTAURANTS AND CATERING (POMME DE PAIN)

POMME DE PAIN strives to reduce food waste as much as possible at its restaurants and, thus, only prepares sandwiches on demand. Moreover, POMME DE PAIN has partnered with Too Good To Go since 2018 in order to mitigate the environmental impacts of unsold items. Despite the restaurant closures caused by the coronavirus pandemic, the partnership remained alive throughout 2020 and 2021. The figures for these years reflect the large drop in restaurant business over that fiscal year. For the most recent year, the numbers match up with the recovery in business and the number of restaurants involved should trend upwards for 2022/2023.

Year	Baskets sold via Too Good To Go	No. of active restaurants	Product tonnage saved	tCO <sup>2</sup> -eq avoided
19/20	27,941	56	28	79
20/21	4,911	43	5	12,5
21/22	23,894	50	23	59

These figures should be considered with due regard to how the public health crisis affected the fast-food sector. They do not reflect a normal business year.

### 3.2.8. UNDERLYING PRINCIPLES OF RESPONSIBLE PROCUREMENT: FAIR PRACTICES AND DUE DILIGENCE

SOUFFLET Group commenced a responsible procurement programme in December 2020. Using a dedicated Ecovadis platform, SOUFFLET Group requests its suppliers to perform a CSR assessment and, based on their scores, to improve their performance. All business lines of the group will gradually become involved in monitoring supplier performance.

SOUFFLET Group has harnessed the expertise of Ecovadis in managing its responsible procurement programme so that it could establish a scheme that is recognised as unbiased and pertinent. The scheme also ensures a perfect harmony in the assessment of all the group's suppliers, at a cost that is negligible for our suppliers. Moreover, suppliers remain the owner of their assessment and can use it with other clients as they wish.

**An initial target announced in 2020/2021 was for 60% of group purchases (in monetary terms) to be CSR assessed by 2025.** This scheme is directed at all major suppliers but does not encompass those farmers from whom we do not buy directly.

These assessments have begun to be managed and directed, and all group divisions are involved. To date, 80% of suppliers whom we deem priorities have been assessed or are in the process of wrapping up the assessment with Ecovadis analysts.

Our ingredients division has gone further than the group requires and has called on each of its suppliers to be assessed once the division exceeds a certain monetary threshold in purchases from that supplier. Its approach is being used as a test run for the group.

Knowing that it should act consistently with its suppliers, SOUFFLET Group submits its own divisions and holding company to an annual Ecovadis assessment. The divisions are given a higher target each year so they can eventually reach a gold rating. In 2020/2021, the malting, milling, BVP, rice and pulses, agriculture, trade and biotechnology divisions underwent an assessment that would be shared with their clients. Our goal is for all our business lines to achieve a gold rating.



### 3.3. HOW WE SATISFY CLIENTS AND CONSUMERS: PRODUCTS THAT ARE SAFE, NUTRITIONAL AND ETHICAL THANKS TO RELIABLE, TRACEABLE SUPPLY LINES

#### 3.3.1. PRODUCT SAFETY

Ensuring that our products are safe to consume has always been a critical issue at SOUFFLET Group. Each division relies on an expert QSE team, supervised by a Quality Department reporting to executive management. A Group QSE Department ensures approaches are harmonised, experiences shared and skills harnessed.

The **HACCP procedures and certifications** in place guarantee that safety is strictly controlled every day. For almost 25 years, **we have conducted internal audits on hygiene, cleanliness and safety** through the Audit and Compliance Department. These audits are carried out on all sites once per year and action plans are tracked. Result targets are set for each division and managed by the parent company.

Within the sustainable supply chains, there is a multitude of **supply specifications that are verified and complied with**; each one is audited by an independent third party.

A portion of our raw materials (especially, by-products) may also be allocated for animal feed, thus, our sites hold GMP+ certifications.

We run strict operations that have been certified under various standards, including the following:

Topic	Certification	Certified divisions
Quality/hygiene process	ISO 9001	Malteries Soufflet, Soufflet Ingrédients, CRIS
Grain storage	CSA GTP	Soufflet Agriculture, Soufflet Negoce
Quality, hygiene risk control; Food Safety	IFS / BRC	Moulins Soufflet, Soufflet Alimentaire, Soufflet Ingrédients, Neuhauser
Occupational health and safety	ISO 45001	Malteries Soufflet
<b>Energy</b>	<b>ISO 5001</b>	<b>All divisions of SOUFFLET Group</b>
Environment	ISO 14001	Malteries Soufflet, Moulins Soufflet
Livestock feed	GMP+ Feed Safety	Soufflet Negoce, Soufflet Agriculture, Soufflet Alimentaire, Malteries Soufflet, Moulins Soufflet
Organic production / distribution	AB	Soufflet Agriculture, Malteries Soufflet, Moulins Soufflet, Soufflet Alimentaire, Soufflet Ingrédients
Food Safety System	FSSC 22 000	Soufflet Ingrédients
<b>CSR</b>	<b>ECOVADIS SMETA</b>	<b>All divisions of SOUFFLET Group</b> Malteries Soufflet, Moulins Soufflet, Soufflet Alimentaire, Soufflet Ingrédients

### 3.3.2. NUTRITIONAL QUALITY

All divisions of SOUFFLET Group constantly strive to improve their products. Accordingly, they focus their work on many areas.

#### 3.3.2.1. Moving to zero pesticide residues, fulfilling nutritional quality requirements, and examining the link between soil health and nutrient density

At the input side of its business, **SOUFFLET AGRICULTURE** has developed its capacity to store untreated post-harvest grains. At the same time, this division has also been working to establish a **guarantee that its Excellence range has no pesticide residue**. This guarantee is still being studied due to the extreme complexity in its management. For it to come into being, it would require an appropriate financial premium. Indeed, it needs a significant investment into the systematic control analyses required to perfectly manage the issue of cross-contamination, an issue that can occur at any point along the supply chain.

As for nutrition, NEUHAUSER has made an undertaking to significantly reduce the amount of salt in all its bread recipes. Such a reduction would bring its products in line with the objectives of the National Health and Nutrition Programme and bring itself in line with the commitment made by the sector as a whole. That commitment is to gradually decrease the salt content in different bread categories to maximum thresholds which would represent **an approximate 10% reduction of salt content over four years**.

► **To find out more:** [https://solidarites-sante.gouv.fr/IMG/pdf/pnns4\\_2019-2023.pdf](https://solidarites-sante.gouv.fr/IMG/pdf/pnns4_2019-2023.pdf)  
<https://agriculture.gouv.fr/filiere-boulangerie-vers-une-diminution-du-sel-dans-le-pain>

SOUFFLET Group is also closely monitoring research that looks at the connection between soil quality and a natural improvement in nutrient density of agriculture-sourced raw materials. In this regard, we have had discussions with Bleu-Blanc-Cœur and other authors of theses. In fact, the Bleu-Blanc-Cœur label, which promotes the recognised nutritional quality of products along the entire agri-food supply chain, appears on a selection of products sold at **POMME DE PAIN** restaurants. POMME DE PAIN was the first fast-food brand to become a member of the Bleu-Blanc-Cœur association.

► **To find out more:** <https://twitter.com/bleublanccoeur/status/1231256647361847296?lang=ca>

#### 3.3.2.2. Meeting consumer expectations on what ingredients are used and substituted

Nutrition and clean labels remain primary focuses on how we develop and update the recipes for our baked goods.

This past year, we continued our process of improving our products in terms of nutrition and the removal of additives, two aspects that consumers now expect from their food.

For example, our R&D teams spent over 2,000 hours both this year and the last examining the subjects of nutrition and clean label.

- **AIT INGREDIENTS** is well-renowned for its clean label improvers for various baked goods (brioches, viennoiseries, breads, beignets, pâtisseries) in both the French and international markets. Our experts supported bakers and industrial bread makers in researching new ingredients and reformulating their recipes so they can use as few additives (artificial flavourings, thickeners, stabilisers and emulsifiers) as possible while maintaining how their goods taste, smell, feel and look. AIT INGREDIENTS also leveraged its reformulation expertise to help its clients improve the nutritional profile of their products, including by encouraging the use of fibre-rich grains or putting forward egg substitutes.

- **MOULINS SOUFFLET** is developing its clean label range for specialty breads that now make up 58% of trade volume for the Mélior brand (compared to 50% the previous year). This past year, MOULINS SOUFFLET proposed a new range of clean label improvers to artisan bakeries and expended time and effort in developing recipes for naturally nutritious gourmet bread, just like the fruit and seed rustic loaf.
- **NEUHAUSER BVP** pursued its clean label programme in 2022 with overhauls of product recipes aimed at removing additives, especially from its viennoiseries, brioches and beignets.

For the wheat business, 155 R&D projects focused on clean label and nutrition over the last three years.

### 3.3.3. JOINING WITH SOCIETAL EXPECTATIONS ON PLANT-BASED PROTEINS FOR HUMAN AND ANIMAL CONSUMPTION

In June 2022, SOUFFLET ALIMENTAIRE, now known as VIVIEN PAILLE, became a part of AVRIL Group. This group is now responsible for its new subsidiary's goals and commitments. Here, we will comment on what SOUFFLET ALIMENTAIRE did as part of SOUFFLET Group during the 2021/2022 fiscal year.

Consumers have been showing a growing interest in plant-based protein. SOUFFLET Group, through its divisions SOUFFLET ALIMENTAIRE and SOUFFLET AGRICULTURE, was capable of satisfying this interest and even help bolster its growth. Lentils may be known to be rich in protein but it is a lesser-known fact that they contain numerous vitamins, minerals, amino acids and micronutrients. Pulses have many virtues but their one outstanding feature is that they are affordable for all consumers, making them even more popular. Lastly, they present a strong agronomic potential: they enrich soils making them fertile, help extend crop rotations and contribute to improving biodiversity and increasing the capacity of soil to sequester carbon. These virtues can be found among all pulses sold by SOUFFLET ALIMENTAIRE.

Toward the end of 2019, SOUFFLET ALIMENTAIRE launched a new brand called VP Ingredients and with it a new range of made-in-France, plant-protein-enriched flours. These flours are produced exclusively from locally sourced ingredients, which enables quality, sustainability and local economies to be secured and French production to be promoted.

#### 3.3.3.1. A research programme in partnership with INRA, launched in 2019, culminating in 2023.

This research programme seeks to identify the best alternative farming techniques to combat lentil and bean weevils (pests). On the consumer side, the purpose of the research is to fully understand the mechanics in the creation of the earthy aftertaste and bitterness affecting products made with plant-protein-enriched flours. The goal is to find possible new products and ingredients. This four-year research programme fits in with SOUFFLET's strategy on developing its expertise and knowledge in the area of plant-based proteins. It is also within INRA's primary focus for innovation.

► **To find out more:** <https://www.SOUFFLET.com/fr/SOUFFLET-et-l-inra-lancement-un-programme-de-recherche-sur-les-proteines-vegetales-0>

For over 15 years, SOUFFLET Group has been building a supply chain for the production of green lentils. From field to fork, the group has been part of the growth in French lentils, whether in the supply of seeds, harvest, storage, processing or sale, not to mention the technical and sales support it has given to farmers. Green lentils are sold as grain, ready-to-eat vegetable meals and flour. They can also be included as a healthy, sustainable ingredient for various recipes (dough, snacks, etc.).

In 2021/2022, SOUFFLET ALIMENTAIRE had worked with some 420 French farmers. In ten years, its French-origin production had grown by a factor of four to the detriment of Canadian imports. With its Vivien Paille brand, SOUFFLET

ALIMENTAIRE developed a range of 100% made-in-France pulse vegetables. Taking all sales of lentils together, SOUFFLET ALIMENTAIRE succeeded in growing lentil sales by almost 20% over the last two fiscal years.

### **3.3.3.2. SOUFFLET ALIMENTAIRE grows French lentils within the Sowing Good Sense sustainable supply chains**

SOUFFLET ALIMENTAIRE joined Sowing Good Sense through its long-term commitment to developing and promoting made-in-France supply chains, organic supply chains and PDO and PGI supply chains, as exemplified by Puy and Berry lentils and Camargue rice production. These supply chains have seen almost **35,000 tonnes of rice and legumes** pass through them, and their longevity is made possible through the work of **420 partnering farmers**.

SOUFFLET ALIMENTAIRE also supported the dietary transition when, in 2021, it began to supply institutional catering services with French green lentils that had received a level 2 environmental certification. Accordingly, SOUFFLET ALIMENTAIRE met the growing demand of its customers and could rely on the expertise of SOUFFLET AGRICULTURE in agronomics, tracing and procurement. **This product satisfied the criteria set out in the French EGALIM Act and used 100% recyclable packaging.**

Within a booming market, the development and organisation of plant-based protein supply chains have become strategically important for France, as demonstrated by the fact that a Plant Protein Plan has been established by the Government's Recovery Plan and been allocated €100 million. Considering the huge demand by consumers and relying on its expertise in pulse vegetables and complete control over supply chains from field to fork, SOUFFLET Group has invested in expanding its range of plant-based protein products.

Since 2008, the group has invested €15 million into developing ready-to-eat lentils. In 2016/2017, it established an investment programme that included the erection of an extension to the factory dedicated to ready-to-eat lentils.

In 2019, SOUFFLET ALIMENTAIRE launched its VP Ingredients brand. This brand was positioned to serve all food segments (breakfast, snacks, soups, sauces, pies, etc.) that represent areas where products can be used just as much as where innovation can blossom. **As a complete range, it could respond to dietary trends and the strategic applications of all agri-food producers.** Its flours are produced exclusively from locally sourced ingredients, which enables quality, sustainability and local economies to be secured and French production to be promoted. **The flour is extracted mechanically (without any water or solvent used), according to an industrial procedure that is environmentally friendly.**

SOUFFLET ALIMENTAIRE also marketed its Veggie Bolo sauce, a Bolognese sauce made entirely from vegetables, primarily tomatoes and pea protein. It is also classed B under the Nutri-score system. Technical data sheet of Vivien Paille's Veggie Bolo: [https://storage.googleapis.com/cercle-vert.appspot.com/documents/01\\_027265/01\\_027265\\_20201219.pdf](https://storage.googleapis.com/cercle-vert.appspot.com/documents/01_027265/01_027265_20201219.pdf)

➤ **To find out more:** <https://www.SOUFFLET.com/fr/SOUFFLET-alimentaire-l-expertise-au-service-des-filieres-proteines-vegetales-0>

Several times a week on its Facebook page, Vivien Paille (a brand by SOUFFLET ALIMENTAIRE) publishes a large number of recipe ideas that are healthy, easy-to-make and pleasing for any budding chef. In this way, Vivien Paille promotes the consumption of plant-based protein and a broad range of food types as part of simple homemade cooking.

➤ **To learn more about this feature:** <https://www.facebook.com/vivienpailleofficiel/>

### **3.3.3.3. Pea protein-based veggie option by POMME DE PAIN**

Since 2020, POMME DE PAIN has been covering vegetarian options with Italian-style sliced vegetables containing peas, tomato purée, balsamic vinegar and basil. This vegetable dish, replacing the soybean and wheat galette, also forms part of the Veggie, a 100% vegetarian sandwich filled with piperade and lettuce. It serves as an alternative to the meat in two of POMME DE PAIN's most famous dishes: the Grilladin and the Burger.

➤ **To find out more:** <https://www.SOUFFLET.com/fr/pomme-de-pain-repond-aux-nouvelles-attentes-des-consommateurs>

### **3.3.4. ENVIRONMENTAL QUALITY OF FINISHED PRODUCTS: ANALYSIS OF THEIR LIFE CYCLES**

Over 2020 and 2021, MALTERIES SOUFFLET conducted life cycle analyses (LCA) on all the malts it produces across all the division's worldwide malt houses. The results of these analyses fed into a strategy for endorsing sustainable malts.

In September 2021, Pôle Bakery (a collaboration between MOULINS SOUFFLET and NEUHAUSER) reported on the LCAs carried out on flours produced from the Responsible, Excellence and Organic supply chains, as well as the LCA on conventional flour (as a type of control). NEUHAUSER contributed to this work to find out what impact its baguettes from sustainable supply chains have on the environment.

SOUFFLET ALIMENTAIRE also got involved in spring 2021 because it wanted to have LCAs on several of its rice and pulse products.

On the other hand, our different tests enabled us to highlight the limitations of LCAs when comparing them to the information held in the Agribalyse database for our sector.

These various trials are just the first step in a new way to understand how we can assess the extra-financial characteristics of our industrial-scale products, and we intend to broaden such understanding to all our business lines.

### 3.3.5. TRACEABILITY AND INFORMATION TRANSPARENCY: BLOCKCHAINS, AND SOCIAL AND ENVIRONMENTAL DETAILS ON PRODUCTS

#### 3.3.5.1. Using the blockchain to monitor our sustainable supply chains

As part of its strategy on strengthening supply chains as well as its goal to promote French-farmed products, SOUFFLET Group developed a traceability platform in 2020/2021 with CONNECTING FOOD, a French food-tech start-up. This platform traces each step along the entire supply chain a sourced material makes to becoming part of a finished product, with complete transparency.

After having standardised all collection facilities, SOUFFLET can demonstrate the French origin of its raw materials at any one of its French silos via a blockchain certificate. CONNECTING FOOD can thus trace products thanks to a continuous audit that issues a compliance certificate batch by batch. This solution from SOUFFLET can meet the requirements of any client whether they are purchasing from the wheat, barley, or rice and pulse supply chain.

Since Véritable Petit Beurre by LU first used blockchain technology in February 2020, SOUFFLET has been using this technology in the subsequent two years for other products, including bags of flour from the Farine du Terroir range. The QR code on the products provide consumers with information on when and where the wheat was grown and stored and the flour milled. Transparency is another programme launched by MALTERIES SOUFFLET with its new partner, CRYSTALCHAIN, a French blockchain start-up. Transparency uses blockchain technology to provide breweries with access to the history and tracing of beers.

In all, we surpassed **the 2021 goal** of setting up six blockchain applications for the wheat and barley supply chains by the end of that year.

#### 3.3.5.2. Bringing the consumer transparency: SOUFFLET Group tests possible environmental displays.

Despite the immense work on The Global Rating initiative between 2018 and 2021, the founders (including SOUFFLET Group) and members have not pursued this ambitious, complex methodology since various tests failed to be conclusive after three years of work.

However, SOUFFLET Group remains convinced that products need an easily readable display of their environmental impact. Accordingly, the group has tried testing the Planet Score method which has been developed by scientists and experts and supported by a large portion of civil society. The Planet-score® is an independent, transparent methodology for labelling food according to their environmental impact. It employs French state databases (ADEME's Agribalyse) and supplements them with other indicators that can reflect all environmental and animal welfare factors. Through a scientifically rigorous, reliable rating system that can be used by the agri-food industry and is appropriate for fully informing consumers on their choices, Planet Score provided an opportunity to test the methodology for scores of products from MOULINS SOUFFLET, NEUHAUSER and SOUFFLET ALIMENTAIRE (now VIVIEN PAILLE).

► To find out more: <https://www.planet-score.org/>

### 3.3.6 ANIMAL WELFARE

Animal welfare is not a critical focus of our business lines but it is a topic that concerns us when:

- meeting the expectations of customers at our POMME DE PAIN restaurants;
- considering the use of egg products for ingredients used by NEUHAUSER and SOUFFLET ALIMENTAIRE;
- considering the sale of livestock feed by SOUFFLET AGRICULTURE.

Accordingly, chicken meat used in our POMME DE PAIN restaurants will be guaranteed of French origin and from farms that have **signed the European Chicken Commitment**, no later than 2026. The commitment guarantees satisfactory conditions conducive to the well-being of farmed chickens.

Similarly, eggs and egg products supplied to our various business lines will be guaranteed to be not from battery hens by 2025 at the latest.

In its business of formulating animal feed, SOUFFLET Group only uses excellent raw materials that have undergone all necessary controls to ensure their quality and positive effects on the animals' metabolism. Our animal feed business follows Snia-Syncopac's good practice guidelines (which follows HACCP principles, ISO 9001 and ISO 22000) for the majority of our clients. For others, we adhere to the specifications provided by those clients. Factories are GMP+ certified (<https://www.gmpplus.org/media/hshn3oon/gmp-d5-1-fr-20170701.pdf>) to ensure even by-products are of the highest quality.

A record of our certifications is available here: <https://portal.gmpplus.org/en-US/cdb/certified-companies>





## 3.4. FOR OUR EMPLOYEES: PRIORITISING THEIR SAFETY, DEVELOPING THEIR SKILLS AND VALUING THEIR WORK

### 3.4.1. COLLECTIVE AGREEMENTS

The group is highly concerned with ensuring a pleasant social atmosphere within the various companies of the group and it encourages social dialogue with all social partners, regardless of the topic at hand.

Twenty collective agreements were signed during the year in question. These agreements primarily revolved around gender equality, working from home and remuneration.

Moreover, during the acquisition of the SOUFFLET Group by the INVIVO Group in December 2021, staff representatives of the group were invited to the negotiation table opposite the INVIVO Group's representatives. A review is scheduled for the next financial year to extend the INVIVO Group's agreements to SOUFFLET.

### 3.4.2. EQUAL OPPORTUNITIES AND NON-DISCRIMINATION

SOUFFLET Group is fully committed to having a good mix of all genders among its workforce. All but one of the group's divisions have a men-women equality index rating of 80 or more. The group also monitors the concept of equality in salary schemes and training programmes offered.

To raise awareness of discrimination and fight against it, e-learning modules on sexist behaviour and sexual and psychological harassment in the workplace were made compulsory a year ago for all new entrants into managerial roles.

### 3.4.3. DARE TOGETHER: HOW INVIVO GROUP'S PROGRAMME FOR INTEGRATION SERVES ITS STRATEGY

Mindful of the difficulties involved in properly integrating SOUFFLET Group's teams, INVIVO Group employed an integration programme called "Dare Together". Under this programme, the teams were integrated gradually, collaboratively and constructively to meld together the best of the two groups while continuing to provide the best service possible to partnering cooperatives and farmers with due regard to their differences and their expectations.

This programme revolved around three pillars:

- We Care: placing people at the heart of the business, fostering initiative and encouraging everyone to get to know each other.
- We Share: sharing our know-how and knowledge to create a European leader of the sector.
- We Dare: daring to create together a European leader that can accelerate the agricultural and dietary transition.

As part of this programme, the management teams from the INVIVO and SOUFFLET groups met with employees:

- at the Nogent-sur-Seine site during kick-off meetings in December 2021 and January 2022,
- during a meeting with employee to discuss the group's strategy on 29 March 2022,
- at the Foschviller factory on 18 May 2022 to discuss the future of the factory,

- in Paris on 15 June 2022 during the launch of the combined roll-out of the group's new strategy known as 2030 by INVIVO. This event saw the launch of a platform for contributing to 2030 by INVIVO on which employees were invited to offer up their ideas. In total, more than 1,100 ideas were put forward before 12,000 votes were collected to choose the best of them.

These meetings will continue during the 2022/2023 financial year.

Meanwhile, management teams from each business line took turns every week in June and July to present their work to all employees of the group, as part of an event cycle called "1week1topic". Twelve such presentations were made and can be replayed by anyone on a dedicated Stream channel.

#### **3.4.4. INTEGRATING BETTER, IDENTIFYING JOB NEEDS BETTER, TRAINING BETTER, PAYING BETTER: HOW WE BUILD LOYALTY AND STABILITY**

The Human Resources Department of SOUFFLET Group continued its action plans that were launched the previous year and concentrated on four areas.

##### **Area 1 – Improving the success rate of new hires in three years**

The group established a scheme for managers and newcomers to help ensure newly hired managers would be successfully integrated. Structured as a roadmap, it helps improve the supervision of the four milestones in a new job: prior to arrival, the first days, before the end of the probationary period and the rest of the first year.

Specific tools (e-learning, template letters, template emails, guidelines, webinars, etc.) were offered to managers to help them understand, plan and implement the integration process.

After a year, the content and implementation of this process underwent a review, which allowed some difficulties in its application to be corrected and other topics to be consolidated. Furthermore, to ensure better monitoring and tracking, it was decided that the online training platform, Learning Club Soufflet, would be used as the mainstay of this integration scheme.

For the moment, the scheme has been expanded to include non-managerial hires on a voluntary basis but it is expected, in the medium term, to be adapted and used for all new recruits to the group.

##### **Area 2 – Ensuring service continuity if employees leave**

This objective cannot be achieved without first anticipating what skills need to be managed. For this reason, SOUFFLET Group mapped out all businesses it carries out. This tool will assist in determining the action plans to be enacted which will ensure there are sufficient people with the right skills to continue the provision of services.

##### **Area 3 – Improving the competitiveness and attractiveness of the "Group Remuneration and Benefits" policy**

Following on from the remuneration survey carried out the previous year, the group continued the overhaul of its salary structure and gradually established a variable pay that is adapted to the market but with due regard to current economic constraints. This policy was rolled out across its divisions. It should allow the group to remain an attractive proposition on the labour market at a time of public health and economic difficulties as well as during a time when skilled labour is in short supply.

#### Area 4 – Making training work for the group's strategy

The new process for preparing the training plan was designed to offer a better perspective on the training policy and its goals along with the determination of the strategic focuses for each division. However, work still remains on better calibrating the number of training hours, in order to achieve the desired 80% completion rate.

During the year, new training methods were launched, such as e-learning and modular training programmes lasting 2-2.5 hours per session. Such training ought to contribute to lowering training costs (during a slowing economy), while bolstering educational support to the trainee.

During the worst of the pandemic, SOUFFLET Group developed remote training programmes. The **digital platform Learning Club Soufflet was established in early 2021 and offers e-learning modules and remote training courses, lasting three or four 2-hour sessions that are interactive and hosted** by online instructors. The first course focused on managing change before other courses were launched which looked at handling annual performance reviews and dealing with conflicts. The format received very positive feedback since it allowed trainees to use their time better.

Moreover, this type of format allows ideas covered in the course to be more easily assimilated and provides a better work-life balance because the trainees do not need to travel long distances or stay overnight in a hotel.

Lastly, at a time when the economy is under strain, this format significantly contributed to reducing costs without any cuts to the originally scheduled number of training hours. Within the area of training where the group is quite advanced in terms of digitalisation, the arrival of a new tool called capsule should help consolidate the instruction of our employees. This tool is being tested out by a hundred employees over this year.

The advancement of this policy and these tools should contribute to the development of the employer brand among the group's various target audiences. It is buttressed by several communication actions:

- attendance at different trade shows, allowing youths to learn about SOUFFLET Group and its 750 types of jobs.
- facelift of the group's LinkedIn account and creation of linked pages by the divisions promoting the businesses and occupations at SOUFFLET.

### 3.4.5. SAFETY: NO IFS OR BUTS

During 2019/2020, there was a shift in our safety policy which is still reverberating through the group today.

The group's approach – coupled with a Group Safety Policy called We Do Safe – set the goal of halving the accident frequency rate by 2025 (i.e., accident frequency rate should be 10 in 2025). A new governance structure for safety was established with the creation of a Group Safety Steering Committee and divisional Safety Steering Committees.



#### 3.4.5.1. We Do Safe is based on four pillars

##### 1) Committed directors

Each division must establish a **safety policy and clear goals**. Since 2020, these goals have been included as criteria in individual performance reviews at all management levels.

##### 2) Enhanced supervision by a Steering Committee

This committee is responsible for:

- **monitoring indicators**, making decisions and providing guidance;
- **defining the safety action plan** for the division and facilities;
- **performing a management review** within the framework of the Steering Committee.

##### 3) Safety internalised

To successfully have everyone think about safety and transform the workplace, We Do Safe is promoted by Safety Coordinators.

Safety training is reinforced from several different angles:

- the integration programme for newly hired managers includes training on the group's safety standards;
- safety training sessions are held **for all employees and the members of the Health, Safety and Working Conditions Commission** of each division;
- a **project management plan** has been specifically elaborated for the smooth running of major projects;
- internal departments work together on the **certification of external companies** that frequently operate at our facilities.

##### 4) Committed managers

Managing safety is performed in a **spirit of cooperation and dialogue to ensure continual improvement**; managers engage with the teams when assessing risks and monitoring results.

They can rely on different tools:

- **Safety behaviour inspections**, which are regularly made, are the topic of training along with qualitative and quantitative monitoring;
- **routines** at factories and in regions (short demonstrations, meetings near machines);
- **major events** (accidents, near accidents, fires, etc.) undergo meticulous oversight (analysis of causes, corrective actions, monitoring, etc.).

Members of the Steering Committees perform a safety spot check or safety behaviour inspection whenever they travel to a facility.

We Do Safe / Our ambitious goal  
Halve the  
accident frequency rate by 2025

Accident  
frequency  
rate 21/22  
14.24

Accident  
frequency  
rate 20/21  
15

### 3.4.5.2. A safety-focused day for the group in June

At SOUFFLET Group, we believe safety is the business of each and every one of us. With this in mind, all companies within the group organise their Safety Day on the same day and all the various workshops and floors are opened up to all employees.

In 2022, all companies worked on the day based on our second golden rule: listening to feedback from those on the ground. A special workshop was organised by all managers and their teams. Elsewhere, factories established workshops focused on their particular issues to have all employees participate and be protagonists for this day. These workshops looked at behaviours and attitudes, fire evacuation, occupational well-being, chemical risks, road safety, information on supervising disabled people in the workplace, traveling and tripping risks, nutrition, sports and many others.



In 2022, Safety Day took place on 9 June with the highest attendance rate possible.

### 3.4.6. ENCOURAGING OUR EMPLOYEES TO PRACTICE A SPORT

Because getting employees to stay active and healthy is extremely important, SOUFFLET Group found an online sports coach to transmit such key messages. Our group has rolled out the use of a sports application called FizYou. The app is practical, fun and based on top-quality sporting medical advice, to encourage the user to move, boost their physical fitness as well as improve the quality of their work life.

Our teams can sign up for free and create their personal account on the FizYou app. They can keep healthy every day and the company can track the impact of this preventive action in real time.

► To find out more: <https://www.fizyou.fr/>



## 3.5. REVITALISING THE LAND, THINKING LIKE A PARTNER, PROVING OUR SOLIDARITY

### 3.5.1. AN ECONOMIC ACTOR IN THE COUNTRYSIDE

SOUFFLET Group is based in over 200 locations in France and a further 450 across the rest of the world. We have always been highly involved in the life of our communities. The roots of SOUFFLET grow from these bucolic lands, the lifeblood of the group's businesses.

In France, SOUFFLET, **active in thirty départements or counties**, toils with farmers in their evolving work and contributes to the development of the agricultural sector.

### 3.5.2. HEAD OFFICE AT NOGENT-SUR-SEINE IN FRANCE'S AUBE DÉPARTEMENT

Since its beginnings, the group has remained strongly attached to its homeland, **Nogent-sur-Seine, where it still has its head office** that welcomes new people and teams as required by its growth. Rural trade and stores in Nogent-sur-Seine and its outer region directly benefit from the **presence of 370 employees who work at the headquarters**.

Elsewhere, its 58 industrial sites in France and abroad also contribute to the local economies through the direct and indirect creation of jobs.

### 3.5.3. UPKEEP OF RAILWAYS OFF THE BEATEN TRACK

In France, **SOUFFLET financially contributes at a rate of €2 per tonne** to the refurbishment and maintenance of railroads in order to preserve the capillary tracks that are essential to the collection of crops from farmlands. This support benefits the general rail network in these regions, maintaining their socio-economic pull.

### 3.5.4. PROTECTING AT-RISK CROPS AND PRIORITISING ECOLOGICAL FARMING

#### **Inventive support for rapeseed.**

Having seen a fall in the amount of rapeseed sown over several years, SOUFFLET AGRICULTURE launched "**Colz'Avenir 2022**" to support the French supply of this crop. This novel support was based on the following principle:

- SOUFFLET AGRICULTURE would share with farmer the risk in switching to rapeseed if there were a poor harvest or problems in sowing, until the end of winter;
- the farmer would follow the crop growing specifications drafted by the Agronomy Consulting Innovation Department of SOUFFLET AGRICULTURE, which focused on four areas: layout, seeds, fertilisation and crop protection. These specifications encouraged good ecological farming practices.

In the event of a market downturn for rapeseed despite the farmer having adhered to the specifications (confirmed by satellite imaging of plot biomass), SOUFFLET AGRICULTURE would cover a portion of the investment made into the

rapeseed. The amount covered varied between €90-180/ha depending on the switchover period (October or February).

This offer, which was at no cost to the farmer, was set up and tested during 2020/2021 among 400 farmers and involved almost 10,000 hectares of rapeseed. SOUFFLET AGRICULTURE rolled out Colz'Avenir 2022 to all farms where it was based for the 2021 sowing of rapeseed.

Colz'Avenir 2022 was developed by SOUFFLET AGRICULTURE in conjunction with BESSE AGRO (insurance consultants). The new offer was presented in May and June 2021 to 1,500 farmers active on the 17 technical platforms set up by SOUFFLET AGRICULTURE. For the 2021/2022 season, 30,000 hectares were put under contract, three times the area of the first year. The goal of entering into 1,000 contracts to ensure the growing of 25,000 hectares of rapeseed was clearly surpassed.

### 3.5.5. CONTRIBUTING TO THE LONGEVITY OF AGRICULTURAL JOBS

Over twenty years, the number of people working in agriculture has fallen 35%. The move away from agricultural professions is most evident among the under-40s. With this in mind, SOUFFLET has been contributing to the development of robust, fairly paid farming and providing financial support to the growing of crops that are highly susceptible to the vagaries in the weather.

Our work also aims at **fostering the uptake of farming by young people**, which will contribute to the longevity of this vocation.

SOUFFLET AGRICULTURE offers young, newly set-up farmers **personalised assistance over three years** to meet their specific needs. This offer includes a financial support scheme (solutions to cashflow problems inherent in farming, complimentary goods and services or rebates on them) as well as technical support (eased access to technical information, updates and test farms).

By the end of the 2021/2022 fiscal year, **SOUFFLET AGRICULTURE had provided aid to more than 730 young farmers since 2016/2017, of which 275 were still being supported** under the financial support scheme.

### 3.5.6. SETTING UP AN INTER-COMPANY CRÈCHE

A partnership agreement was signed to establish a playschool at Nogent-sur-Seine. This project was backed by the Romilly and Nogent Employers' Association, which was co-founded by SOUFFLET. The contract provides for the creation of a private inter-company childcare centre with 40 open places. It is expected to **open in early 2023**. Mindful of how difficult it is for working parents in the sector to find available childcare facilities, SOUFFLET Group will partly subsidise the booking of places. The opening of a childcare centre exclusive for families of employees meets two needs: provision of a new centre to relieve the strain on a public crèche that is full and, ultimately, strengthen employment opportunities in Aube. The new playschool will offer regular and emergency childcare services. The Romilly and Nogent Employers' Association prepared the specified requirements as part of the call for tenders, while a specialised company has been delegated to managing the centre. This company will be responsible for supervising and managing staff members who will hold the requisite qualifications for working at such a facility. The number of staff will be set according to the number of children who could attend at the same time. The crèche will require the services of external professionals, on a part-time basis, to ensure the facility has access to medical and paramedical assistance.

On the following pages:  
EFPR SUMMARY TABLE - SOUFFLET GROUP 2021/2022

# SUMMARY TABLE OF THE EXTRA-FINANCIAL PERFORMANCE REPORT SOUFFLET GROUP 2021-2022

When reading, please bear in mind each indicator has a reference comprising N° Letter + figure (e.g.: **N°E1** for Environment). This allows KPMG auditors to quickly refer to a grid table that is used to cross-reference the indicator with source data. This reference is only useful for those auditors.

The structure of the table uses the same structure of the report's body.

## OUR COMMITMENTS FOR ECOSYSTEMS AND THE CLIMATE reducing the environmental impact of our businesses through low-carbon agricultural and industrial practices



### Our contribution to the Sustainable Development Goals



Indicator name / Unit and N°	Indicator's scope and goal	2019/2020	2020/2021	2021/2022	% change over prior year with comments
<b>Tonnage of shipped products (t)</b> <b>N° T0</b>	Scope: France	10,724,360	8,456,213*	9,307,260	The overall increase in tonnage (7.93%) is primarily because of the good harvest this year. In France especially. For MALTERIES SOUFFLET, growth came from the post-COVID rebound in activity and the opening of the malt house in Ethiopia
	Scope: international including France	13,734,880	11,509,363*	12,421,908	
<b>Scope 1 and 2 CO<sub>2</sub> emissions (tCO<sub>2</sub>eq)</b> <b>N° E1</b>	<b>Goal: 5% reduction between 2020 and 2025</b> Scope: international	380,097	347,158	343,088	The group's scope 1 and 2 CO <sub>2</sub> emissions dropped 1.2% compared to prior year but almost 11% over 2 years. This result demonstrates the efforts and investments made by MALTERIES SOUFFLET in reducing its overall energy usage and greening that energy.  CO <sub>2</sub> emissions per tonne shipped fell 5% between this year and the last.
<b>CO<sub>2</sub> emissions from mobile combustion under Scope 1 (in tonnes CO<sub>2</sub>eq)</b> <b>N° E2</b>	<b>Goal: Reduce transport GHG emissions by 15% between 2017 and 2025</b> Scope: international	17,031	13,806	11,290	<b>CO<sub>2</sub> emissions</b> from fuel consumption fell 33.7% for reasons primarily due to changes in work organisation and generalised working from home and use of videoconferencing tools.
<b>Portion of avoided emissions through the production of renewable energy (in tCO<sub>2</sub>eq)</b> <b>N° E3</b>	Scope: international	18,210	15,201	16,657	The tonnes of CO <sub>2</sub> avoided resulted from the use of biomass-fired boilers, biogas plants, residual heat recovery, renewable energy. Between 19/20 and 20/21, we avoided 3,000 tCO <sub>2</sub> eq as Malteries Soufflet's facilities were shut down for an extended period of time. Renewable energy production could provide 9% of the group's total energy needs.
<b>Portion of avoided emissions through co-generation (in tCO<sub>2</sub>eq)</b> <b>N° E3'</b>	Scope: international	24,294	24,337	24,180	Cogeneration only concerns the malt houses. The volume of emissions avoided by these facilities was a non-material reduction of 0.1%, showing stability.

Indicator name / Unit and N°	Indicator's scope and goal	2019/2020	2020/2021	2021/2022	% change over prior year with comments
<b>Breakdown of total tonnage shipped by SOUFFLET Group by mode of transport (kt)</b> N° E4	Scope: France	N/A	Rail: 637 River: 1,063 Road: 6,255 Total: 8,005	Rail: 682 River: 1,416 Road: 7,500 Total: 9,598	In France, the tonnage transported by the three modes remained very stable between 20/21 and 21/22: 77% by road, 14-15% by river and 8-9% by rail.
<b>Sustainable management of water</b> <b>Total water consumed (m³)</b> N° E5	<b>Group goal: down 20% (in 2030 compared to 2017)</b> <b>MALTERIES SOUFFLET goal: down 30% (in 2030 compared to 2017)</b>	9,706,074	9,457,890	<b>9,585,139</b>	Total water consumed in the year rose slightly (1.3%) but was down 1.3% compared to two years earlier. This is due to a return to normal business (except for the Ukrainian malt house closed in March 2022) and the inauguration of the malt house in Ethiopia. On the other hand, water consumed per produced tonne continues to decrease (down 4.6% over the prior year). <b>And the water consumed per produced tonne compared to two years earlier fell 14.5%.</b>
<b>Water consumed per tonne of shipped malt (m³/t)</b> N° E5'	Scope: international	4.61 m³/T	4.13 m³/T	<b>3.94 m³/T</b>	
<b>Tonnage of wheat shipped without post-harvest treatment by SOUFFLET AGRICULTURE. (t)</b> N° E6	<b>Goal of growing storage volume and capacity</b> Scope: France - SOUFFLET AGRICULTURE	73,014	93,076	137,325	<b>Up 47.5% over previous year</b> This strong increase is a result of SOUFFLET's commitment to output without the use of insecticides in storage and the increase in contracted volume.
<b>Tonnage of pulses procured by SOUFFLET AGRICULTURE (t)</b> N° E7	<b>Goal: support and guide the production of pulse vegetables</b>	62,642	32,207	62,426	Increase over the 2020 harvest even if crop yields were disappointing overall for all pulse categories (peas, beans, lentils). We added soybeans unlike in the previous year.
<b>Participate in the removal of farm waste using the ADIVALOR network (tonnes)</b> N° E8	<b>Group goal: carry out two collection campaigns per year, in spring and autumn</b> Scope: France - SOUFFLET AGRICULTURE & SOUFFLET VIGNE	461.6	1,529	1,571	The collection of farm waste could be organised properly over this year, returning us to a normal level in the volume of waste collected and processed by ADIVALOR.

\*These values have been modified compared with the values given in the 2020/2021 EFPR because an error was noted in those values after publication of that report. Although the error was immaterial, we have made this correction for the sake of being transparent and thorough.

## OUR COMMITMENTS FOR A SUSTAINABLE AND RESPONSIBLE ECONOMY: developing competitive, sustainable supply chains that create shared value at home and abroad



### Our contribution to the Sustainable Development Goals



Indicator name / Unit and N°	Indicator's scope and goal	2019/2020	2020/2021	2021/2022	% change over prior year with comments
<b>Tonnage of Sowing Good Sense wheat shipped by MOULINS SOUFFLET (t)</b> N°F1	<b>MOULINS SOUFFLET's goal is to be the leading supplier of flour from traceable, sustainable wheat supplies</b> Scope: France - MOULINS SOUFFLET	229,839 or 34.5% of sales	285,816 or 46% of sales	301,677 or 46% of sales	<b>Up 5.5% over 20/21 and up 31.2% over 19/20</b> This growth demonstrates MOULINS SOUFFLET's commitment to offering flour from sustainable supply chains as well as the market trend for this product.

Indicator name / Unit and N°	Indicator's scope and goal	2019/2020	2020/2021	2021/2022	% change over prior year with comments
<b>Farmed raw material tonnage procured by SOUFFLET AGRICULTURE under Organic Farming and C2-certified specifications (t)</b> <b>N° F2</b>	<b>2019-2020 goal: 20,000 tonnes organic procurement in 2020 harvest</b> <b>2021 goal: 25,000 tonnes procured from organic farming</b> Scope: France–SOUFFLET AGRICULTURE	20,666	22,160	32,501	<b>Rise of 46.6%</b> Goal exceeded and volumes growing strongly. Especially with regard to barley for MALTERIES SOUFFLET production which favours French barley for its organic malts.
<b>Tonnage of Sowing Good Sense common wheat grown by farmers (excl. organic) (t)</b> <b>N°F3</b>	<b>Goal: reach 500,000 tonnes by 2025</b> Scope: France–SOUFFLET AGRICULTURE	163,600	202,309	263,456	<b>Rise of 30.2%</b> This growth, closely connected to indicator N°F1, shows SOUFFLET AGRICULTURE's active work in meeting the sustainable wheat of the later processing industries.
<b>Tonnage of Sowing Good Sense wheat supplied to MOULINS SOUFFLET (t)</b> <b>N°F3'</b>	<b>Goal: Sowing Good Sense supplies serve 80% of needs by 2025</b> Scope: France - MOULINS SOUFFLET	344,641	380,278	459,751	<b>Increase of 17.2% over 20/21 and of 33.4% over 19/20</b> Almost half of supplied wheat comes from Sowing Good Sense sustainable supply chains. This is a product of the group's policy to quickly develop sustainable supply chains that follow good environmental practices and offer farmer fair pay.
<b>Tonnage of wheat procured from farms using soil conservation agriculture (PADV standard) (t)</b> <b>N°F13</b>	<b>Goal: increase procurement by a factor of 5 by 2025</b> Scope: France–SOUFFLET AGRICULTURE AND MOULINS SOUFFLET	N/A	4,832	8,690	<b>80% more than previous year</b> The 2021 harvest was part of a contracted supply chain that maximised the remuneration of involved farmers. SOUFFLET AGRICULTURE and MOULINS SOUFFLET, in partnership with their client PASQUIER, are energetically promoting this farming model.
<b>Tonnage of barley supplied to MALTERIES SOUFFLET from Sowing Good Sense sustainable supply chains (t)</b> <b>N°F4</b>	<b>Goal: MALTERIES SOUFFLET targets 80% of its supplies sourced through Sowing Good Sense by 2030</b> Scope: international	570,700	584,850	725,330	<b>Immaterial</b> MALTERIES SOUFFLET has been committed to using sustainable supply chains over the last several years to meet the demand of its clients. The demand for sustainably-sourced barley has been stable over the last two years. For 2021/2022, we modified the scope of this data. It now contains organic barley, SAI barley and other positive-impact supplies that had not been included previously. The equivalent amount for 2020/2021 would have been: 727 kt
<b>Volume of generated by-products - Invoiced quantity (t)</b> <b>N°EC1</b>	<b>2030 goal: improve the recovery of waste Zero waste to landfills</b> Scope: France – SOUFFLET AGRICULTURE, MOULINS SOUFFLET, MALTERIES SOUFFLET, NEUHAUSER	299,978.63	298,430	320,644	The volume of by-products recovered correspond to production volumes. Collection of waste is increasing.
<b>Volume of by-products converted into energy (tonnes)</b> <b>N°EC2</b>		50,515.31 (17%)	32,861 (11%)	47,654 (15%)	The increase reflects growing activity in all business lines (especially with the opening of a new malt house in Ethiopia, a rise in production at MOULINS SOUFFLET and NEUHAUSER, and the reopening of POMME DE PAIN restaurants).
<b>Volume of by-products converted into livestock feed (tonnes)</b> <b>N°EC3</b>		249,464.32 (83%)	265,569 (89%)	272,990 (85%)	The variation between the two types of waste conversion is minimal. Livestock feed provides a better recovery of waste, which is why it takes the vast majority of it.

Indicator name / Unit and N°	Indicator's scope and goal	2019/2020	2020/2021	2021/2022	% change over prior year with comments
<b>Number of baskets distributed by "Too Good To Go" N°G1</b>	<b>2030 goal: fight food waste</b> Scope: France - POMME DE PAIN	41,418	27,941	23,894	Data provided by Too Good To Go. As of date, verifications not possible.
<b>Number of involved restaurants N°G2</b>		60	56	50	
<b>Tonnage of recovered products (t) N°G3</b>		20	28	23	
<b>Tonnes of CO<sub>2</sub> equivalent saved N°G4</b>		104	79	59	

## OUR COMMITMENTS FOR CONSUMERS

ensuring our products are safe, nutritional and ethical  
thanks to reliable, traceable and sustainable supply chains



### Our contribution to the Sustainable Development Goals



Indicator name / Unit and N°	2025 goal and scope	2019/2020	2020/2021	2021/2022	% change over prior year with comments
<b>Number of R&amp;D hours invested in clean label (hrs) N°CONS1</b>	Scope: France - MOULINS SOUFFLET, NEUHAUSER and AIT	2,635.36	2,251.9	2,236.15	Clean label is an approach where recipes are simplified and additives are removed. For the wheat business, <b>155 R&amp;D projects</b> focused on clean label and nutrition over the last three years.

## OUR COMMITMENTS FOR OUR EMPLOYEES

prioritising their safety, developing their skills,  
valuing their work and preserving their well-being at work



### Our contribution to the Sustainable Development Goals



Indicator name / Unit and N°	2025 goal and scope	2018/2019	2019/2020	2020/2021	% change over prior year with comments
<b>Workforce in France N° DS1</b>	<b>Goal: N/A</b> Scope: France	5,316	5,002	4,971	<b>0.6% drop</b> in total France-based workforce. Insignificant
<b>% are women &amp; % are female managers N° DS2</b>		35 and 29	34 and 31	35 and 31	Stable
<b>% are men N° DS3</b>		65	66	65	Stable
<b>% with permanent contract N°DS4</b>		90	90	90	Estimated figures

Indicator name / Unit and N°	Indicator's scope and goal	2019/2020	2020/2021	2021/2022	% change over prior year with comments
<b>Number of disabled people in total workforce</b> N°DS5	<b>Goal: N/A</b> Scope: France	166	157	109	2% of workforce have a recognised disability. The drop in employed disabled people over the last two years is due to reasons not connected to disability (retirement, resignations, etc.).
<b>Number of training hours in calendar year</b> N°FOR1		74,436 2019 calendar year	61,648 2020 calendar year	75,382 2021 calendar year	<b>22.2% increase over prior year</b>  As the 2020/2021 period was heavily disrupted by the public health emergency, this increase demonstrates the gradual return to normality except for the disrupted operations in Ukraine. The lack of data on the category breakdown is due to the many organisational changes to teams in the business lines and the absence of consolidation of this breakdown for one another (SOUFFLET)
<b>Breakdown of training hours per category: Managers/ Supervisors / Employees</b> N°FOR2 FOR3 FOR4 (hours in calendar year)		N/A	Managers: 18,105  Supervisors: 16,492  Employees: 27,051	N/A	
<b>Number of workplace accidents with stoppage</b> N° S1	<b>Goal: halve the accident frequency rate over years 21, 22 and 23</b>  Scope: international	146	158	156	These indicators are used to calculate the frequency and severity rates. See comments on frequency and gravity rates.
<b>Number of lost days</b> N° S2		10,893	8,382	10,427	These indicators are used to calculate the frequency and severity rates. See comments on frequency and gravity rates.
<b>Hours worked</b> N° S3		7,208,201	10,583,006	10,954,879	These indicators are used to calculate the frequency and severity rates. See comments on frequency and gravity rates
<b>Accident frequency rate</b> N°S4		20.25	15	14.24	<b>This six-point drop over two years is the fruit of awareness campaigns and actions led by SOUFFLET Group to improve employee safety.</b>
<b>Severity rate</b> N°S5		1.5	0.79	0.95	<b>Accidents recorded during the year have been linked to longer work stoppage periods than in 2020/2021.</b>

# NOTE ON METHODOLOGY USED IN CSR REPORT

## 1. REPORT FREQUENCY AND SCOPE

The information relating to the vast majority of indicators is for the period between 1 July 2021 and 30 June 2022. This is the financial year of SOUFFLET Group. The exceptions are the indicators relating to training (information referring to the 2021 calendar year, for data collection reasons) and the data provided by our Too Good To Go partner on food waste which are calendar year figures.

### Data are analysed on an annual basis.

The data reported relate to different scopes:

- the **environmental section on energy and GHG reduction linked to energy and water** takes into account the entire international scope of the businesses. In terms of accounting, only emissions from fuel combustion are considered. The transmission stages of energy are excluded because they lie outside the control of SOUFFLET Group. For this past year, the energy use and carbon emissions from SOUFFLET VIGNE, POMME DE PAIN and the parent company have been included. Lastly, we refined our calculations by updating emission factors. The emission factors specific to each country was taken into account rather than the EU's global emission factor;
- for the **transport/freight section**, our scope was limited to France for this year but we intend to expand this scope for 2022/2023;
- for the **workplace safety section**, the data relating to our commitment "For our employees" are international;
- for all other indicators, the scope is France.

**Food waste** is firstly processed based on what the by-products of our business lines (cereal derivatives, broken maize, pellets, dust, feed flour) can be converted into, which can be livestock feed or energy. Such conversion depends on the purchase price of the two markets. Food waste is also handled through the partnership between POMME DE PAIN restaurants and Too Good To Go, which contributes to the sale of unsold items and ensuring they do not go straight in the bin. Moreover, this helps lower our carbon footprint.

**Training:** in 2019, almost 10% of group training hours were calculated from the hours committed and not from the hours performed. New tools were used in 2020 which enabled us to collect thorough information and improve our precision. It should be noted that hours from the personal training account scheme (CPF) fall outside the scope. In 2021/2022, the malting, milling and grapevine business lines reorganised its HR teams.

## 2. FURTHER PRECISION ON THE SCOPE

### • Our environment

**Tonnage of shipped products:** the tonnage of finished products that were shipped for sale only. In this case, the volumes relating to our trading activities without passing through storage were not included. The Vigne and Pomme de Pain divisions as well as corporate are not included within the scope for indicators of tonnage of shipped products. N.B.: this year, we made a correction to the 2020/2021 figure after noting an error in the previous report. In any case, the error was immaterial.

**Energy consumption in tCO<sub>2</sub>eq:** takes into consideration the consumption of all heat energy (heat pump, gas, cogeneration, biomass, biogas plant, residual heat) and electricity. The calculation of emissions under this line is established according to the ADEME carbon accounting method, that is thermal cumulation (Line 1), electrical (Line 6), transport (Line 2), loss of fluids (Line 4), production of heat and cooling (Line 7). For the sake of being meticulous this year, we added Line 8: off-gas from the treatment of effluent and not relating to energy.

**Scope 1 carbon emissions:** calculates emissions linked to the consumption of heat energy along with the consumption of fuel by our fleet of vehicles, the emissions caused by the loss of fluids and the emissions linked with treating effluent.

**Scope 2 carbon emissions:** indirect energy emissions – the sum of emissions from the consumption of electricity and the production of heat or steam purchased for the company's businesses.

**CO<sub>2</sub> emissions from fuel consumption:** this is restricted to the fleet of vehicles we own, i.e. the fuel consumed by SOUFFLET TRANSPORT lorries and service vehicles.

Emission reduction by producing renewable energy and cogeneration: the facilities that produce carbon-neutral energy and thereby reducing our carbon footprint are facilities built by the group primarily for malt houses in France and in some other countries.

**Transport:** this included the freight sent by SOUFFLET Group on riverways and railways in France and the freight sent by SOUFFLET TRANSPORT on roadways (and for all clients of the business line). This excludes (i) the transport of outgoing sales/incoming purchases, (ii) transport chartered by the client or supplier, and (iii) the transport of seeds. The kilometres counted for road transport also only concern France-based operations.

**Water consumption:** all divisions are included within the scope of this indicator. All water sources have been included in the calculations. It should be noted, however, that MALTERIES SOUFFLET uses 85% of the total water consumed by all divisions.

**Tonnage of grains shipped without post-harvest treatment:** this takes into account all cereal grains sold that did not undergo any treatment after the grain was harvested. Only the Agriculture division falls within the scope for this indicator because this process right after harvesting only concerns this division. The grain later used by other divisions is part of specific input-free supply chains.

**Collection of farm waste:** this relates to collections made by SOUFFLET AGRICULTURE and SOUFFLET VIGNE. These collection drives are organised separately. The different divisions organise the collection in conjunction with ADIVALOR.

**Circular economy, use of by-products:** this includes the Agriculture division and the industrial divisions (milling, malting, rice and pulses and BVP). The recovery of by-products forms an integral part of our business model. These figures come from management control.

**Food waste:** only concerns the POMME DE PAIN restaurants. It refers to unsold daily goods that are sent to the company TOO GOOD TO GO which deals with selling them, and the associated carbon emissions that are avoided.

- **Our tonnage through the supply chains:**

This considers the tonnage of wheat for the agriculture and milling business lines and the tonnage of barley for the malting line. It takes into account the tonnage supplied to SOUFFLET ALIMENTAIRE through its procurements from SOUFFLET AGRICULTURE.

**Tonnage of barley supplied to MALTERIES SOUFFLET from Sowing Good Sense sustainable supply chains:** refers to the volumes coming from supply chains that are SAI, organic or HEV certified and private segregated, traceable lines (Saveur En'Or and SAPPORO) in France and other countries.

- **Consumer satisfaction:**

**Sales of clean label goods:** the clean label approach seeks to simplify the list of ingredients, choose natural ingredients over artificial ones and optimise nutritional quality of the food, which is what consumers now expect. It also falls within the issue of sustainability that underpins this entire report. It has now become one of our indicators, specified as a % of sale volumes from all MOULINS SOUFFLET ranges.

**Clean label R&D:** since 2020/2021, we have been monitoring the sums invested into clean label which allows us to receive a research tax credit. We are also monitoring the number of research hours spent and number of projects carried out through all business lines on this aspect.

- **Our employees:**

HR indicators are currently available for all divisions within France. This scope covers more than 70% of our worldwide workforce.

**Training hours:** in the case of training, information relates to the calendar year which represents the period used in our training schedule and all our training reports and communications. We should point out that training hours at MALTERIES SOUFFLET, MOULINS SOUFFLET and SOUFFLET VIGNE achieved lower numbers than was initially planned. The reason for this was because of the personnel and organisational changes in the HR teams of these divisions which disrupted the roll out of the annual training schedule. Other business lines took advantage of the return to normality after the pandemic to relaunch training sessions that could not be taken the previous year.

**Employment data** only relates to those people with an active employment contract with an entity of the group. Temporary contracts, external service providers and interns have been excluded from these figures. On the other hand, those under work-study contracts (professional training or apprenticeship contracts) are included within this scope.

### 3. CONSOLIDATION AND INTERNAL CONTROLS

The data were collected centrally or from each entity included within the scope of the non-financial report, and have come from the following sources: excerpts from information systems, Excel monitoring files, invoices and any other verifiable means that is relevant for audits.

As for qualitative information, this was collected centrally, and checked and verified by the CSR Department. It falls within the scope of audits and is thus subject to the same stringent requirements.

### 4. EXTERNAL CONTROLS

In compliance with the provisions of Article R. 225-105-2 of the French Commercial Code, SOUFFLET appointed KPMG during the 2018/2019 financial year as the independent third party responsible for verifying the EFPR. The reasoned opinion on EFPR's compliance, as well as the accuracy of its information will be published and available on the website [www.SOUFFLET.com](http://www.SOUFFLET.com).

# OUT OF THE 17 UN SUSTAINABLE DEVELOPMENT GOALS:



# OUR COMMITMENTS ARE MOST SPECIFICALLY AIMED AT:





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# Ets J. Soufflet S.A.S

**Report by the independent third party on the consolidated extra-financial performance report**

Year ended 30 June 2022  
Ets J. Soufflet S.A.S  
Quai Sarraill, 10400 Nogent-sur-Seine  
*This report contains 8 pages*

KPMG S.A.,  
a French member company of the KPMG network made up  
of independent member firms affiliated with KPMG  
International Limited, a company under English law.

A public limited company with  
accounting and auditing  
expertise, governed by an  
executive board and  
supervisory board.  
Listed under no. 14-30080101 in  
the Accountants Registry of Paris  
and the Regional Collegiate  
of Auditors of Versailles.

Registered office:  
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2 avenue Gambetta  
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Share capital: €5,497,100.  
Code APE 6920Z  
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### **Ets J. Soufflet S.A.S**

Registered office: Quai Sarraill, 10400 Nogent-sur-Seine

### **Report by the independent third party on the consolidated extra-financial performance report**

Year ended 30 June 2022

To the shareholders,

As the independent third party to your company (hereinafter, "Entity"), and accredited by COFRAC under number 3-1884,<sup>1</sup> we conducted the verifications aimed at formulating a reasoned opinion that would express moderate assurance on the (observed or extrapolated) historical information (hereinafter, the "Information") contained in the consolidated extra-financial performance report (hereinafter, the "Report") which was prepared according to the Entity's procedures (hereinafter, "Standards") for the year ended 30 June 2022. The Report was voluntarily issued by the Entity in compliance with the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

### **Opinion**

Based on the procedures we carried out, as described in the section "Nature and scope of verifications", and the information we collected, we have not found any material misstatement likely to negate the Report's compliance with the applicable regulations. The Information, taken in its entirety, has been presented earnestly in accordance with the Standards.

### **Preparation of the extra-financial performance report**

Due to the lack of any generally accepted and commonly used reference framework or any established practices in relation to the assessment and measurement of the Information, different yet acceptable measurement techniques can be used but they can also affect the ability to compare different entities and different timeframes.

<sup>1</sup> Cofrac Inspection Accreditation, no. 3-1884, scope available on the website: [www.cofrac.fr](http://www.cofrac.fr)

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*Ets J. Soufflet S.A.S*  
*The independent third party's report*  
*on the consolidated extra-financial performance report*  
*25 November 2022*

As a result, the Information must be read and understood with reference to the Standards. The components of these Standards are provided in the Report and are available upon request from the Entity's registered office.

#### **Limitations inherent in the preparation of Information**

As stated in the Report, the Information is subject to an inherent uncertainty affecting the state of scientific or economic knowledge and the quality of the external data used. Some information is susceptible to the choices made in methodology, assumptions and/or estimates when establishing the Information and presenting it in the Report.

#### **Responsibility of the Entity**

The Report has been prepared under the responsibility of the financial department in accordance with legal and regulatory provisions that were not decided on by the board of directors.

The Entity, as such:

- selected and established the appropriate criteria for preparing the Information;
- prepared the Report in compliance with legal and regulatory provisions, including a presentation of its business model, a description of its main extra-financial risks, a presentation of the policies it applies in relation to these risks and the results of these policies along with key performance indicators;
- implemented the internal controls it deemed necessary to produce Information without material misstatements, whether due to fraud or errors.

The Entity's Standards, as mentioned above, were applied in the preparation of this Report.

#### **Responsibility of the independent third party**

We carried out verifications in order to fulfil our obligation to give a reasoned opinion expressing moderate assurance on:

- the Report's compliance with the provisions of Article R. 225-105 of the French Commercial Code;

- Year ended 30 June 2022



- the reliability of the (observed or extrapolated) historical information provided in compliance with Article R. 225-105 (I)(3) and (II) of the French Commercial Code, namely the results of policies, including key performance indicators, and actions taken to mitigate the principal risks.

As we are responsible for making an independent opinion on the Information prepared by management, we are not authorised to be involved in the preparation of that Information since it would compromise our independence.

On the other hand, we are not required to give an opinion on whether the Entity complies with other applicable legal and regulatory provisions or on whether products and services comply with the applicable regulations.

#### **Regulatory provisions and applicable professional standards**

Our work, described above, was performed in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code, the professional standards of the national auditing body on this type of verification, and the international standard ISAE 3000.<sup>2</sup>

#### **Independence and quality control**

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code and the profession's code of ethics. Furthermore, we have implemented a quality control system that comprises policies and documented procedures aimed at ensuring that we comply with the applicable legal and regulatory provisions, ethical rules and the professional standards of the national auditing body on this type of work.

#### **Means and resources**

Our work relied on the expertise of six people and was carried out between June and November 2022 for a total period of approximately four weeks.

To assist us in the performance of this work, we called on our specialists in sustainable development and social responsibility. We conducted a dozen interviews with those responsible for preparing the Report.

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<sup>2</sup> ISAE 3000 (revised) – Assurance engagements other than audits or reviews of historical financial information

- Year ended 30 June 2022



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*The independent third party's report*  
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*25 November 2022*

- We verified that the Report covered the consolidated scope of businesses, i.e. inclusion of all entities within the scope of consolidation pursuant to Article L. 233-16 of the French Commercial Code, subject to the limitations stated in the Report;
- We read and understood the internal control and risk management procedures established by the Entity and assessed the data collection process for ensuring the Information was complete and sincere;
- For those key performance indicators and other quantitative results that we considered highly important (stated in an appendix to this report), we performed:
  - analytical procedures to verify the proper consolidation of collected data and the consistency in their variations;
  - tests of details based on samplings and other means of selection, to check the proper application of definitions and procedures and to compare the data with supporting documentation. This work was carried out on a selection of consolidated entities<sup>4</sup> and covered between 21% and 100% of the consolidated data chosen for these tests;
- We evaluated the consistency of the entire Report against what we know about all entities included within the scope of consolidation.

The procedures implemented as part of a moderate assurance engagement are less exhaustive than those required for a reasonable assurance engagement under the professional standards of the national auditing body. An assurance engagement of a higher level would be needed to carry out a more rigorous verification.

Paris-La Défense, 25 November 2022

KPMG S.A.

Fanny Houlliot  
ESG Centre of  
Excellence Associate

Alphonse Delaroque  
Associate

- Year ended 30 June 2022



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The independent third party's report  
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25 November 2022

**Appendix**

**Qualitative information (actions and results) considered highly important**

- Signed collective agreements on gender equality, annual salary measures and performance reviews
- Measures taken to promote gender equality and their results
- Schemes for reducing water consumption at industrial facilities
- Commitments and actions for reducing the environmental impacts of businesses
- Establishment of sustainable supply chains
- Actions set up to encourage the circular economy
- Partnerships and measures for conserving soil fertility
- Measures used to manage product tracing
- Supporting actions for partnerships and trading relations
- Measures used to ensure safety and nutritional quality for the consumer
- Suppliers' CSR assessment
- Actions favouring regional development
- Support programmes for the agricultural sector

- Year ended 30 June 2022



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The independent third party's report  
on the consolidated extra-financial performance report  
25 November 2022

**Key performance indicators and other quantitative results considered highly important**

- France-based workforce as of 30/06/2022 and breakdown by gender
- Number of training hours completed in the calendar year
- Workplace accident with stoppage frequency rate
- Workplace accident with stoppage severity rate
- Scope 1 and 2 carbon accounting
- Breakdown of total tonnage shipped by Soufflet Group by mode of transport
- Total water consumed
- Tonnage of pulses procured by Soufflet Agriculture
- Tonnage of Sowing Good Sense common wheat grown by farmers (excl. organic)

- Year ended 30 June 2022

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