

# CSR REPORT 2022

## Statement on Non-Financial Performance





## DISCLAIMER

This document provides information on the non-financial performance of the Unigrains Group, in compliance with regulations: decree no. 2017-1265 of 9 August 2017, implementing order no. 2017-1180 of 19 July 2017 on the publication of non-financial information by certain large companies and certain groups of companies.

The information is for the year 2022. Given the date of publication of the document, information for the beginning of 2023 is also included where available.

This Statement on Non-Financial Performance (SNFP) constitutes the mandatory annual CSR reporting of the Unigrains Group. For all five of the non-financial challenges “involving risks and opportunities” presented here, a status report on the Group’s actions to date has been prepared. The action plans and associated indicators presented are for the year 2022.



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# CSR is a major pillar of our “Unigrains 2030” project



**Eric Thirouin,**  
CHIEF EXECUTIVE  
OFFICER, UNIGRAINS

Since 1963, Unigrains has been developing and sharing the mission and values entrusted to it by its founders, the French grain producers: to invest in and support projects adding value to agricultural production, particularly cereals, throughout the agri-food value chain. Its agricultural roots, its business as an investor and its expertise in the agri-food sector give it **a privileged position as well as a very special responsibility**: to strengthen the links between agriculture and agri-food in order to contribute to sustainably feeding 9 billion people by 2050.

This is why, for 60 years, Unigrains has been constantly evolving and innovating to continue to fulfil its role in favour of the best development projects in the agri-food and agro-industry sectors **as a long-term, active and responsible investor**.

**CSR is an intrinsic part of Unigrains’ determination to make positive contributions to the agricultural transitions and agri-food systems of tomorrow.**

Since our arrival and the change in governance in October 2021, we have made CSR one of the major pillars of our “Unigrains 2030” project, an ambition that is fully in line with the company’s long-standing tradition.

In this report, you will see how resolute, pragmatic and humble we are in the face of the complex transitions linked to climate change, the challenges of agro-ecology and the issues of food sovereignty.

In 2022, our Group acted on each of its five commitments:

**Responsible Investment**

- Systematic use of a CSR analysis and monitoring grid
- 100% of direct investments made in 2022 have first been subject to an in-depth CSR analysis
- Participation of the CSR Manager in each decision-making body

**Energy transition**

- Implementation of an Energy Sobriety Plan at Unigrains in response to the Government’s appeal
- Two Carbon Footprints performed, the first for our “financial services” activities based at Porte Maillot and the second for Mecatherm’s industrial activities, with Reduction Plans to be drawn up in 2023

**Agro-ecological transition**

- Preparation and sharing of two major studies at the heart of strategies to promote responsible agriculture
- Continued investment in upstream agriculture with a specific approach to innovation

**Talent Attraction and Management**

- Great Place To Work rollout and certification at Unigrains
- Opening of International Mobility
- Implementation of the Sustainable Mobility Package at Unigrains, Unigrains Développement, AuxinéA and Messis Finance from early 2023

**Positive Societal Impact**

- Unigrains Solidaire Initiative: €44k raised by the Group and its employees for charities after the start of the war in Ukraine
- Participation of a Unigrains delegation in the FERT Meetings in Côte d’Ivoire



**Maxime Vandoni,**  
DEPUTY CHIEF  
EXECUTIVE OFFICER,  
UNIGRAINS



**With Unigrains celebrating its 60 th anniversary in 2023**, we intend to further accelerate our work on these five non-financial challenges as part of a resolutely collaborative approach involving all employees, directors and stakeholders. We would like to thank them for their involvement in this effort and their many contributions.



## 01 **PRESENTATION OF UNIGRAINS GROUP & Business Model**

- Vision-Values-Missions
- Key dates
- Specific features
- Simplified organisation chart
- Business model
- Detailed presentation of the Group's main entities
- Challenges & Outlook

## 02 **CSR GOVERNANCE & Responsible Investment Policy**

- CSR governance
- CSR commitments
- CSR in the investment process
- Non-financial analysis and monitoring grid for partner companies
- Restoria's story
- Terres du Sud's story

## 03 **IDENTIFICATION AND MONITORING of Non-Financial Risks & Opportunities**

- Identification of non-financial challenges and risks
- The main CSR challenges involving risks & opportunities
  - Risk 1: Investing without identifying and monitoring the target's CSR maturity
  - Risk 2: Not being a driver of the energy transition
  - Risk 3: Not being a driver of the agro-ecological transition
  - Risk 4: Lack of attractiveness to attract and retain talent
  - Risk 5: Neglecting the company's ability to be a vector of positive societal impact in line with its industry expertise
- Involvement in responsible initiatives within the agri-agro sector
- Overview of the main actions undertaken
- Methodology note



01

# PRESENTATION OF UNIGRAINS GROUP & Business Model



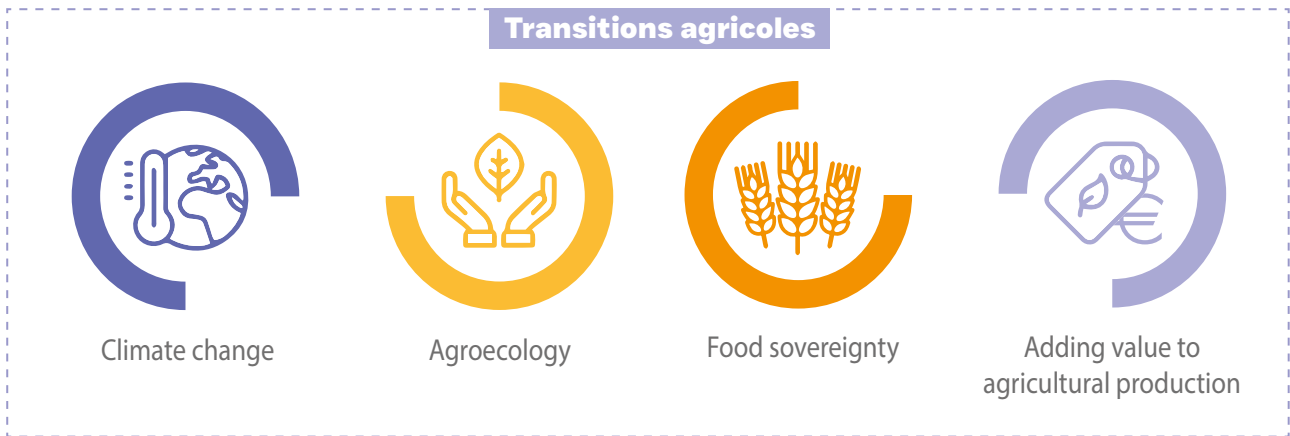


# VISION-VALUES-MISSIONS



## Building tomorrow's agri-food value chain together

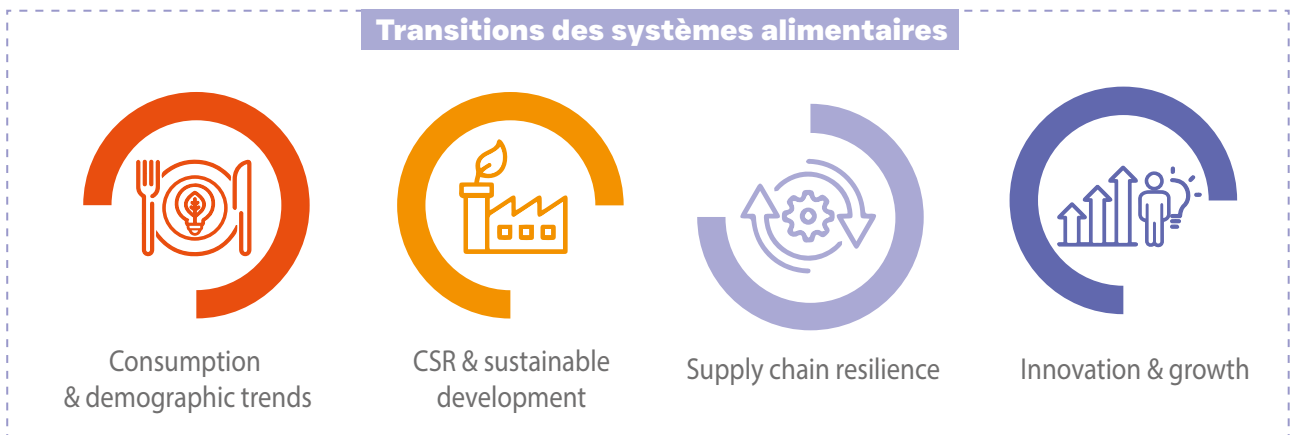
Farmers, Business Leaders and Investors committed to agri-food transitions



# UNIGRAINS

## A long-term, active and responsible investor,

an agri-food specialist, aiming to make positive contributions to the agricultural transitions and agri-food systems of tomorrow.



### Our values

- **Independent and able to unite** several different players around its projects and vision
- **Influential** thanks to the expertise of its teams, its support on topics for the future and its ability to add value
- **Open to the world and present in Europe,** with a unique investment strategy tailored to local markets



## KEY DATES

**As early as 1963**, the French grain producers, founders of Unigrains, decided to invest in the agri-food industry in order to secure and enhance the value of agricultural production. Unigrains has been developing continuously ever since, in France and internationally.

1963

**Unigrains supplements COFACE's action** to finance grain exports

1991

**Extension of activities** to all agri-food industries

2004

**Creation of Cerea Partners** and launch of a third-party management activity (sold in 2019 to its management team)

2011

**International opening** participation in investment funds focused on the agri-food industry

2018

**Launch of a fund dedicated to Italian SMEs** by Unigrains Développement **Acquisition of Mecatherm**, the world leader in equipment for the industrial pastry and bakery sector

2021

**Creation of AuxinéA** a consulting company dedicated to agricultural cooperatives and agri-food companies

1971

**Creation of the Solidarity Fund** for cereal and livestock farmers, managed by Unigrains;  
**Development of equity financing**

2003

**Unigrains incorporates part of the Funds managed in its assets**  
French Finance Act 2003

2007

**Creation of Messis Finance** M&A advisory, disposals, fund-raising

2015

**Launch of a co-investment activity** with Unigrains on large-scale transactions, managed by Unigrains Développement

2020

**Creation of Unilis Agtech** joint venture with Arvalis to support young innovative agro-technology companies

2022

**Acceleration in Southern Europe** plan to open Unigrains Italia and Unigrains Iberia subsidiaries



## SPECIFIC FEATURES



### Specialist in agri-food and the agro-industry

- Long-established agricultural and shareholder base
- Recognised sector expertise
- International contacts and networks



### Independent investor

- Majority-owned by the French grain industry
- Equity investor



### Active partnership approach

- Long-term commitment to business development
- Proactive in development projects

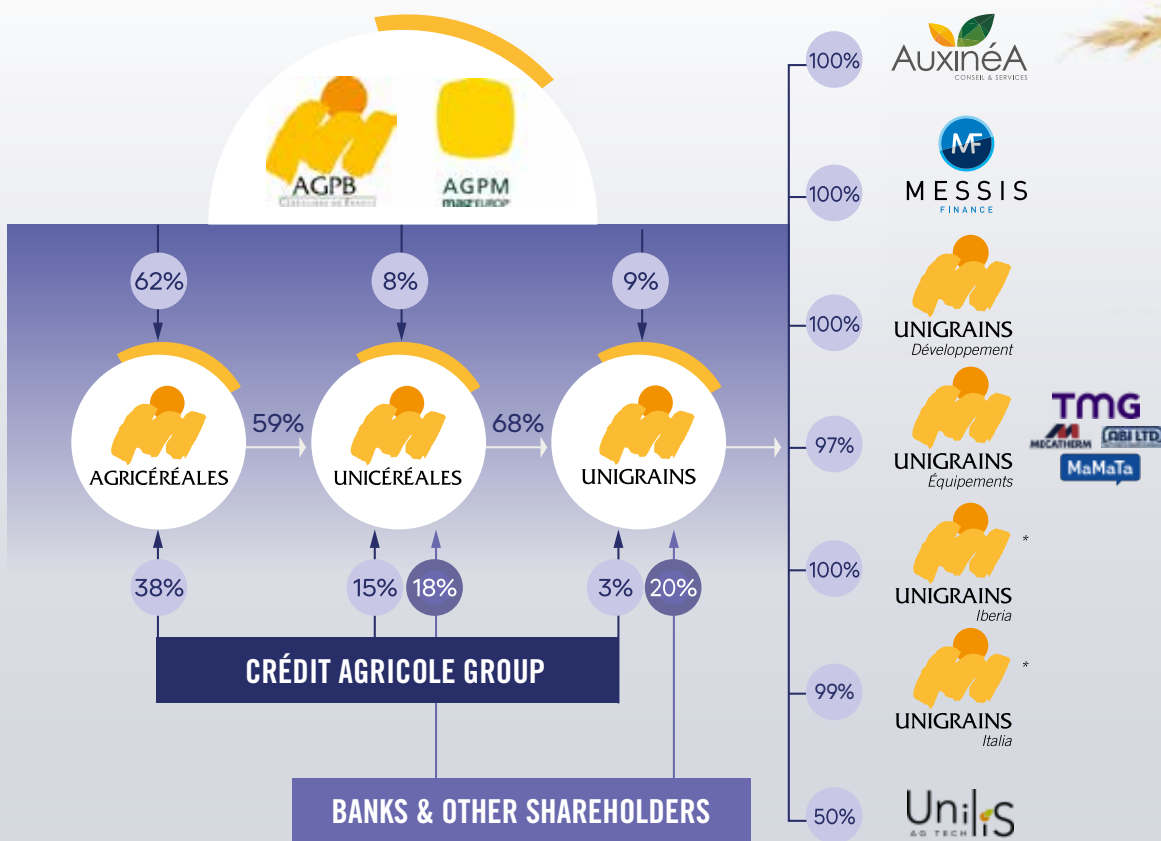


### Commitment, ethics & integrity

- Attentive to best practices in responsible investment
- Ethics and responsibility charter



## Simplified ORGANISATION CHART



\*In the process of being established



## AGRICULTURAL PRODUCTION

### COMPANIES in the agri-food value chain

Upstream	Primary processing	Manufacturing Industries	Retail	Related sectors
<ul style="list-style-type: none"> <li>• Agro-supplies</li> <li>• Fertilizers and plant protection products</li> <li>• Animal genetics</li> <li>• Agricultural machinery</li> <li>• Seeds</li> </ul>	<ul style="list-style-type: none"> <li>• Collection and storage</li> <li>• Fruit &amp; vegetables</li> <li>• Ingredients</li> <li>• Milk and cheese</li> <li>• Malt, starch, sugar</li> <li>• Milling, semolina and corn milling</li> <li>• Nutrition, animal health</li> <li>• Seafood</li> <li>• Meat &amp; eggs</li> </ul>	<ul style="list-style-type: none"> <li>• Beverages</li> <li>• Pastry and bakery</li> <li>• Delicatessen &amp; catering</li> <li>• Grocery</li> <li>• Frozen food</li> </ul>	<ul style="list-style-type: none"> <li>• Specialised retail</li> <li>• Garden centres</li> <li>• Out-of-home catering</li> </ul>	<ul style="list-style-type: none"> <li>• Bioethanol</li> <li>• Biomaterials</li> <li>• Green chemistry</li> <li>• Packaging</li> <li>• Industrial equipment</li> <li>• Logistics &amp; transport</li> <li>• Organic health, hygiene and cosmetic products</li> <li>• Food security</li> </ul>

### IDENTIFICATION of development projects

- Organic growth
- External growth
- International development
- Shareholder reorganisation

### STRATEGIC & FINANCIAL support

- Equity investments
- Adapted modalities
- Sector expertise
- Project financing
- Long-term horizon
- Financial
- Networks



### BUSINESSES

Investment	M&A	Equipment	Innovation	Consulting & Services
<ul style="list-style-type: none"> <li>UNIGRAINS</li> <li>UNIGRAINS Développement</li> <li>UNIGRAINS Iberia</li> <li>UNIGRAINS Italia</li> </ul>		<ul style="list-style-type: none"> <li>UNIGRAINS Equipements</li> <li>TMG</li> <li>MECATHERM</li> <li>ABILT</li> <li>MaMaTa</li> </ul>		

**€950m** in consolidated equity at 31/12/2022  
**€1.2bn** in assets under management at 31/12/2022  
**23** investment professionals  
**8** researchers and documentalists dedicated to agri-agro

**Over 1 000** companies supported by the Group since its creation  
**~80** companies currently held in the portfolio  
**10 to 20** deals finalised and €100m to €150m invested per year  
**25** countries where the Group is present through its direct and indirect investments  
**60** studies published in 2022 to provide insights on industry trends

### CONSUMERS

Constant action to strengthen the links between agriculture and agri-food



# DETAILED PRESENTATION of the Group's main entities

## Investment



## M&A



## Consulting & Services



## Equipment



## Innovation



The Investor-Partner  
of agri-food companies  
and the agro-industry



## Key Figures

**+1000 COMPANIES** supported since 1963

**+80 COMPANIES** currently held in portfolio

**60 YEARS OF INDUSTRY EXPERTISE** in private equity

**€950m** IN CONSOLIDATED EQUITY at 31/12/2022

**31 INVESTORS AND RESEARCH OFFICERS** specialised in agri-food

## Investment strategy



### Equity investments

- In the context of **strengthening equity capital** (organic and/or external growth transactions) and of **reorganising the shareholder structure** (purchase of minority shareholders, asset optimisation)



### Ticket size of €1m to €100m

- Unit investments of **€1m to €100m** in equity and quasi-equity
- **Ability to reinvest** to support business growth
- Possible **co-investment** with other partners



### CSR-ESG policy

- Ethics and Responsibility Charter
- Non-financial analysis and monitoring grid
- Signatory to the **PRI** and to the **France Invest Responsible Investment Charter**



### Long-term approach

- **Long-term approach** with an exit horizon of 5 to 8 years
- Strong partnership with entrepreneurs and management teams based on trust and sharing an ambitious development strategy



### Tailor-made solutions

- **Support for companies of all sizes**, depending on the timing and constraints of their projects
- **Investment terms tailored to companies' needs** (equities, convertible bonds, share purchase warrants, etc.)

## Portfolio extract

### SMEs and mid-caps



### Cooperatives



### Specialised funds



Management company  
for third parties in  
co-investment with  
Unigrains



## Key Figures

**2016** CREATION of Unigrains Développement **2 FUNDS** managed  
**€254,9m** RAISED since inception

Unigrains Développement is a private equity management company, approved by the AMF under no. GP16000003 since 3 February 2016. A wholly owned subsidiary of Unigrains, it manages French and European funds dedicated to agri-food companies. The company established a branch under Italian law in July 2017 in Milan.

## Funds Managed

At 31 December 2022, Unigrains Développement had raised **€254.9m** for its two Funds.

### IAA CROISSANCE INTERNATIONALE (€200M)

- Created in April 2016 and dedicated to institutional investors, the Fund invests in equity or quasi-equity in French and European non-listed mid-caps in the agri-food industry in co-investment with Unigrains.
- At 31/12/2022, the Fund has made 6 main investments and 2 disposals



### FONDO AGROALIMENTARE ITALIANO (€54.9M)

- Created in June 2018, sponsored by Unigrains and open to European investors, the Fund invests in the capital of Italian agri-food companies.
- At 31/12/2022, the Fund has made 8 main investments and 3 disposals



## CSR-ESG Approach and Actions

In addition to the regulatory requirements to which it is subject as an AMF-approved management company, **Unigrains Développement is committed to environmental, societal and governance aspects** in its business activities and investments.

The Unigrains CSR-ESG policies detailed in this report, as well as the Group's engagement, labels and initiatives, apply fully to Unigrains Développement.

## Management Team

### Vincent Destieu

CHIEF EXECUTIVE OFFICER

### François-Xavier Masson

FINANCIAL MANAGER OF THE IAA CROISSANCE INTERNATIONALE FUND

### Francesco Orazi

FINANCIAL MANAGER OF FONDO AGROALIMENTARE ITALIANO (FAI)

### Alfredo Cicognani

INVESTMENT DIRECTOR - FAI

### Stefano Masini

INVESTMENT DIRECTOR - FAI

Two new subsidiaries are being launched to carry the Group's ambitions in Italy, Spain and Portugal



In 2022, the Unigrains Group launched an ambitious project to shape the future of its international development, in line with its aim to be the benchmark investor-partner of agri-food companies. This project is taking shape through the creation of two new subsidiaries, Unigrains Italia, based in Milan, and Unigrains Iberia, based in Madrid\*.

Unigrains Italia and Unigrains Iberia will act as sectoral, responsible and long-term equity investors in SMEs and mid-caps in the food industry valued between €30m and €150m, with unit investment tickets of between €5m and €25m in the final stage.

The ambition for each subsidiary is to invest €80m to €100m directly and through equity, over five years, in around ten companies across the agri-food value chain in order to support their development projects via external/organic growth, internationalisation or shareholder transitions, always working closely with their managers. In addition to financial resources, Unigrains Italia and Unigrains Iberia will benefit from the sector expertise, international network, CSR-ESG engagement and Value-Added platform of their parent company.

\* As they are currently being set up or launched, the subsidiaries Unigrains Italia and Unigrains Iberia are not included in the detailed non-financial risk analysis in this Statement on Non-Financial Performance.

*“The markets we operate in are increasingly international, and the Unigrains Group needs to strengthen its operations and its presence in Europe. Italy, Spain and Portugal, with their great geographical and cultural proximity, present numerous opportunities for the development of our French partner-companies and vice versa. The innovative model of Unigrains Italia and Unigrains Iberia – financed exclusively by our own funds – gives us the freedom to choose and support companies that are meaningful for Unigrains and that share our values and our vision of agri-food transitions to be achieved together.”*

**Eric Thirouin**, CHAIRMAN AND CHIEF EXECUTIVE OFFICER, UNIGRAINS

*“The launches of Unigrains Italia and Unigrains Iberia are major steps in our Group's ambition to establish itself as the benchmark investor-partner of agri-food companies in Western Europe, as it has been since 1963 in France. These agri-food markets harbour a dynamic economic fabric, reflected in its remarkable and high-potential SMEs and mid-caps.”*

**Maxime Vandoni**, DEPUTY CEO, UNIGRAINS



M&A advisory firm specialised in the agri-food and agro-industry sectors



## Key Figures

**2007** CREATION of Messis    **+60** MANDATES WON since inception    **5** Confirmed PROFESSIONALS

Created by the Unigrains Group in 2007, Messis Finance is an M&A advisory firm specialised in the agri-food and agro-industry sectors. Messis Finance offers comprehensive support for all equity transactions. As an Unigrains Group company, Messis Finance has privileged access to agri-business decision-makers and a strong presence in the local economic fabric.

*“Agricultural cooperative players, companies and investors in the agri-food and agro-industrial sectors are facing a raft of profound changes that have direct consequences on their strategy. Messis Finance’s role is to support these shareholders and managers in their strategic projects.”*

**Anne Sorlut James**, DIRECTRICE GÉNÉRALE, MESSIS FINANCE



## Messis Finance’s activities

**Messis Finance advises** all professionals in the agri-food and agro-industry sectors, whether they are SMEs, industrial groups, cooperatives, family-owned companies or investment funds active in the sector.

**Messis Finance assists** shareholders and management teams in all their M&A transactions, from project development to completion.



**DISPOSALS**  
(Minority, majority or total)



**ACQUISITIONS**  
(External growth, build-ups)



**FUND-RAISING**  
(Capital restructuring, development financing)

## A New Momentum in 2022

On 16 June 2022, Messis Finance announced the arrival of **Anne Sorlut James** as Chief Executive Officer and **Aurélien Ferrand** as Deputy Director, reaffirming its ambition to provide long-term support to all players in the agri-food industry, particularly SMEs and family-run companies, which include the partner companies of its parent company.

**This experienced pair already worked together** in their previous roles and will be responsible for developing Messis Finance’s business and strengthening and leading its team, which now consists of five professionals with extensive experience of mergers and acquisitions in France and abroad, acquired in investment banks and consultancy firms.

Equipment manufacturers and service providers dedicated to industrial pastry and bakery



## Key Figures

€136m **IN CONSOLIDATED REVENUE** in 2022

~500 **EMPLOYEES**

- 3 factories: 2 in France, 1 in Canada
- 2 subsidiaries: 1 in Canada, 1 in the United States
- 1 head office in France

+1 000 **PROJECTS** established in more than 70 countries

+50 **YEARS** of expertise

Majority-owned by Unigrains since 2018, TMG (Together Means Greater) is an alliance of equipment manufacturers and service providers for the industrial bakery and pastry industry in a preferred partnership spirit. TMG supports the development of each of its brands by encouraging the pooling of expertise, processes and experience around a foundation of shared values including know-how, respect for commitments and team spirit.

*“Positioned among the leaders in the markets in which they operate, TMG’s brands support their industrial pastry and bakery clients around the world in their challenges of product quality, cost optimisation, efficiency gains, digital transformation and sustainable development. Belonging to the Unigrains Group allows us to offer exceptional skills to our clients, who are constantly looking for innovative solutions.”*

**Olivier Sergent**, CHAIRMAN, TMG

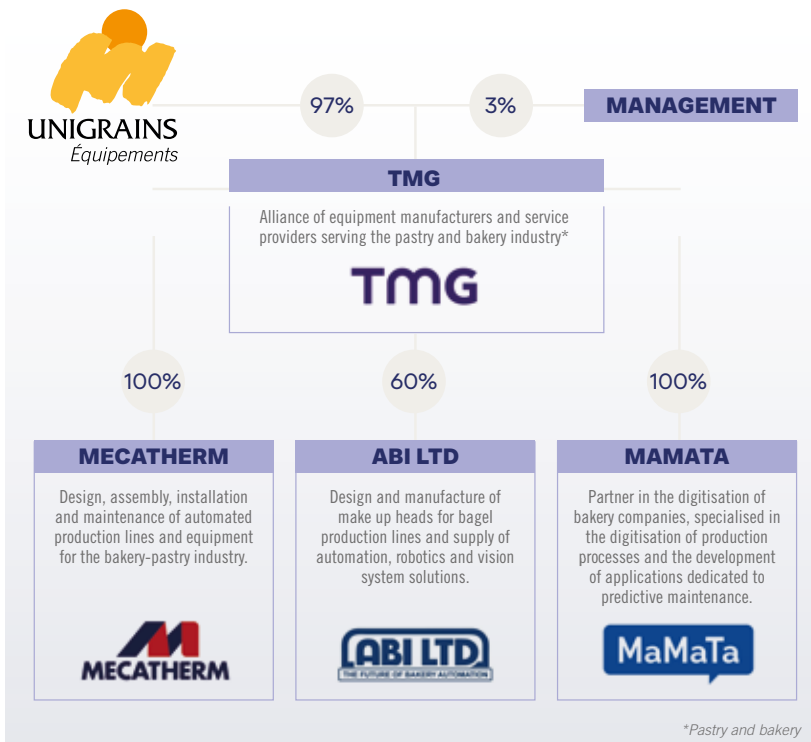


## In 2022, the TMG Group formalised its CSR approach

Under the impetus of the Board of Directors of Unigrains Equipements, the TMG Group has worked on structuring its CSR approach over the course of 2022. The consultancy Utopies was entrusted with a twofold mission: to conduct an audit and develop a CSR strategy for the Group, and to carry out a Scope 1-2-3 carbon assessment on the scope of Mecatherm. Thanks to the mobilisation and commitment of the teams, these ambitious projects made rapid progress, enabling the first level of objectives to be reached at the end of 2022:

- **CO2 emissions** were calculated with maximum use of physical data to limit uncertainty and margin of error. The challenges are mainly related to scope 3, especially in the downstream value chain at clients through the use of lines and, to a lesser extent, in its upstream value chain through the supply of raw materials. Formalising and rolling out a reduction action plan are steps scheduled for 2023.

- **CSR engagement focuses** are identified and translated into operational work themes. A stage of internal sharing, together with the setting up of governance for each strategic focus, will be carried out in 2023 in order to start rolling out actions.



Joint venture between Unigrains and Arvalis; financial and technical partner of Agtech entrepreneurs



## Key Figures

**2020** CREATION of Unilis

**48** INVESTMENT CASES analysed

**4** START-UPS supported

## The Grain Industry Working for Innovation

- **Unilis Agtech** supports young innovative agro-technology companies to accelerate the optimisation and adoption of their solutions for the production of arable crops and fodder crops.
- **The companies targeted by Unilis Agtech** develop solutions applicable to French and European agricultural systems and have a proof of concept. They have already formed a team to advance their ambitions in areas of innovation such as digital agriculture, agricultural equipment, nutrition and plant protection, or any other relevant solution for the sustainable improvement of systems at the plot, farm or territorial level.

## Personalised Support

The entrepreneurs, selected by a jury, agree with Unilis Agtech on the specific terms of their support, with three indissociable components:

- **Technical support** from Arvalis and the network offered by its 27 national establishments
- **Appropriate financial support** in the form of equity or quasi-equity
- **Access to a broad network** of committed mentors and experts



## The 4 start-ups supported



Inarix uses computer vision/smartphone technologies to qualify crops anywhere, anytime.



Javelin is the digital expert in agricultural raw material storage.



BioIntrant identifies and produces phyto-beneficial bacteria for plant protection and growth.



Based on meteorological satellite data, Hyperplan technology allows better anticipation of crop production and improved operational, commercial or industrial decisions.



Services and consulting company that helps cooperative groups and agri-food companies address financial and organisational challenges



## Key Figures

**2021** CREATION  
of Auxinéa

**+15** MISSIONS  
carried out since inception

AuxinéA is a services and consulting company created at the initiative of Unigrains in 2021. Its mission is to support agricultural cooperative groups and agri-food companies in finding pragmatic and appropriate solutions to the financial, organisational and governance challenges they face.

*“AuxinéA’s activity, which now covers a very broad range of operational and strategic corporate finance, and which is constantly adapting to the economic needs of its clients, is fully in line with Unigrains’ strategic orientation by making it possible to offer more added value to companies in the agricultural and agri-food sectors.”*

**Catherine Requier**, CEO, AUXINÉA



## Areas of intervention



**FINANCIAL STRUCTURING,  
FINANCING AND CASH  
MANAGEMENT**



**FINANCIAL PLANNING,  
MANAGEMENT CONTROL  
AND PROCESS OPTIMISATION**



**FINANCIAL RISK  
MANAGEMENT**



## The Specific Features of a Unique and Differentiating Approach

### Sector expertise

A specialist in the agri-food sector with knowledge of the specificities and constraints faced by agri-food and agricultural groups

### Operational experience and know-how

Services provided mainly by people who have held operational positions in agricultural and agri-food cooperative groups

### Pragmatic and tailor-made approach

Reliable and high-quality service, tailored to the client’s profile and requirements, with the ability to act “on behalf of” if desired

### Operating mode adapted to the missions

Project delegation, situation management, transfer of know-how to the client’s team, and so on, in a general philosophy of transmission

### Wide range of areas of intervention

Allowing a cross-cutting approach of the subjects and a more complete coverage of the issues





# CHALLENGES & OUTLOOK

## The Unigrains Group is mapping out its roadmap through its “Unigrains 2030” project...

- Following the change in governance that took place at the end of 2021, Eric Thirouin, the new Chairman and CEO of Unigrains, and Maxime Vandoni, the new Deputy CEO, undertook a strategic review to enable the Unigrains Group to play a stronger role with its partner companies and work towards the transition of the agri-agro world by bringing the company closer to its agricultural origins.
- This review, carried out in collaboration with the Board of Directors, the Management Committee, the stakeholders, and then all of Unigrains’ employees during a seminar, gave rise to the federating project “Unigrains 2030” – a true road-map of the priority development areas for the years to come.

- Among the Group’s key projects to consolidate its model and build its pillars for the future:

### Investment strategy

Strengthen Unigrains’ role as an active investor

### Value Added

Provide partner companies with expertise, networks and innovations, in addition to financial resources

### International development

Affirm Unigrains’ position as the leading specialist investor in Europe and expand its global network

### CSR

Be exemplary internally and accompany each portfolio company in an approach adapted to its own non-financial challenges

### Support for agri-agro transitions

Bring the Group closer to its agricultural origins and fulfil its role at the crossroads of agriculture, agri-food, business and investment

### Outreach

Be influential and speak out in order to be in a position to federate various players around its projects



## ... and will celebrate in 2023 60 years of common values and shared vision

This celebration, which will take place in the 4th quarter of 2023, will bring together all of the Group’s stakeholders in order to establish the link between its history and its future ambitions:

### Roots & History

- Founding values
- Tribute to predecessors
- Record of achievements since 1963
- Shared stories



### “Unigrains 2030” ambition

- The new management team’s vision
- The company’s mission
- Priority areas
- Ecosystem & networks



# **CSR GOVERNANCE** & Responsible Investment Policy





## CSR GOVERNANCE



“It is our cross-functional and collaborative approach that makes CSR everyone’s business”



*“The Unigrains Group is accelerating its CSR approach and making it one of the major pillars of its Unigrains 2030 project. This strong strategic impetus, driven by the Board of Directors and the Management Committee, and then translated into actions by the CSR Working Group and myself, is being implemented thanks to the commitment of all.*

*It is the efforts of each department that structure the responsible transformation of our company on a daily basis: in the support of our partner companies by the investment and value-added teams, in the monitoring of compliance and control by the Finance and Legal teams, in our social practices with Human Resources as well as in the management of our head office and business travel.*

*Raising the awareness of new employees to the need to build CSR into the investment process, setting up project teams, such as for the carbon footprint, drafting this SNFP, strengthening our links with Fert and considering CSR challenges when studying projects; all of this illustrates this cross-disciplinary and collaborative approach that makes CSR everyone’s business.”*

**Anne Perrot,**  
HEAD OF CSR, UNIGRAINS

### Board of Directors

- Raison d’Être, Vision, Missions
- Alignment of the CSR Policy with shareholders’ expectations

### Management Committee

- The HR-CSR-Communication Director is responsible for bringing CSR themes to the forefront of collaborative and cross-functional exchanges
- Validation of priority actions built into the annual roadmap
- Monitoring of progress

### Head of CSR

- Steers and supports the creation, implementation and monitoring of the CSR Policy
- Coordinates the CSR Working Group
- Market intelligence & trend monitoring

### CSR Working Group

- Composed of 8 employees who are convinced of the importance of the approach and are proactive in disseminating the CSR culture to their teams
- A wide range of skills involved across the board in the company’s life, with a particular commitment from the investment teams
- Providing ideas to develop the approach and bring it to life within the company

### Employees

- CSR topics are regularly discussed at Staff Meetings
- Various CSR awareness and training initiatives
- Bi-annual consultation of Unigrains teams



## Ethics and Responsibility Charter

### Foreword

Founded in 1963 by the French grain producers, Unigrains supports businesses of all sizes in the agri-food and agro-industry sectors as an investor and responsible partner. As such, this Charter intends to set out the principles that guide Unigrains' activity. We apply them every day in our action alongside our partner companies, right from the early stages of opportunity analysis and investment decisions.

Our approach seeks to drive an ambition of constant improvement so as to go ever further in compliance with our principles, at the service of sustainable value creation.

With its unique industry expertise and overall understanding of the issues at stake, Unigrains is fully aware of its role and contribution to the responsible development of its partner companies and of the agri-food and agro-industry sectors, both in France and internationally.

Unigrains wants to be a partner for its portfolio companies, building trustful relationships, sharing risk and creating value. For its partner companies, this Charter must therefore also serve as a guideline for a shared ethical approach in the conduct of business.

### Provisions

#### • Because we contribute to the development of the agri-food and agro-industry sectors...

- We support the vitality of the regions by encouraging, wherever possible, the preservation of a strong industrial fabric, creating growth and employment
- We promote the international development of French companies and favour decision-making centres being kept in France wherever possible.
- We encourage innovation in the agri-food and agro-industry sectors.

#### • Because we are committed to food security, alongside our partner companies...

- We require that they give their best effort to provide products and services that conform to the laws and regulations in force and that meet the level of quality expected by clients and consumers.
- We recommend that they control the origin and traceability of their products.
- We ask them to implement all necessary industrial, certification and control means to ensure product reliability, quality and traceability and to provide fair information for clients and consumers.
- We encourage efforts aimed at constantly improving the level of quality, safety and performance to satisfy clients and consumers.



#### • Because we promote the responsible management of human capital and social and societal issues at our partner companies...

- We demand that they ensure respect for the individual and the strict application of labour laws, conventions and codes
- We ask them to seek to guarantee their employees a healthy, safe and risk-free working environment
- We ask them to develop their employees' training and professional skills.

#### • Parce que nous encourageons nos participations à mettre en œuvre toutes les mesures raisonnablement possibles pour préserver la qualité et la quantité des ressources naturelles...

- We require strict compliance with applicable environmental laws, regulations and standards.
- We advocate energy-efficient projects or using renewable energy whenever relevant and possible.
- We support sustainable water management.
- We encourage waste reduction and recovery.
- We expect living species to be treated with a view to the final quality of production.

#### • We support our partner companies in using fair and law-abiding business practices.

- We support our partner companies in using fair and law-abiding business practices, and we ask them to provide us with fair and sincere information in this respect.



### Signataire des PRI

Unigrains is a signatory to the Principles for Responsible Investment (PRI), launched by the United Nations in 2006. This is a voluntary commitment, developed for the financial sector, which encourages investors to integrate ESG issues into the management of their portfolios and in a broader sense. The PRI are the most widely followed voluntary CSR initiative in the world, with over 7,000 signatories in 135 countries.

**For more information: [www.unipri.org](http://www.unipri.org)**



### France Invest Charte d'Investissement Responsable

The private equity companies which are members of France Invest – including Unigrains – are well aware of their impact and have formalised their responsibility in a Charter that defines 16 commitments. These respond to economic, social, human, environmental and good governance issues.

**For more information: [www.franceinvest.eu](http://www.franceinvest.eu)**



# CSR in the investment process

## Training and awareness-raising for the investment teams

*Training and information sessions on non-financial analysis and regulatory changes in the area of non-financial reporting were also organised during the year.*

The investment teams are highly committed to the non-financial analysis approach, in keeping with Unigrains' strong tradition as a long-term investor. The analysis of the CSR maturity of investment cases is based on CSR interviews conducted with the investment team in charge of the relationship. As well as providing a complementary perspective on the company, they play an important role in raising the investment team's awareness of CSR issues and challenges.

## Business Committee

*The Head of CSR attends this Committee and is responsible for flagging any CSR issues that may require attention. These observations may contribute to a decision to stop examining the case.*

All investment opportunities are submitted to this Committee, meetings of which are held on a weekly basis. It brings together Management, investors and representatives of the Support functions involved in the investment process. The objective is to decide whether or not the investment team continues to examine a case in accordance with Unigrains' investment strategy.

## Investment Committee

*The Head of CSR Officer attends Committee meetings and participates in the discussions.*

In the final phase of examining a potential investment, this Committee aims to establish a consensus within the investment team and with the Director of Strategy and the Deputy CEO on cases ready to be submitted to the Engagement Committee. An analysis of the target's CSR maturity, carried out when reviewing the investment opportunity by means of a CSR interview, is included in the document shared at that time.

## Engagement Committee

*The Head of CSR attends this Committee and participates in the oral presentation with the team in charge of reviewing the case.*

The presentation note given to Members at this Committee meeting includes an analysis of the target's CSR maturity and highlights the CSR issues that may require attention.

## Continuous monitoring

*The objective is to monitor the company's approach, the implementation of action plans and their achievement.*

The legal documents governing investment refer to Unigrains' commitments, notably the Principles for Responsible Investment, the France Invest Engagement Charter and the Ethics and Responsibility Charter. They explain how the portfolio company is monitored in terms of CSR. The basic principle is to review CSR on an annual basis, in various forms: interview, response to a questionnaire, inclusion on the agenda of a governance body.





# NON-FINANCIAL ANALYSIS AND MONITORING GRID

## for partner companies

A non-financial analysis and monitoring grid for companies has been developed within Unigrains in order to provide a tangible operational framework. This grid was developed from the ISO 26030, a sector-specific version of the ISO 26000 proposed to players of the food chain. It is used during CSR interviews, in particular during the study phase of investment cases, and leads to a qualitative assessment of the company's CSR maturity. By identifying the challenges, risks and opportunities, it also makes it possible to distinguish the levers of action and the areas of added value in the CSR field.

**6** **AREAS** in which the company can make progress

**QUANTITATIVE SCORING SYSTEM**

**29** Non-financial **CHALLENGES**

**80** **QUESTIONS**

## Governance

### Shareholder and operational governance

- Are there independent directors? What is the field of expertise of independent director(s)?
- What is the level of gender equality (% of women) within the governance bodies (Board of Directors/Supervisory Board, Management Committee/Executive Committee, etc.)?
- Is the Copé Zimmerman law respected (40% of women on the Boards)? (company revenue > €50m and > 250 employees)
- Is there an expressed ambition and are there actions in place to improve the place of women in decision-making bodies?

### CSR governance

- Is the responsibility for CSR identified internally (Head of CSR, CSR Delegate, existence of a CSR Committee, etc.)?
- Is a person responsible for CSR identified within the Management Committee/Executive Committee?
- Is the subject of CSR discussed at least once a year at meetings of the Board of Directors/Supervisory Board?
- Has an awareness-raising action on CSR been organised for directors (information/training)?

### CSR maturity

- Does the company publish a Statement on Non-Financial Performance (SNFP) (regulatory requirement) or a CSR report?
- Has the CSR approach been formalised? What stage has the company reached in formalising its CSR strategy: analysis and identification of issues, existence of an action plan, definition of objectives (quantitative/qualitative) and related indicators?
- Has the company chosen to make a public commitment to CSR:  
Label PME+ (FEEF), Label Engagé RSE (AFNOR), Label Lucie, Global Compact, BCorp, Mission-driven Company?
- Is the company involved in CSR working groups (sectoral, regional, etc.)?

### Business ethics

- Is there a code of ethics or a code of business conduct? Is it known to employees?
- Is there a formalised ethics alert system: internal or outsourced? Is it known to employees?
- If the company operates in countries at risk of corruption: has an active anti-corruption policy been developed (code, employee training)?

### Crisis management

- Does the company have a formal crisis management procedure: crisis unit, business continuity plan?
- Is the company exposed to any particular media risks?
- If so, is there an organisation in place for speaking in the media?

# Environment

## Environmental disputes

- Is the company involved in production or does it use environmentally controversial inputs (water, energy, biodiversity, soil pollution, etc.)? How does it manage this risk and within what time frame?
- Has the company experienced any environmental litigation in the last 3 years?
- If so, is it subject to compliance requests?
- Does the company have a certification (ISO 14001) or commitment (EMAS) concerning environmental management?

## Exposure of the business to climate change risks

- Is the company exposed directly (geographical locations) or indirectly (sourcing) to the effects of climate change?
- Is this risk managed?

## GHG emissions

- Has the company recently (within the last 2 years) carried out a carbon assessment? On which scope (1, 2, 3)?
- Is the company involved in a carbon offsetting project (Low Carbon label, other)?
- Is a reduction plan or a decarbonisation trajectory (SBTi, ACT Pas à Pas, etc.) in place or under development?
- Has the company made any public commitments on the climate issue (SBTi, CDP, etc.)?
- Do the industrial sites have ISO 50001 certification?
- Is there a monitoring of consumption (electricity, gas, etc.)? Are reduction targets posted (level and time frame)?
- Is there a monitoring of refrigerant leaks? Does the company use fluids subject to a ban (2025 or 2030)?

## Water - consumption and discharge

- Is there a monitoring of water consumption? Are reduction targets posted (level and time frame)?
- Is wastewater treatment managed? Has it given rise to any disputes or requests for compliance?

## Waste

- Does the company have a sorting and recycling policy? Is 100% of recyclable waste sorted and recycled?



# Clients

## Quality and health security

- Is there a Quality Manager within the company?
- Does the company have food quality and safety certifications (IFS Food, BRC, ISO 9001, ISO 2200, etc.)?
- Is upstream/downstream traceability complete and ensured by a robust system?
- Is there an organisation to deal with a health crisis? Who makes up the crisis unit?

## Sustainability, environmental impact of products

- Are eco-design approaches being developed, especially for packaging?
- Does the company perform Life Cycle Assessments for its products?

## Nutrition, health, well-being

- Are there products with controversial nutritional profiles?
- Are there any clean label and supply adaptation processes (organic, certified) under way? What are their objectives (removal of certain inputs or additives, minimum Nutriscore...)?

## Client satisfaction

- Does the company monitor client satisfaction?





# Suppliers

## Purchasing policy

- Has the company defined a Responsible Purchasing policy or charter?
- Are CSR criteria integrated when choosing suppliers? Are they translated into contractual clauses or commitments?
- Are CSR criteria included in the quality questionnaires/controls/audits carried out on suppliers? Does the company use CSR rating platforms (ECOVADIS, SEDEX, VALORIZE)?

## Risk areas

- Are any of the company's suppliers located in risky areas in terms of business practices, labour rights, respect for human rights, use of controversial inputs?
- If so, has the company put in place any particular vigilance (use of certifications such as Fairtrade, Global G.A.P., etc.)?

## Agricultural raw material supply

- Does the company have any requirements in terms of specifications or certification? Which ones?
- Does the company consider the issues of agricultural transition and the impacts of production methods (biodiversity, soil, GHG emissions, chemical pollution, etc.)?
- Does the company engage in supply chain approaches with suppliers of agricultural raw materials?
- Is the company considering value sharing in certain supply chains?

## Animal welfare

- Is the company directly (presence of live animals) or indirectly (suppliers) concerned by the animal welfare issue?
- If the company is concerned by the issue of animal welfare, is it committed to the subject and in what form (review of practices, charter, training of operators, requirements with regard to suppliers, etc.)?

# Communities

## Local economic development

- Is the company involved in local economic development (regional or national business associations, participation in local economic events, etc.)?

## Relations with schools

- Does the company build partnerships with training organisations (schools, universities, professional training centres)?
- Does the company regularly take on interns and apprentices?

## Corporate philanthropy

- Is the company involved (financially, employee involvement, etc.) in sponsorship and patronage actions?



# Welfare

## Human rights

- Does the company face human rights issues (countries at risk) directly or indirectly (geographic location, subcontracting, upstream value chain, etc.)?

## Health and safety

- Are work-related accident rates (frequency and severity) regularly monitored? Is a reduction target posted?
- Is a prevention policy in place (internal or external training, management involvement, etc.)?

## Precariousness

- Is there a significant share of precarious jobs?
- If so, is there an expressed ambition and actions implemented to reduce precarious work (fixed-term contracts, temporary workers, seasonal workers)?

## Gender equality, diversity, inclusion

- Is the professional equality index lower than 75? What are the focuses of the action plan? (Pénicaud Law: > 50 employees)
- Is the proportion of women consistent in the different categories Employees/Managers/Executives?
- Is there an expressed ambition and actions put in place to improve equity, diversity, and inclusion of disabled people?

## Quality of life at work

- Is absenteeism monitored?
- Are there any QWL agreements? (remote working, right to disconnect, parenting support, etc.)
- Does the company conduct employee opinion surveys?
- Does it have a channel for communication with employees (feedback)?

## Training, forward-looking management of jobs and skills (GPEC)

- Are professional interviews (every 2 years) carried out?
- Is there a proactive organisation of internal mobility (communication, training, etc.)?
- What is the average % of employees trained each year? Are all categories equally concerned?

## Social dialogue

- Is the social dialogue with the staff representative bodies of good quality?
- Has the company experienced any major social disputes in the last 3 years (strikes, harassment complaints, labour disputes)?

## Value sharing

- Is there an incentive or profit-sharing agreement (beyond the legal obligation)?
- Is there an employee share ownership system? Does it concern all employees?
- Is there an employee savings plan (PEE, PERCOL)?



Analysis grid



CSR analysis of partner companies



Quantitative rating



## Restoria's **STORY**



### **Unigrains takes a stake in Restoria, supporting the regional catering company in a new phase of sustainable growth**

**The first Mission-driven Company in its sector,** Restoria wishes to step up its development in its historical business and accelerate the development of its subsidiary dedicated to home delivery and catering. Its ambition is to play an even greater role as a committed player and to contribute, in its own way, to a desirable world.

**Founded in 1970 in Angers,** the Restoria Group is one of the top 10 players in the French contract catering sector, with revenue of around €55m, 930 employees and 15 million meals served per year.

**With a strong presence in the West of France in 16 departments, the Group serves 3 markets:** education (schools, colleges, high schools), health (nursing homes, medico-social establishments and seniors in home care, etc.) and companies. Its subsidiary Poivre & Sel, which specialises in preparing meals for home delivery, is also a key player in the inclusive economy.

**Since 2006, Restoria has grown aware of the societal and environmental challenges it faces.** For 16 years, it has been constantly transforming itself to better assume its responsibilities as a player in the food sector. Healthy, pleasant and committed food, responsible purchasing, strong regional roots, reduction of carbon impact, fight against food waste, inclusion, diversity... all the impacts of the company's activity are measured and set against standards. This commitment is reflected in its entire organisation, right down to its offers and services.

**In 2013, Restoria was the first catering company to be awarded the LUCIE26000 label.** By enshrining its raison d'être and its commitment to contribute to the common good in its articles of association, Restoria took a new step in 2021 by becoming the first Mission-driven Company in its sector. The company has set itself a purpose: *"Cooking every day for everybody's health and pleasure and, together, opting for a diet that preserves our Mother Earth."*

**In the context of the post-pandemic recovery and with the support of Unigrains, Restoria is further emphasising its commitments to make a contribution and to limit its impacts. The company plans to:**

- continue developing its historical business by strengthening its core business offer, with new concepts and geographical expansion,
- accelerate the development of its subsidiary Poivre & Sel by opening more kitchens, developing a B2B2C activity and new services and product ranges.

*"Our partnership with Unigrains is the story of a mutual choice: we share the same challenges, we want to take action together. Restoria is ensuring its independence while gaining the support and expertise of a player who supports the food industry and contributes to its transitions."*

**Emmanuel Saulou**, CHAIRMAN, RESTORIA



*"In a sector that was hard hit by the pandemic, Restoria has shown resilience through its unique positioning and we believe in its growth potential. Under the leadership of Emmanuel Saulou and his teams, Restoria holds all the cards to meet the growing demand for healthier and more local food, in line with its raison d'être."*

**Nicolas Mulle**, INVESTMENT DIRECTOR, UNIGRAINS





## The Terres du Sud Group secures the financing of its “Développeur de terroirs” project with the help of Unigrains

*As a quasi-equity investor, Unigrains' financial and strategic contribution will enable Terres du Sud to speed up the completion of its projects while supporting its development over the long term.*

**Bringing together 6,000 member farmers, the Terres du Sud Group is structured around six business lines:** Vegetable (cereal crops, agro-distribution, seed multiplication, agro-equipment and semolina production), Fruit and Vegetable (Producer Organisation for open field vegetable crops and perennial crops such as grapes and organic apples, primary processing tools), Poultry (production of broiler and laying poultry, production of feed and primary processing of high-quality poultry), Ducks & Geese (production of ducks ready to be fattened, fattening, primary processing of raw products under the Périgord PGI label), Ruminants and Pigs (breeding and sales), Specialised retail (Gamm vert, motorised gardening equipment, and local products) It employs 1,405 people and generates revenue of €629 million.

**On 31 March 2022, Unigrains subscribed to a quasi-equity instrument issued by Terres du Sud.**

This investment supports Terres du Sud's projects to adapt its collection and agro-distribution tools, to deploy digital tools to support relations with farmers and the Group's processes, to strengthen the logistics and processing tools of its livestock sectors and to develop new, high value-added agricultural sectors.

This instrument also integrates social and environmental criteria demonstrating the ambitions of the Terres du Sud Group in terms of biocontrol, energy optimisation, animal welfare and safety at work.



*“Rooted in a diversified and dynamic production area, Terres du Sud has successfully initiated a process of enhancing production in integrated chains. In addition to financial resources, Unigrains is keen to support the Group's development through its sectoral expertise, particularly in the collection and processing of regional products.”*

**Florence Alin,**  
INVESTMENT DIRECTOR, UNIGRAINS



*“We are keeping to the course set out in our ‘Développeur de terroirs’ business plan: in a sector undergoing profound change, Terres du Sud is developing a diversified offer for its clients and industrial or distribution partners, which enhances the versatility of the region and the know-how of its members. The consideration of societal expectations on the one hand, and the desire to develop the sustainability of farms, agricultural and industrial practices on the other, are profoundly modifying the economic models of our various activities.”*

**Patrick Grizou,**  
CHAIRMAN, TERRES DU SUD GROUP



03

**IDENTIFICATION  
AND MONITORING**  
of Non-Financial Risks  
& Opportunities





# IDENTIFICATION of non-financial risks

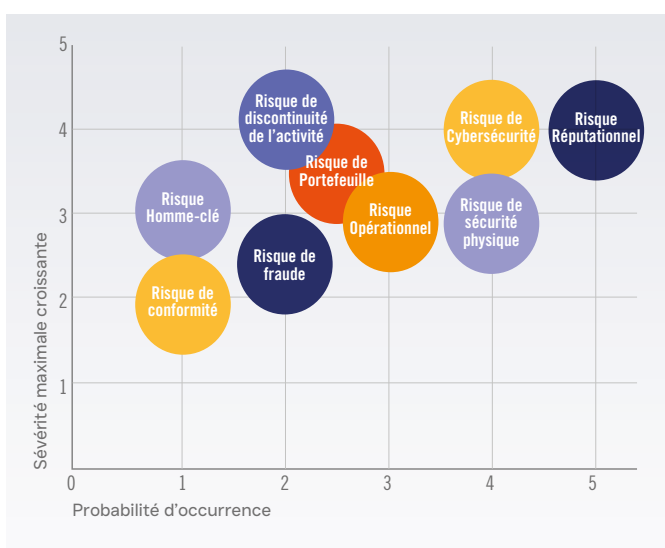
## Methodology

The selection of the main CSR challenges that involve risks and opportunities in this Statement of Non-Financial Performance was based on the work of the Audit Committee and the assignment entrusted to the firm Utopies in 2020. In 2022, they were again subject to multi-stakeholder input and will be reviewed regularly in order to deepen and broaden the vision.

### 2020

#### Identification of major risks

- A rating process, led by the Management Committee and validated by the Audit Committee in March 2020, identified nine major risks among the risk typology applicable to Unigrains Group.



#### Structuring the CSR approach:

#### audit and definition of the strategy

- **During an assignment carried out in 2020 with the consultancy Utopies**, 12 stakeholder interviews were conducted with directors, employees, shareholders and two external experts in order to analyse the Group's level of maturity with regard to sustainable development issues.
  - **These interviews** were conducted using a methodological analysis drawing on four reference frameworks:
    - the SDGs defined by the United Nations in 2015
    - SASB's Materiality Map
    - the international GRI reporting standards
    - the TaskForce on Climate Financial Disclosure (TCFD)
- This methodological framework included two concomitant approaches for assessing the Unigrains Group's commitment to CSR issues: its responsibility as an organisation and employer on the one hand, and its responsibility and role towards its portfolio companies on the other.
- **This work** led to the identification of four focus areas for a proposed CSR strategic vision:
    - Ethical and responsible investments
    - Shareholder responsibility for portfolio companies
    - Development of human capital
    - Structured and transparent CSR governance
  - **The Management Committee** used these conclusions to draw up an initial CSR roadmap, which was presented in the 2021 SNFP.

### 2022

#### Expression of Engagement

- Following the publication of the 2021 SNFP, in the first half of 2022, the **CSR Working Group** worked with **Cabinet Kéa** to focus on the main CSR challenges that involve risks and opportunities for Unigrains' shareholders and employees.
- This project helped fine-tune the expression of Unigrains' engagement thanks to a consultation carried out by questionnaire, the results of which were presented and discussed at a seminar held in May 2022.

#### CSR audit of Unigrains Equipements

- At the same time, following the conclusions of the 2021 SNFP and at the request of the Audit Committee, Unigrains Equipements carried out a CSR audit in order to define its strategy. This work was carried out in the second half of 2022.
- In addition to a carbon footprint, this project led to the identification of three areas of engagement, which the company is currently developing into operational work themes.

## Conclusions

- The combination of these approaches confirms the five main CSR challenges that involve risks and opportunities identified in 2021, whose expression, commitments and action plans have evolved in 2022.
- The initiatives carried out at the end of 2022 will help to open up new perspectives and broaden the vision of the challenges for 2023, notably a better consideration of the industrial activity of Unigrains Equipements.



## THE MAIN CSR CHALLENGES

involving risks & opportunities

### CHALLENGES

### RISKS

Responsible Investment Policy



• RISK 1 •

**Investing without identifying and monitoring** the target's CSR maturity

Energy transition



• RISK 2 •

**Not being a driver** of the energy transition

Agro-ecological transition



• RISK 3 •

**Not being a driver** of the agro-ecological transition

Attraction et gestion des talents



• RISK 4 •

**Lacking attractiveness** to attract and retain talent

Positive societal Impact



• RISK 5 •

**Neglecting the company's ability** to be a vector of positive societal impact in line with its industry expertise



## RISK 1

Investing without identifying and monitoring the target's CSR maturity

### Status report

Investing in forward-looking companies that create value in the broadest sense, by including natural and human capital alongside financial capital and by considering the risks and challenges of human and environmental development, these are the main principles that guide the Unigrains Group in deploying its ethical and responsible investment policy.



### Commitment

**In order to invest in agri-food and agro-industry companies to build their financial and non-financial future, the Unigrains Group is committed to...**

- assessing the CSR maturity of any investment target by presenting an analysis and the action levers identified in the cases presented to the Engagement Committee
- setting up an organisation allowing for regular CSR monitoring and support of partner companies



### Actions

• **The Head of CSR** is now present in all the bodies involved in the investment process. A tool listing the major CSR risks of the main sub-sectors of intervention provides non-financial insight from the outset. An assessment of the target's CSR maturity is then carried out during a dedicated interview with the management during the study of the investment case.

• **This assessment is based** on a CSR reference framework built on the ISO 26030 standard, setting out the guidelines for the use of ISO 26000 in the food chain.

A synthetic analysis framework guides the completion of the CSR audit and produces a graph representing the target's CSR maturity.

A summary of this work is now systematically presented to the Engagement Committees. This identification of CSR challenges, risks and opportunities allows us to discern action levers and potential areas for added value.

• **The legal documents** which govern the entry into a relationship with a portfolio company must refer to the Unigrains Group's CSR commitments and endeavour to integrate the definition of a framework allowing for effective monitoring and support of the portfolio company in terms of CSR.

• **The European CSRD regulation** will affect many partner companies which will be faced with a new sustainability reporting obligation, even though they are not currently concerned by the SNFP.

An initial awareness-raising campaign was conducted among investors to explain the issues at stake in this regulation and to consider the support that could be provided to portfolio companies to prepare for this stage.



### Performance indicator

75%

**OF THE NUMBER OF INVESTMENTS** made in 2022 include a right to CSR information or CSR criteria impacting compensation vs. 65% in 2021







## RISK 1 - Unigrains in action

### Support for a CSR project at TMG

The TMG Group, led by Unigrains Equipements, is the sole majority holding in the Unigrains investment portfolio.

# TMG



The diagnostic tool had highlighted a lack of CSR maturity in the company. At the instigation of Unigrains' Audit Committee and Board of Directors, TMG's management decided to launch a project to structure its CSR approach.

The decision to conduct a joint carbon assessment on the scope of Mecatherm was necessary in order to be able to integrate carbon footprint issues into the overall CSR strategy and to align the implementation of action plans.

The Unigrains CSR team supported this process by providing its expertise and a third-party perspective when selecting the consulting firm and monitoring the project.

Launched during the summer of 2022, this project was based on an internal and external document review, a site visit, around twenty interviews with Mecatherm's management and employees, and insights provided by external interviews and benchmarking work.

Three areas of engagement have been identified and are being translated into operational work themes within the company. The stages of organising internal governance by strategic focus and defining the trajectory remain to be carried out in 2023.



### TMG Group's CSR pathway

To be the company that makes industrial baking more sustainable

01

**Supporting the development of all in a safe environment**

Putting people, their security, their personal and professional development at the heart of the value proposition

For the Group's employees and for all the players involved in the life cycle of its projects

02

**Being exemplary in the energy transition and the circular economy**

Consuming less and consuming better

Throughout the life cycle of equipment, from design to end of life

03

**Actively contribute to clients' CSR approach**

Progressively become a reference partner that supports its clients in their CSR ambitions

Across the value chain



## RISK 2

# Not being a driver of the energy transition

### Status report

The National Low Carbon Strategy, France’s roadmap for climate change mitigation policy, sets a course to achieve carbon neutrality by 2050 for the French territory. This objective implies total decarbonisation of energy by 2050 and requires a very significant reduction in energy consumption in all sectors, of more than 40% compared to 2015.



### Commitment

**In order to actively contribute to the reduction of energy consumption and the transition to a low-carbon energy future, the Unigrains Group is committed to...**

- reducing its impact on the planet’s energy resources
- raising awareness and supporting its members in their energy transition (energy efficiency, reduction of consumption, use of new energy sources)



### Actions

• **The introduction of a Group consumption monitoring system** was the first initiative implemented. This was followed in 2022 by the completion of two separate carbon footprints, the first for the “financial services” activities based at Porte Maillot and the second for Mecatherm’s industrial activities. Following this work, reduction plans will be drawn up and implemented in 2023.

• **In response to a government appeal in September, Unigrains worked on energy saving measures** including a delay in the start-up of the heating system, the adjustment of thermostats in the offices, the reinforcement of eco-actions with reminders at staff meetings, a reflection on the travel policy and on employee commuting. The decision to introduce the Sustainable Mobility Package by 2023 is a reflection of this approach.

• **The work to change the heating and air conditioning system in the Maillot building**, which was decided in 2022, was launched at the very end of the year. The move away from gas as a heating source and a new control system will lead to a reduction in consumption and emissions. This investment, in addition to the recent replacement of the windows, should enable the building to be included in the pathway defined by the Tertiary Decree to which it is subject.

• **Discussions were held with a dozen or so leading players in the field of carbon assessment in order to acquire internal expertise** on the various solutions, to identify their methodological limitations and to enable a relevant analysis of the published carbon footprints. This approach feeds into the sharing of experience on these issues with participants, starting in the pre-investment phase, as these subjects are discussed during the CSR interview. The structuring of a base of good practices and exchanges will constitute a tool for accelerating the process.

• **At Mecatherm**, a subsidiary of TMG, the Montilliers site carried out roofing and cladding work to improve thermal insulation. LED lighting has also been installed in the workshops to save energy.



### Performance indicator

**1 641 912 OF ELECTRICITY CONSUMPTION** in 2022  
KWH (vs. 1 593 756 KWH in 2021)

**3 553 609 OF GAS CONSUMPTION** in 2022  
KWH (vs. 4 859 416 KWH in 2021\*)

\*Indicator recalculated following a change of method implemented in 2022



## RISK 2 - Unigrains in action

### The Unigrains Group carries out its Greenhouse Gas Emission Assessment (Bilan d'Emission de Gaz à Effet de Serre, or BEGES)

The BEGES was based on a scope consistent with the business rationale, distinguishing between “financial services” and “industrial” activity.

- For Unigrains and its “ financial services” subsidiaries based at Porte Maillot, it was decided to use AKTIO, a specialist offering carbon footprint calculation software linked to a data recording platform.
- With regard to the industrial activity carried out by Unigrains Equipements, it was decided to focus primarily on the Mecatherm scope, with the objective of integrating carbon footprint issues into the TMG Group’s overall CSR strategy launched over the same period, again with the support of Utopies.

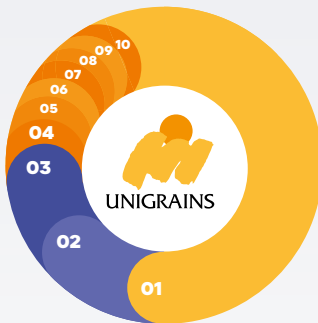
These two companies are approved to deliver Bilans Carbone carbon footprints (ADEME). The use of physical data was preferred so as to avoid as much as possible the uncertainty associated with the use of financial data. Essentially, 2021 data were used, except for business travel, which has been restated on a 2022 basis in order to avoid the significant cyclical impacts of the health crisis on this item.

Although the choice was made to work on scopes 1-2-3, it should be noted that the “financial services” carbon footprint does not include the investment portfolio, although this obviously represents a very large part of scope 3. As the position of minority shareholder does not allow for the reporting of complete and homogeneous data, sectoral data would have been used for the portfolio, limiting the interest of the approach, particularly with regard to the work required for the 80 portfolio companies.



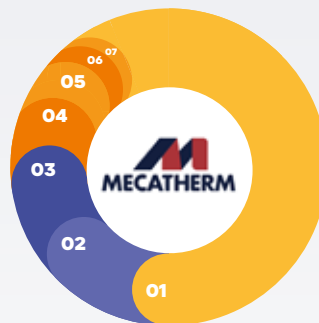
## First Results

Unigrains (financial services based at Porte Maillot): Share of total emissions by category – excluding portfolio



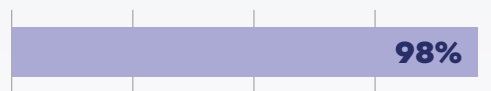
- 01 • Purchases = 69.20%
- 02 • Real estate = 10.18%
- 03 • Business trips = 9.34%
- 04 • Gas, Oil, Other Fuels = 4.19%
- 05 • Computing equipment = 2.27%
- 06 • Other Fixed Assets = 1.74%
- 07 • Commuting = 1.23%
- 08 • Waste and wastewater = 0.68%
- 09 • Visitor Travel = 0.18%
- 10 • Fuel = 0.03%

Mecatherm: Share of total emissions by category – excluding use



- 01 • Raw materials - 69%
- 02 • Assembly Mecatherm plants - 13%
- 03 • Tertiary - 9%
- 04 • Assembly - 3%
- 05 • End of life of machines - 3%
- 06 • Distribution - 2%
- 07 • Freight - 1%

Mecatherm: Share of use / total emissions



## Conclusions

These results are recent and the internal “buy-in” phase has yet to be finalised. They demonstrate the dichotomy of priorities between “financial services” and “industrial” activity. Reduction plans remain to be decided in 2023. This work will lead to the initiation or development of dialogue with the stakeholders in the value chain and will therefore be integrated into the strategic planning.



## RISK 3

# Not being a driver of the agro-ecological transition

### Status report

The agricultural sector is faced with major and multiple challenges: feeding populations, ensuring the sustainability of landscapes and biodiversity, promoting animal welfare, coping with the impact of climate change, not forgetting of course that the sector is responsible for a high proportion of GHG emissions. The latter are mainly non-energy-related, consisting mainly of methane, linked to livestock farming, and nitrous oxide, linked to plant fertilisation. But this sector also has the particularity, thanks to its capacity to develop soil carbon sequestration, of being an offsetting instrument that is taken into account by France's national low-carbon strategy, aiming for carbon neutrality by 2050.



### Commitment

**In order to support the development of responsible sectors committed to the agro-ecological transition, the Unigrains Group is committed to...**

- federating the players by strengthening the links between farmers and agri-food industrialists and by supporting a fair valuation of production
- monitoring and encouraging the development of innovations and practices that will enable responsible changes in production methods



### Actions

• **Unigrains wishes to champion the development of responsible industries** by considering the fair valuation of agricultural production and developing clear positions on the key challenges impacting the agricultural transition. The CSR interview conducted during the case review phase addresses these topics.

• **The subjects of the agro-ecological transition** are integrated into the monitoring carried out by the Strategy and Value-Added team and are among the subjects selected for summary studies that feed the participants' reflection. This work can also be presented at the Unigrains Meetings to which all Unigrains partner companies are invited. An overview of innovation players at the service of farmers and a study on new techniques in the field of genetic selection were published in 2022.

• **Unilis**, a joint venture between Unigrains and Arvalis, provides expertise, capital and a network of partners to help Agtech start-ups succeed. In 2022, Unilis notably supported Hyperplan, a collaborative platform that combines satellite data, meteorological data and artificial intelligence to help upstream and downstream agricultural players reduce carbon intensity and waste and improve economic efficiency.

• **Unigrains has also initiated a reflection on the issue of carbon sequestration in agriculture** by participating in the France Carbon Agri initiative, which aims to organise the trading of carbon credits within the framework of the Low Carbon Label and to facilitate their development.



### Performance indicator

**42%**

**OF NET ASSETS AT 31/12/2022**

in upstream agricultural companies, agricultural cooperatives and primary processing companies vs. 46% at 31/12/2021



## RISK 3 - Unigrains in action

### Unigrains study: “Agroecology: key contributions and challenges for digital technologies and robotics”

Climate change, demographic challenges, healthy food, environmental preservation...

To meet the many challenges of agricultural sustainability, innovation is an essential lever to be used. New digital technologies and robotics, applied to the agricultural sector, open up a field of innovation that is being widely explored by Agtech start-ups.

In an in-depth study published in the first half of 2022, the Strategy & Value-Added team analyses the potential of these innovative solutions.








• **January 2022 to April 2022:** team mobilisation; research and analysis phase, dialogue with multiple stakeholders

• **May 2022:** study presented at a Unigrains Meeting to fifty or so partner-managers at a round table involving a pure player in agricultural robotics, a player in Agtech investment and a French leader in remote sensing

• **Dissemination of the study** to all Unigrains’ partner companies

## Agroecology

key contributions and challenges for digital technologies and robotics

 <p><b>REDUCTION IN THE USE OF INPUTS</b></p> <div style="display: flex; justify-content: space-around;"> <div data-bbox="215 1232 319 1332">  <p><b>Digital:</b> optimisation of conventional farming systems</p> </div> <div data-bbox="438 1232 542 1332">  <p><b>Robotics:</b> breakthrough solutions with very strong reduction or even elimination of herbicides</p> </div> </div>	 <p><b>FIGHT AGAINST CLIMATE CHANGE &amp; ADAPTATION</b></p> <div style="display: flex; justify-content: center; align-items: center;">  <p><b>Digital:</b> optimisation of conventional farming systems</p> </div>	 <p><b>CROP DIVERSIFICATION &amp; SOIL PRESERVATION</b></p> <div style="display: flex; justify-content: center; align-items: center;">  <p><b>Digital and Robotics:</b> intervention in support of other solutions to promote their dissemination to farmers (biostimulants, biocontrol, biotechnology, new cropping systems, etc.)</p> </div>
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“To fulfil its full promise, digital technology must facilitate the management of more complex agricultural systems as a result of the agro-ecological transition.”

“Agricultural robotics is moving to the commercial stage. Field crop applications are the next step in the deployment of this technology.”

**Etienne Jobard**  
ECONOMIC RESEARCH OFFICER, UNIGRAINS



## RISQUE 4

# Lacking attractiveness to attract and retain top talent

### Status report

It is essential for all the Group's structures to have the skills necessary for its growth and development.



### Commitment

**In order to attract, train, motivate and retain its talents, who are the main players in its responsible project, the Unigrains Group is committed to...**

- strengthen its HR policy and continue to build the employer brand
- develop and strengthen an HR policy in order to continue building its employer brand
- consolidate a motivating internal environment for its employees



### Actions

- **Unigrains has implemented a policy of taking on interns**, which makes it possible to identify young talent and is an important source of recruitment. At the same time, links have been built with the AgroParisTech school through the regular involvement of investors in the educational curriculum to present the investment business and maintain a balance of financial and agricultural engineering skills in its teams.
- **Unigrains has signed the France Invest Parity Charter**, which includes a commitment to respond annually to a monitoring survey. The principle of young women taking part in the France Invest "Assertiveness and Female Leadership" course, as they progress within the Unigrains investment team, was agreed.
- **A survey conducted every two years** among Unigrains employees provides feedback on how they feel and what they would like to improve. In 2022, this survey was carried out within the framework of the Great Place To Work label, thus introducing a new, ambitious benchmark.

- **Unigrains' remuneration policy** was redefined with the introduction of a variable remuneration system, the principles of which were presented to the teams and integrated into the definition of the objectives for 2022.
- **Within the TMG Group, Mecatherm has a policy of being actively involved** in local training courses. Awarded the Happy Trainees label for the second year running, Mecatherm is committed to training and supporting its work-study students. For the year 2022/2023, 25 contracts have been signed and relationships with schools have been strengthened, with regular exchanges and company visits. Moreover, Mecatherm is a QUALIOPI-certified training organisation. This certification allows clients to obtain funding to participate in our in-house or inter-company training courses.
- **Finally, in 2022, several International Mobility projects came to fruition** in response to employees' desire to acquire competence in the field: Italy and Spain for Unigrains and Canada for TMG.



### Performance indicator

**11,2%** **INVOLUNTARY TURNOVER**  
in 2022 (vs. 9,8% in 2021)

**38,6%** **EMPLOYEES ON PERMANENT CONTRACTS WITH LESS THAN 5 YEARS' SENIORITY**  
/ total number of employees on permanent contracts as at 31/12/2022 (vs. 36.2% at 31/12/2021)





## RISK 4 - Unigrains in action

### Unigrains awarded “Great Place To Work” certification

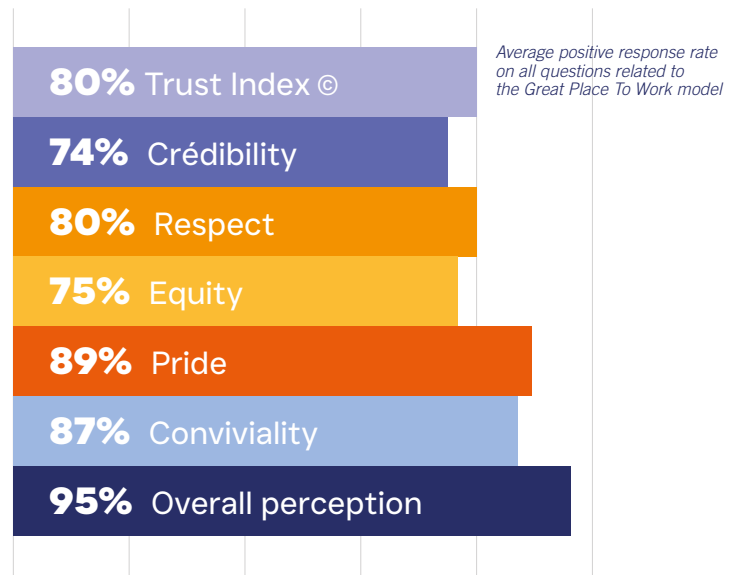
With the aim of structuring and benchmarking the internal surveys conducted since 2018, Unigrains (Unigrains employee scope) signed up to **Great Place To Work** at the end of 2022.

Great Place To Work is the global benchmark for employee experience. Since 1992, GPTW has surveyed more than 100 million employees across 60 countries, enabling them to determine what defines a great employee experience. The survey, consisting of 60 closed GPTW questions, 2 open GPTW questions and 4 Unigrains-specific questions, was conducted from 01/12/2022 to 11/12/2022 with a response rate of 97%.

#### 95% POSITIVE OVERALL PERCEPTION

95% of the employees state:

*“Overall, I can say that this is a great company to work for.”*



These results, well above the minimum score of 65% positive responses to the Trust Index survey, enabled Unigrains to achieve **Great Place To Work** certification.

Unigrains is also well above the GPTW benchmarks for both the financial services sector and the food industry.

#### Strengths to be consolidated

- Organisation perceived as ethical and honest
- Committed employees, ambassadors for their company

#### Priority areas to be strengthened

- Set up more regular communication processes
- Align managerial practices for greater consistency
- Continuous transformation for more agility and innovation

In 2023, Unigrains will draw all the conclusions from this approach and define areas of progress to refine its HR policy for the benefit of the employee experience.

Unigrains intends to repeat this process every two years.



## RISK 5

# Neglecting the company's ability to be a vector of positive societal impact in relation to its industry expertise

### Status report

The Unigrains Group, a specialist in the agri-food sector and strongly involved in the link between agricultural production and consumers, also wishes to translate this commitment through solidarity actions.



### Commitment

**In order to support initiatives with a positive societal impact, the Unigrains Group is committed to...**

- pursuing its policy of positive societal impact
- encouraging its employees to get involved in the actions undertaken



### Actions

- **For over 40 years**, Unigrains has supported the work of Fert, a French association for international cooperation in agricultural development in developing and emerging countries. Its purpose is to help create the conditions for farmers to improve their living and working conditions and to contribute to food security in their country. This assistance provides essential leverage to mobilise other funds and build long-term actions. In 2022, the objective of strengthening proximity with Fert by enabling employees to become better acquainted with this action was achieved with the participation of six of them in the Fert - Côte d'Ivoire Meetings.

- **For the past three years, the Unigrains Solidaire Initiative** has been mobilising employees in a collective action, generating donations from the company. In 2022, their commitment combined with that of the company resulted in a donation of €44,000 to charities helping the Ukrainian people.

- **Time donations, equivalent to one day per year** offered by the company, enabled Unigrains employees to take part once again in the National Food Bank drive and in blood drives.

- **In 2022, old office computers were reconditioned** by Unigrains' IT department to be donated to a charity that supports people with mental disabilities and helps them find employment.

- **TMG's subsidiaries have initiated several actions**, such as, for example, at Mecatherm: support to charities and local events orchestrated by an internal group of volunteer employees, "Sponsoring and Partnership", and the organisation of a blood drive with Établissement français du sang (EFS), organised at the Barembach site.

- **Since 2017, Unigrains has also been involved** with the AgroParisTech Foundation, and more specifically with its Entreprendre! initiative, marking a desire to help young agricultural engineers develop an entrepreneurial spirit and to participate in the development of an innovative ecosystem. Two juries are organised each year and Unigrains is systematically represented by one of its employees.



### Performance indicator

**€1,3m** **AMOUNT OF SUPPORT** achieved in 2022 (vs. €1.2m in 2021)





## RISK 5 - Unigrains in action

### Unigrains participates in the FERT Meetings in Côte d'Ivoire



#### The 5th Fert Meetings were held in Côte d'Ivoire in October 2022.

For one week, Fert teams and members of partner professional agricultural organisations in the different countries met with a triple objective:

- Get to know each other and contribute to a common culture around a vision of agricultural development,
- Discover together the action of Fert and its partners in Côte d'Ivoire,
- Share thoughts, experience and knowledge among peers in order to increase the impact of actions undertaken in the different countries.

For the first time, a delegation of six Unigrains employees was invited to participate in these meetings, to experience Fert's involvement in the field and benefit from exchanges with members of the delegations from different countries.



*“Over and above financial support - more than €30 million in 40 years - Unigrains and Fert share the same values. During the Fert meetings in Côte d'Ivoire, Unigrains and Fert employees were able to experience this through dialogue and a better understanding of their respective businesses. While Unigrains supports companies and Fert supports farmers and their organisations, both provide this support over the long term and as part of an approach based on listening, analysis and trust.”*

**Jean-François Isambert**, FERT CEO AND UNIGRAINS DEPUTY CEO



**This very rewarding experience, born of a discussion between Fert and the CSR Working Group, supported by Unigrains' management, was shared with all employees at a meeting on their return.**

The aim was for the six members of the delegation to pass on their understanding of Fert's action, to illustrate it through their experience in the field and thus contribute to making the long-term commitment provided by Unigrains more tangible.



Beyond that, the project is to identify possible actions to strengthen the links between Unigrains and Fert. The six-person delegation participating in the Meetings speaks for this objective and will make proposals for action in 2023.



## INVOLVEMENT in responsible initiatives

### Support to Fert



Unigrains has supported the Fert agri-agency since its creation at the initiative of the French grain industry over 40 years ago. Through 24 missions in 10 developing countries, mainly in Africa, Fert's action consists of (i) supporting the transformation of family farms by training farmers, providing agricultural advice and integrating young people into agriculture, (ii) promoting more sustainable production methods, and (iii) helping farmers to organise themselves within the value chains to enable them to produce more and better promote their products.

### AgroParis Tech Foundation



Unigrains has been a sponsor of the AgroParisTech Foundation since 2017. In keeping with Unigrains' values and objectives, this partnership aims to support the training of young agricultural engineers and to foster the development of an entrepreneurial spirit in students. Unigrains notably takes part in the jury of the Entreprendre! course led by the Foundation.

### Unigrains Solidaire Initiative



The Unigrains Solidaire Initiative was launched in April 2020 in response to employees keen to show their solidarity with the people involved in the fight against Covid. Repeated every year since then, in various forms, this mechanism of matching funds by Unigrains to multiply employees' efforts has made it possible to raise more than €100k for more than fifty charities.

### National Food Bank Drive



Every year, for more than five years, the Unigrains teams have taken part in the National Food Bank Drive. Unigrains gave around twenty employees a full day off in 2022 to help collect food for the most disadvantaged.

### Fresque du Climat Workshop



In November 2021, Unigrains invited its staff to take part in Fresque du Climat, a workshop based on the work of the IPCC that raises awareness of climate change in a collaborative manner. Working in teams, the employees were able to discover the different components of climate change and worked to identify the links between cause and effect, with the support of an expert facilitator from Fresque du Climat.

### Partner of Open AgriFood



Since 2018, Unigrains has been a partner of the Open AgriFood forum, a think tank that brings together, for two days of debate and dialogue, all the players in the agri-food value chain. The strength of the Open AgriFood model lies in its ability to bring together all the links, from farmer to consumer, in order to identify together the priorities and solutions of tomorrow.



## OVERVIEW of the main actions undertaken

### In relation to Article L.225-102-1 of the French Commercial Code

- 01 **Consequences on climate change** of the business activity and of the use of the goods and services it produces
- 02 **Societal commitments** to sustainable development
- 03 **Societal commitments** to the circular economy
- 04 **Societal commitments** to the fight against food waste
- 05 **Societal commitments** to the fight against food insecurity
- 06 **Societal commitments** to respect animal welfare
- 07 **Societal commitments** to responsible, fair and sustainable food
- 08 **Societal commitments** entered into in the company and their impacts on its economic performance and on employees' working conditions
- 09 **Actions to combat** discrimination and promote diversity
- 10 **Actions to promote** physical and sports activities and measures in favour of disabled persons

### Overview of CSR actions

that Unigrains engages with its partner companies

RISKS	CHALLENGES	ACTIONS TAKEN	ARTICLE L.225-102-1
Investing without identifying and monitoring the target's CSR maturity	<b>Responsible investment</b> STUDY PHASE	Use of three tools to analyse the CSR maturity of portfolio companies: <ul style="list-style-type: none"> <li>• CSR framework with six focus areas</li> <li>• Main CSR issues identified by business sector</li> <li>• Non-financial analysis and monitoring grid</li> </ul>	01 04 08 02 06 09 03 07 10
	<b>Responsible investment</b> MONITORING	<ul style="list-style-type: none"> <li>• Request for CSR information in the pacts</li> <li>• CSR criteria considered in the remuneration of financial products</li> <li>• Participation in the CSR committees of portfolio companies</li> </ul>	01 04 08 02 06 09 03 07 10
	<b>Ethics</b>	<ul style="list-style-type: none"> <li>• Ethics and Responsibility Charter</li> <li>• Signatory to the France Invest Engagement Charter</li> <li>• Signatory to the United Nations Principles for Responsible Investment (PRI)</li> <li>• Best practice exchange platform</li> </ul>	01 04 08 02 06 09 03 07 10

## Overview of the CSR actions that Unigrains applies to itself

RISKS	CHALLENGES	ACTIONS TAKEN	ARTICLE L.225-102-1
Neglecting the company's ability to be a vector of positive societal impact in line with its industry expertise	<b>Corporate philanthropy</b>	<ul style="list-style-type: none"> <li>• Support to FERT</li> <li>• Support to the AgroParisTech Foundation</li> <li>• Support to Open Agri Food</li> <li>• Unigrains Solidaire Initiative</li> <li>• Donation campaign (e.g. Operation Green Santa)</li> <li>• Volunteering time (e.g. National Food Bank Drive)</li> <li>• Urban Foot tournament, France Invest</li> <li>• Sponsoring Committee</li> </ul>	01 04 07 02 05 10 03
Not being a driver of the agro-ecological transition	<b>Healthy food, short supply chains and traceability</b>	<ul style="list-style-type: none"> <li>• Inter-company catering</li> </ul>	03 04 07
	<b>Waste management</b>	<ul style="list-style-type: none"> <li>• Waste sorting and recycling instructions at Unigrains head office</li> </ul>	01 03
Not being a driver of the energy transition	<b>Eco-responsible attitude of employees</b>	<ul style="list-style-type: none"> <li>• Charter of eco-responsible actions</li> <li>• Fresque du Climat Workshop</li> <li>• Energy Sobriety Plan</li> <li>• Carbon Footprint</li> </ul>	01 03 07 02 04
	<b>Elimination of plastic</b>	<ul style="list-style-type: none"> <li>• Employees are given a flask and cutlery when they join the company</li> <li>• Installation of filtered water fountains</li> </ul>	01 03 07 02
Lacking attractiveness to attract and retain talent	<b>Employer brand</b>	<ul style="list-style-type: none"> <li>• Great Place To Work initiative</li> <li>• Profit-sharing agreement</li> <li>• Employee savings</li> <li>• Personal protection</li> <li>• Unigrains Fitness Club (yoga, athletics, etc.)</li> <li>• Salary maintained during maternity leave</li> </ul>	08 10
	<b>Gender equality - diversity</b>	<ul style="list-style-type: none"> <li>• France Invest Gender Equality Charter</li> <li>• Action plan on gender equality</li> <li>• Creation of a working group</li> <li>• Awareness-raising during Disability Week</li> </ul>	08 09 10





# Methodology **NOTE**

## SNFP AGRICÉREALES consolidated

### Scope

**The Statement on Non-Financial Performance covers all structures with operational activity within the Agricéreales group:**

- Unigrains, Unigrains Diversification, Unigrains Partenaire (investment activity)
- Unigrains Développement (management company for third parties)
- Messis Finance (M&A advisory)
- AuxinéA (Consulting and financial engineering services)
- Unilis Agtech (JV Agtech financing and services)
- The TMG Group via Unigrains Equipements (Equipment and services dedicated to the industrial pastry and bakery industry)

**The following are excluded from the scope of the Statement on Non-Financial Performance:**

- Ceneca and Agra Investissement, companies accounted for by the equity method
- Semagri, a financial holding company whose sole purpose is to hold a stake
- Unicerem, a “Société Civile d’Attribution”, which brings together the owners of the Maillot building and ensures its management
- SAIAM and UNI UN, two “Sociétés Civiles Immobilières”, which no longer have any operational activity
- The Unigrains Iberia subsidiary created at the end of 2022, which will only be activated in 2023
- The Unigrains Italia subsidiary, which is currently being set up

AGRICÉREALES and UNICÉREALES are holding companies whose sole function is to organise the holding of Unigrains shares among its various shareholders.

### Indicators

#### % of investments in 2022

**including a right to CSR information or CSR criteria affecting remuneration**

**Scope:**

- Equity investments made by Unigrains or by Unigrains Diversification and Unigrains Partenaire, which are both wholly owned investment holding companies and fully integrated into Unigrains’ investment strategy.
- Investments made by Unilis Agtech, a joint venture with Arvalis (Agricultural Technical Institute).
- The funds managed by Unigrains Développement, which have entered the divestment phase, are not included in this analysis.

This criterion concerns the investment activity, which is Unigrains’ core business. Its purpose is to assess the extent to which the CSR dimension is considered in the investment process.

It takes into account all direct and indirect investments (subscription commitments in various funds) made in 2022. Among the latter, it identifies those whose contractual elements, whether in the form of an agreement in the case of equity investments, a contract for bonds and equity loans, or the settlement of funds in the case of subscriptions, include CSR information requirements or CSR criteria impacting remuneration.



## Gas/electricity consumption

### Scope:

- The entire SNFP scope, with the exception of the Italian branch of Unigrains Développement, whose energy consumption is not identifiable in the rent paid for the office of these three employees.

There is no consumption of fuel oil within the scope, only gas and electricity consumption are taken into account. Unigrains, Unigrains Développement, Auxinéa and Messis Finance occupy, as owner and/or tenant, part of the premises of a building managed by a “société civile d’attribution” (Unicerem).

- Electricity consumption is based on individual floor meters and a pro rata of the annual electricity consumption of the common areas, according to the percentage of the property allocated to Unicerem.
- Gas consumption is calculated on a pro rata basis of the overall annual consumption of the building, according to the percentage of the building that is allocated to Unicerem.

For Unigrains Equipements, gas and electricity consumption data are provided by TMG’s headquarters, Mecatherm’s industrial sites (Barembach and Montilliers) and ABI’s industrial site (Canada). In 2022, the method for reporting gas consumption changed.

## Net assets

### at 31/12/2022 in upstream agricultural companies + agricultural cooperatives and businesses + primary processing companies

### Scope:

- Unigrains as well as Unigrains Diversification and Unigrains Partenaire, two investment holding companies wholly owned by Unigrains SA and fully integrated into its investment strategy.
- Fonds National de l’Elevage, supported by Unigrains Partenaire, is not taken into account. It manages the extinguishment of loans maturing in the short term.
- Outstanding amounts carried by Unilis Agtech are not included due to their very low level compared to those carried by Unigrains as a whole.
- The funds managed by Unigrains Développement, which have entered the divestment phase, are not included in this analysis.

This criterion concerns the investment activity, which is Unigrains’ core business. Its aim is to assess the engagement with companies in sectors directly in contact with the agricultural production link and therefore the influence, through the support provided to these players, on these issues of agro-ecological transition.

This criterion is based on the proportion of net assets at 31/12/2022 invested in operators in the upstream agricultural, agricultural cooperation and trade, and primary processing sectors.

## Unintentional turnover

### Scope:

- Entire scope of the SNFP

The purpose of this indicator is to measure the extent of employee-initiated departures. It is defined as follows: number of resignations + contractual terminations in year N / number of employees on permanent contracts on January 1 of year N.

## % of employees on permanent contracts

### with less than 5 years’ seniority / total number of employees on permanent contracts (at 31/12 of year N)

### Scope:

- Entire scope of the SNFP

This indicator contributes to understanding the structures’ attractiveness, particularly when analysed in conjunction with the previous indicator.

## Amount of donations in 2022

### Scope:

- Entire scope of the SNFP

This criterion aims to measure the Group’s societal engagement, in particular in its sectoral area of expertise, in support of food aid organisations, think tanks creating links between the elements in the food chain, or players committed to helping farmers improve their living conditions.

This indicator is expressed in million euros rounded to the nearest tenth.



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