

COMMITTED

Together

NON-FINANCIAL
REPORTING STATEMENT
GROUPE ROULLIER

2021

Editorial



2 021 was a year of many challenges. Firstly, we faced the collective challenge of living up to our responsibilities as an essential link in the food chain during an unprecedented health crisis, at the same time as continuing to deliver our contribution to society by preparing to succeed in the key issues of today and tomorrow. 2021 certainly tested us. And it was our ability to seamlessly and continually adapt, get things done and drive innovation forward that allowed us to emerge successful. We are therefore building on our fundamental strengths and rejuvenated solidarity at every level of the Group to ensure that we can progress further and faster together.

2021 was also a personal challenge for me as the newly appointed Group Chief Executive Officer to take us to a new level in the ongoing development of our CSR policy. Our plan for 2021 was to adapt the policy to extend its scope, and give it new impetus as a powerful lever for the long-term sustainable transformation of all our businesses. More specifically, our top management team has become closely involved through the newly created CSR governance body: our CSR Management Committee. Unlike any previous governance committee, it includes representatives of our shareholder base, Management Board and Supervisory Board, as well as the executive management teams of our main businesses, all of whom are working together to guide our CSR policy at the strategic level.

We also made a series of major investments during the year, including a recycled plastic regranulation line and a cogeneration plant, as well as opening a 3,000 m² space that is focused on sport, but also provides our employees a friendly environment for wellbeing, interaction and sociability. We also implemented a series of structurally important projects, including a Responsible Purchasing policy and an initial agreement on workplace gender equality. All of these initiatives, and others you will discover as you read this report, are contributing to creating more value for our business; we intend this value to be sustainable, long term and viable, not only for the Group, but also for all our stakeholders.

In 2022, we have already launched a series of wide-ranging CSR projects aligned with the new strategic thrust of our commitment, at the same time as involving all our people by taking our materiality matrix to a new level of detail following a new round of consultation with our stakeholders, restructuring our CSR strategy, and setting quantified targets for every part of our business. All of which effectively ensures the continuity of the efforts we are all making together to respond with real ambition to the challenges of the future.

JÉRÉMIE LECHA
Chief Executive Officer



Understanding Groupe Roullier ● 06

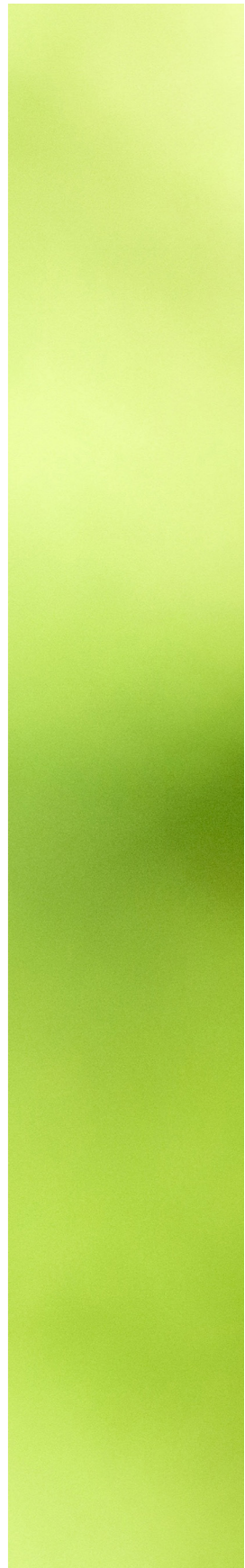
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• PROFILE OF THE GROUP •

A MISSION

To provide high value-added solutions for every link in the manufacturing, agricultural and food industry value chain.

DELIVERED BY...

OUR
9,200
EMPLOYEES

... DRIVEN BY OUR SHARED VALUES

A passion for entrepreneurship

Encouraging initiative in a relentless quest for growth opportunities.

Ambition

Being driven by the desire to succeed and work together with determination to ensure our future.

Perseverance

Understanding how to excel on a personal level, overcome difficulties and turn problems into opportunities.

Innovation

Daring to be different as a route to growth and taking bold steps to succeed in the challenges of tomorrow.

Performance

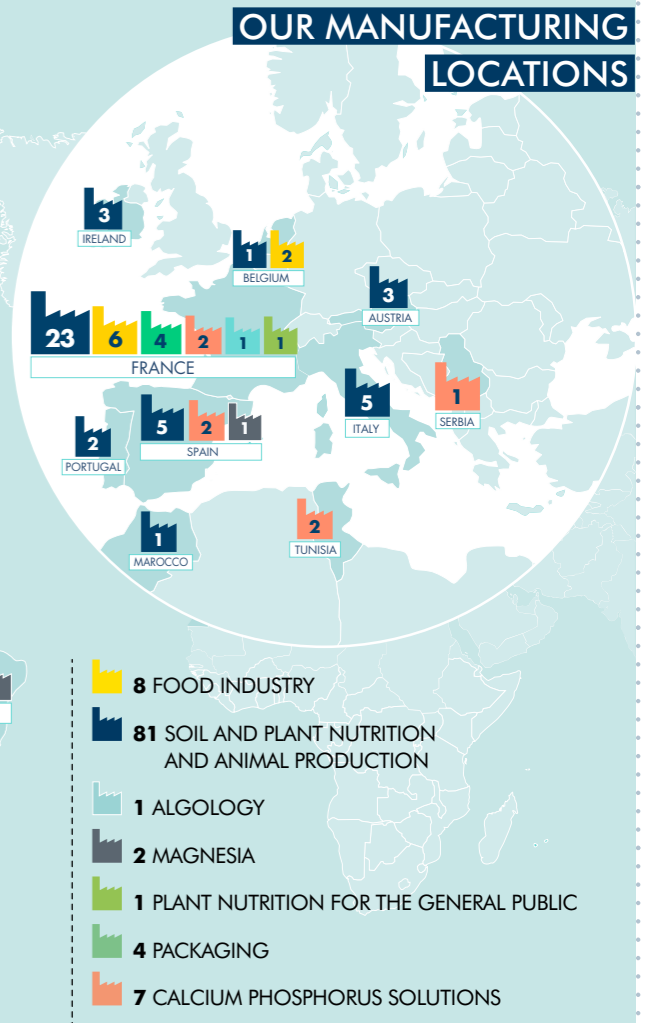
Nurturing personal commitment to demanding standards and excellence as part of driving our collective success.

An independent family-owned Group founded in **Saint-Malo** in 1959

€2.65bn
in consolidated annual revenue

OUR MANUFACTURING LOCATIONS

104
PRODUCTION UNITS



1 Innovation

Developing sustainable, high value-added solutions that allow us to respond collectively to the challenges of tomorrow.

2 Passion

Revealing the personal excellence that drives collective performance.

3 Expertise

Cultivating our unique manufacturing expertise in each of our markets and applying our values of entrepreneurship to every link in the value chain.

4 Local presence

Supporting our customers via our field experts to build and maintain personal relationships that encourage us to excel.

... TRUE TO OUR PRINCIPLES OF ACTION

... WHO DARE TO BE DIFFERENT IN ALL 7 OF OUR MARKETS, AND AT EVERY LINK IN THE VALUE CHAIN TO SUCCEED IN THE CHALLENGES OF TOMORROW

- ▶ Agriculture (soil improvement and plant and animal nutrition)
- ▶ Manufacturing
- ▶ Food and health nutrition
- ▶ Gardening
- ▶ Cosmetics
- ▶ Energy
- ▶ Maritime

A unique model built around decentralisation and business empowerment with **4 cornerstones**

... IN OUR
123
MARKETING COUNTRIES.

THE ROOTS OF OUR COMMITMENT



1959

The origin of our business model: drawing inspiration from the best that nature has to offer to optimise Plant, Animal and Human Nutrition for the long term

Groupe Roullier began on the quayside at Saint-Malo in France with the acquisition of a warehouse used to store the maerl limestone algae rich in trace elements then used as a soil fertility improver on the farmland of Brittany. Daniel Roullier, our founder, had the intuitive belief that using naturally occurring mineral raw materials was essential to the sustainable optimisation of nutrition.

1963

Tailormade advice to help farmers make rational decisions around fertiliser use

The introduction of a unique business model based on our experts holding face-to-face meetings with farmers to analyse their soil types and crops as the basis for making tailormade recommendations. The ultimate aim of this approach was to provide farm-specific solutions that would reduce inputs and, more importantly, avoid saturating the soil with superfluous nutrients, at the same time as optimising plant nutrient take up.

1985

Development of new algal-based speciality products

The research and development of new speciality products based on natural substances of marine origin, facilitated essentially by the 1985 acquisition of a research unit in Pontrieux 1985, was followed two years later by a dedicated company called Setalg. Now renamed NUWEN, this subsidiary is an expert in algal and marine ingredients for cosmetics and health nutrition, and markets its products in more than 50 countries.



1989

Launch of the first biostimulants

The first range of TIMAC AGRO biostimulants is launched into the market. Having pioneered this market for 30 years, TIMAC AGRO has since expanded its expertise to cover every link in the production chain, from upstream (joint research projects with many universities and institutes, and natural raw material sourcing) to downstream (large numbers of field trials to develop effective responses to a range of pedoclimatic conditions).

2003

Biomass as a priority source of energy

Commissioning of the first biomass-fuelled hot air generator at the Rio Grande plant in Brazil. The ecological and economic benefits demonstrated by this successful experiment meant that the solution was quickly duplicated and expanded in the Group's European units. The overall Group contribution to renewable energies further increased in 2012 with the acquisition of wood-fired boiler design and installation specialist WEISS.

2015

Opening of the Roullier Global Innovation Centre in Saint-Malo

The Roullier Global Innovation Centre (Centre Mondial de l'Innovation Roullier or CMI Roullier) in Saint-Malo has centralised all our strengths and innovation, together with all those business functions essential to the innovation process at the heart of a partnership-based ecosystem involving more than a hundred universities and research centres.

This structure makes the CMI Roullier a unique facility and an effective accelerator of long-term growth for our business lines.

2016

Launch of the Roullier Endowment Fund

Based in Saint-Malo, the Endowment Fund fulfils a public service mission to research, promote and encourage sustainable agriculture in France and internationally.

2018

European Investment Bank funding to support the Group's bioeconomy* innovation strategy

This €50 million in EIB funding has enabled us to continue and accelerate our research into new products and processes, with the constant goal of promoting sustainable agriculture tailored to meeting the nutritional needs of plants and animals.

2019

Formalisation of our CSR roadmap and first Group-wide carbon footprint assessment

The introduction of a formalised CSR roadmap with clearly defined commitments, business action plans and performance measurement indicators, accompanied by the introduction of a report quantifying the Group's Scope 1 and 2 carbon footprint. This landmark introduction marked the beginning of the transition from purely measurement to the genuinely joined up strategy identified as essential by the governance structure and business lines.



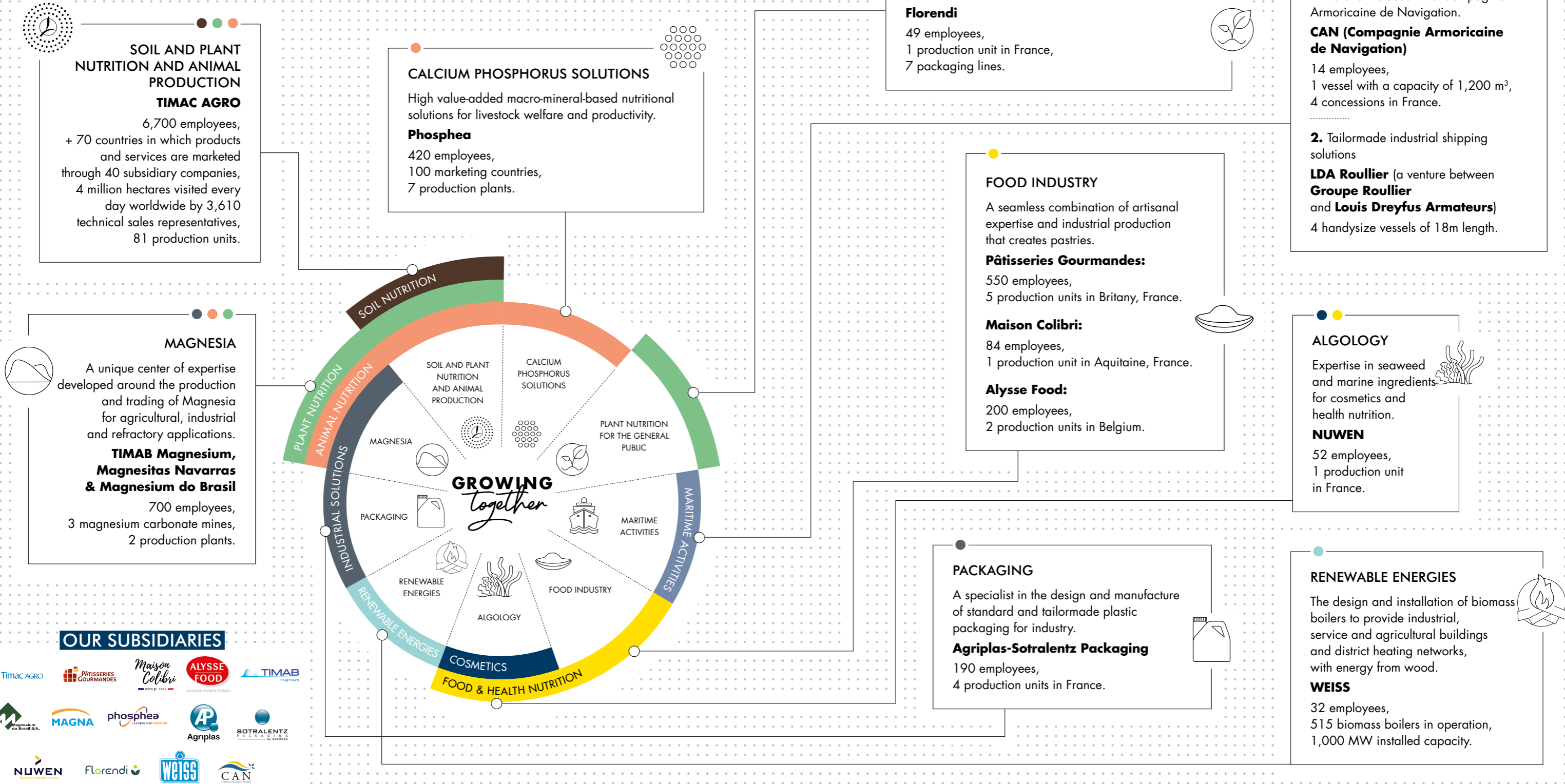
2020



Membership of the UN Global Compact

This was the year in which the Group and its subsidiaries joined the international initiative known as the United Nations Global Compact. Our support for this initiative is fully consistent with our strategy of corporate responsibility, and gives us the opportunity to further expand our commitment to society internationally. We want to use our membership of the Global Compact to push forward with the initiatives we already take to promote its 10 human rights, labour and anti-corruption principles, and contribute to the achievement of the 17 Sustainable Development Goals (SDGs) set out in the UN 2030 Agenda for Sustainable Development.

AN INTRODUCTION TO OUR BUSINESS LINES



OUR CREATION VALUE MODEL

WE CULTIVATE OUR RESOURCES...

Our teams

9,200 employees in **45** countries
27% of our workforce are women
1 in 4 of our managers are women

Our innovation culture

2 innovation centres (providing our business lines for agronomic solutions and innovation in manufacturing)
177 dedicated innovation staff
256 scientific partnerships
48 collaborative research projects during the year

Our financial base

Financial stability guaranteed by our family shareholders

Our field expertise

4,208 sales staff, of whom **3,610** are technical sales representatives working with farmers in **70** countries
123 marketing countries

Our cutting-edge manufacturing base

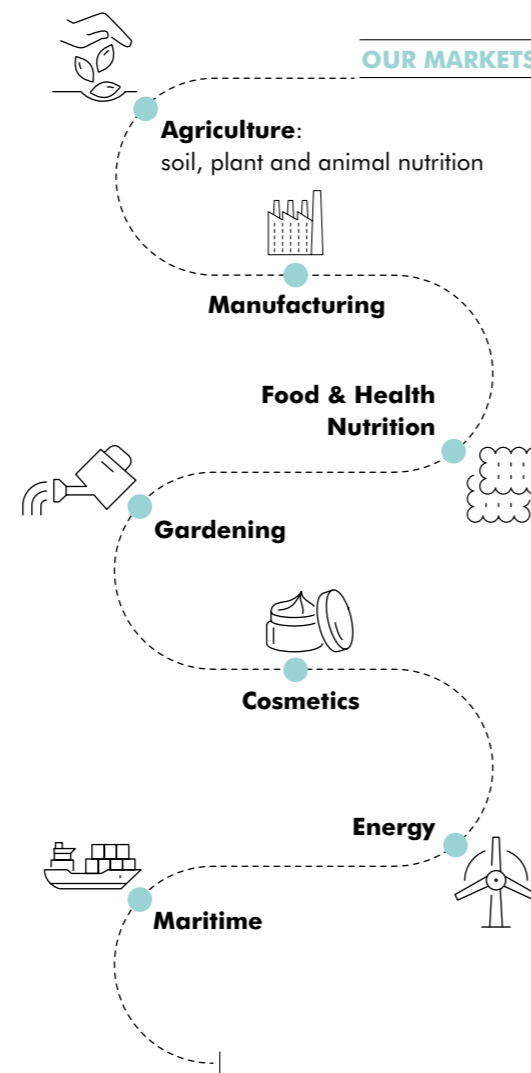
104 production plants
16 production countries
20% of facilities ISO¹ 14001 certified

Our natural ecosystem

Raw materials of natural origin (minerals, organic materials, algae, ingredients for pastries, etc.)

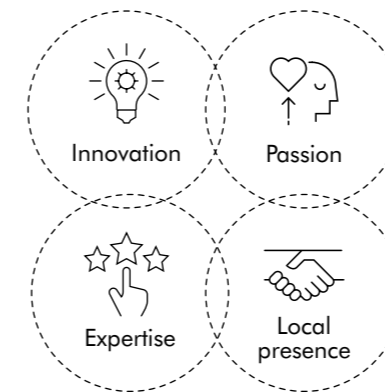
¹ International Organization for Standardization

... MOBILISE OUR SKILLS AND EXPERTISE



... AND BUILD ON OUR FUNDAMENTAL STRENGTHS

THE CORNERSTONES OF OUR STRATEGY



OUR COMMITMENTS

- Supporting** and facilitating change for a sustainable and efficient agriculture
- Contributing** to employee and partner development
- Acting** for the benefit of our operating regions alongside our customers

... TO CREATE SUSTAINABLE VALUE

For our people

93% of the workforce is employed under permanent contracts
2,032 new employees recruited during the year
9.4 occupational accident frequency rate
82% of employees completed at least one training course during the year

For research

83% of our research projects contribute to achieving the Sustainable Development Goals (SDGs)

For the benefit of our customers

4 million hectares of agricultural land visited every day worldwide
1,293 sales staff recruited to maximise customer proximity

For the benefit of the economy

€2.65 bn in consolidated annual revenue

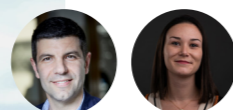
For the benefit of the environment

35% of our energy mix is biomass
52.6% of the water we use is recycled
82% of the waste we produce is recycled

For society as whole

434 tonnes of food donated
118 non-profit organisations supported
402 work/study trainees and interns
52 partnerships with schools and universities

RESPONSIBLE AND COMMITTED GOVERNANCE



THE MEMBERS OF THE CSR MANAGEMENT COMMITTEE
Group photo – left to right:
 Karina Kuzmak (CEO at TIMAC AGRO), Yohann Becker (CEO at Phosphea), Mira Mihaylova (Supervisory Board President), Jérémie Lecha (Group CEO), Hélène Cappe (General Manager and family shareholder), Benoît Jimenez (Corporate Secretary) and Florie Guillon (CSR Manager).
Not in the group photo, but featured separately – left to right:
 Jorge Baños (Deputy General Manager at Magnesitas Navarras) and Nastasia Montel (family shareholder)

The CSR Management Committee

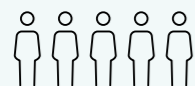
In 2021, the Group set up a new committee to manage, guide and implement its CSR policy as part of increasing its strategic importance and setting out new Group-level guidelines. Unlike any previous governance committee, the CSR Management Committee includes family shareholders and members

of the Management Board, Supervisory Board members and senior management teams of our three main businesses. Meeting every two months, its main mission for 2022 is to revise and redefine our CSR roadmap so that it aligns more closely with our changing challenges and stakeholder expectations.

The CSR Representatives Committee

The CSR Management Committee complements the CSR Representatives Committee, which has been supporting the CSR rollout in France and internationally for three years now. This 24-member committee currently offers all our businesses and central services teams a unique forum for discussion around these issues. The diversity of its members is a key factor in facilitating the emergence of cross-disciplinary ideas and sharing good practices in ways that benefit this Group-wide project.

COMMITTED TOGETHER FOR...
the planet



24
 CSR Representatives



7
 CSR Committees run locally by the representatives themselves



CSR Management Committee gender balance
56% women
44% men

CSR Representatives Committee gender balance
58% women
42% men

Throughout this 2021 report, we associate our actions with the relevant UN Sustainable Development Goals. **Please see pages 82-83 for details of the 17 goals.**

#1 LEVERAGING INNOVATION TO SUCCEED IN THE CHALLENGES OF CLIMATE CHANGE



CHALLENGES

POPULATION GROWTH & INCREASING GLOBAL DEMAND FOR FOOD

Over the past fifty years, innovation has increased our global food production capacity by almost 300%¹. With the world's population expected to rise to 9.7 billion by 2050, this trend is likely to continue at an accelerating pace over the coming years, despite the fact that one-third of the world's population still has no food security².

CLIMATE CHANGE AND ITS IMPACTS ON PRODUCTION

Rising temperatures, dwindling water resources, drought, unpredictable variations in rainfall... all are factors that are challenging the agricultural industry to embark on a profound transition across its production models, at the same time as avoiding shortages that could compromise the food security target of 2050.

There are many challenges, including supporting all forms of agriculture to achieve a transition that will help them mitigate their contribution to climate change, adapt to it by protecting crops and soils against climatic hazards, and optimise water consumption to protect and restore biodiversity and ecosystems without compromising the ability to achieve a necessary and sufficient level of performance.

¹ Our World In Data – Crop Yields
² Institut Montaigne – Report En campagne pour l'agriculture de demain (Campaigning for tomorrow's agriculture)

SUSTAINABLE DEVELOPMENT GOALS



A cross-disciplinary innovation strategy for delivering the ecological transition

The Group innovation strategy occupies the space where these sustainable productivity challenges meet. Strategy is supported by our business sectors through the Roullier Global Innovation Centre (CMI Roullier). This 5,000 m² facility includes 1,200 m² of greenhouses that reproduce the climates and soils found on all the continents of the world, making the CMI Roullier the only resource of its kind in the world that enables sustainability to be examined from every perspective. To accelerate this process, we assess the impact of all our products (particularly in terms of their greenhouse gas emissions) and design new ranges every year to meet the latest environmental and productivity challenges simultaneously.

Development of sustainable product ranges for all our business sectors

Our Magnesia, Algology, Plant Nutrition for the General Public and Renewable Energies businesses are also engaged in using innovation to promote and facilitate the ecological transition. Take shipping for example, where TIMAB Magnesium is offering new solutions based on magnesium oxide and hydroxide that drastically reduce emissions of sulphur oxides (SO_x) in the exhaust gases of marine engines. During 2021, NUWEN launched a new range of powdered hygiene products whose manufacturing process requires much lower volumes of water. Some of these products use 75% less plastic packaging, thereby increasing transport efficiency and reducing CO₂ emissions accordingly. Our Florendi subsidiary produces



86%

of our research projects in Plant Nutrition are linked to Sustainable Development Goals (SDGs)



96%

of our research projects in Animal Nutrition are linked to SDGs

ranges of natural products that are safe for use in organic farming, and provide direct alternatives to conventional plant protection products. Lastly, our biomass boiler manufacturer WEISS makes a direct contribution to achieving carbon neutrality for its customers.

At TIMAC AGRO, a number of collaborative projects undertaken during the year allowed this subsidiary to take the environmental benefits of its products to a new level, with the launch of a range of biostimulants that boost plant resilience to the effects of climate change, and Animal Production products that reduce methane emissions from cattle (the Meth'Algues project), as well as atmospheric discharges of ammonia (ACTISAN 360 can reduce these emissions by up to 10%).





An ecosystem of partners built around a central core of innovation

As part of addressing climate change and increasing global demand for food, our Roullier Global Innovation Centre and subsidiaries are able to call on a broad network of specialists to help accelerate the pace of scientific research. The aim here is to share tech knowledge with every expert working in our main areas of research through collaborations with universities, research institutes, technical institutes and competitiveness clusters. These partnerships may be achieved via European or national consortia or even industry-specific projects by adopting a down-to-earth cross-disciplinary approach that brings us into close contact with today's most advanced technologies, at the same time as aligning closely with consumer markets. For example, the Meth'algues project emerged from a



43%
of all our projects are partnership projects



256
research partnerships

national consortium whose members include INRAE (France's National Research Institute for Agriculture, Food and Environment), CEVA (the Algae Research & Promotion Centre) and the Valorial collaboration-based agri-food competitiveness cluster. At European level, the Deep Purple project to recover energy and valuable resources from urban waste streams brings together institutions as varied as the Universidad Rey Juan Carlos in Madrid, the Institute of Sustainable Processes (ISP) at the University of Valladolid (UVa) and Brunel University London. The project also involves private stakeholders, laboratories and manufacturers.



CASE STUDY
TIMAC AGRO SOLUTIONS
HELP REDUCE THE EFFECTS
OF WATER STRESS ON CROPS

Water stress results from the availability of water falling short of what is required for healthy plant growth, and poses a recurrent challenge for agriculture. Its negative impact on crop yields is amplified by climate change factors, such as excessive variations in rainfall, global warming and increased atmospheric CO₂, which are already changing the water demand patterns of crops. Contrary to popular belief, irrigation is far from being an effective or even adequate solution, especially for field crops, as a result of the high levels of upfront investment required. On the other hand, changes in agricultural practices generally, and fertiliser application in particular, can help prepare plants to resist or recover from water stress more effectively, making them more resilient to the effects of climate change.



To help farmers respond as effectively as possible to this challenge, TIMAC AGRO began work in France and internationally on developing biostimulant solutions as early as 1989. In 2020, an entirely new generation of biostimulants was created in conjunction with the CMI Roullier and in partnership with the University of Navarra in Spain. This new concept has now been launched or is in the process of being launched in 10 TIMAC AGRO subsidiaries (Switzerland, Poland, Germany (partially), France, Belgium, Netherlands, Portugal, Romania (partially), Latvia and Lithuania). Biostimulation solutions can have a direct impact on reducing the effects of water stress in crops acting on root system development, strengthening cell walls to limit the outflow of water during periods of water stress, and osmoprotection¹.

¹ Osmoprotection increases the quantity of ions suspended in solution within the cell, thereby increasing its water content and maintaining constant concentration inside the cell. In other words, it is a way of forcing the cell to retain its water.

#2 CONTRIBUTING TO A CIRCULAR ECONOMY

SUSTAINABLE DEVELOPMENT GOALS



CHALLENGES

According to a 2021 Report from Circle Economy, our global economy has achieved only 8.6% circularity¹. This means that only 8.6% of the resources we consume (fuels, metals, biomass, minerals, etc.) are recovered for reuse in our production system, and that the world economy consumes and wastes the rest, which equates to around 100 billion tonnes of materials per year. Faced with the need to respond to population growth, the effects of climate change and the resulting scarcity of resources, the limits of our linear throwaway economy are clear for all to see.

The transition to its alternative - the circular economy - has become a global necessity. This is a vision of a system of trading and production that meets the needs of society by using resources more efficiently within healthy global limits² at every stage in the product life cycle. The core elements of the circular economy we intend to apply to our business activities are the use of so-called 'regenerative' (renewable, reusable and non-toxic) resources, extending product lifespans and recovering waste and transforming it into new resources. Successful implementation of this circular economy demands full and systemic collaboration to ensure that every stakeholder in the value chain is involved.

¹ Circle Economy Report - 'The Global Circularity Gap 2021'
² Planetary boundaries (<https://stockholmresilience.org>)



Supporting the transition to beneficial models of by-product recovery

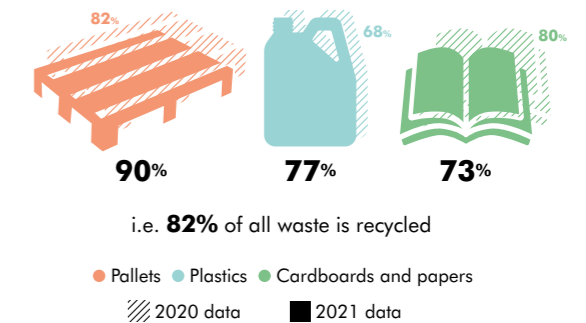
In a market increasingly subject to supply tensions and changing regulations, CMI Roullier and our business sectors are working together to develop processes for recovering a broad range of agricultural and industrial by-products for repurposing on a number of different scales. A by-product is defined as a material created - whether intentionally or otherwise - during the process of manufacturing another product. In 2021, projects were run via European consortia and partnerships with the aim of enabling by-products to be reused as raw materials in other product manufacturing processes. For example, the Uva Terra project that emerged from a partnership between TIMAC AGRO France and the Union des Distilleries de la Méditerranée distillery cooperative, has made it possible to produce 30,000 tonnes of fertilisers based on vineyard by-products since September 2020.

Magnesitas Navarras, our Spanish Magnesita subsidiary, also launched its new range of 'ECO' brand recycled refractory products in 2021. These products are made using refractory materials recovered after use by the company's steel industry customers, and are equivalent in terms of properties and quality to those manufactured using new resources. This success represents the cumulative outcome of several collaborative projects involving a

number of different steelmaking customers, including Arcelor Mittal, Sidenor and Tubos Reunidos, as well as technology institutes, research centres and materials recovery companies. The market availability of this new product range effectively limits the use of virgin raw materials, while avoiding the generation of new waste and carbon emissions that would otherwise be generated by the magnesium oxide production process.

Innovation projects also underway in response to biodiversity balance issues include the transformation of invasive waste to create new raw materials that provide sources of plant nutrients. All these projects are responding to the same challenge of developing sustainable sources of supply, while saving natural resources: in this way, the circular economy becomes a major opportunity for growth.

PERCENTAGE WASTE RECYCLED BY THE GROUP



TIMAC AGRO ITALIA AND COPROB REPURPOSE SUGAR BEET BY-PRODUCTS

In Italy, the COPROB cooperative (Cooperativa Produttori Bieticoli) is the country's only major sugar beet processor, producing around 284,000 tonnes of sugar per year. For several years now, TIMAC AGRO Italia has been working with COPROB to boost the production performance and quality of sugar beet. The agreement between the two companies has led to the development of a new TIMAC AGRO technology that uses the residues of sugar beet production. These by-products now form the basis for high value-added fertilisers used by Italian growers, enabling more efficient use of available resources.



Reinventing the manufacture and consumption of plastics

At the heart of these circular economy challenges, Agriplas-Sotralentz Packaging, a subsidiary of our Plastics business, is making the profound changes to its business model necessary to become a fully integrated contributor to the circular economy. Its growth strategy is now built around three priorities. The first is to use as much recycled plastic as possible, thereby reducing the environmental impact of manufacturing new packaging and - more importantly - the use of non-renewable resources. The second is to use product eco-design whenever possible. This principle is central to its innovation strategy of reducing the weight of packaging, sourcing more sustainable materials and extending product life. The third and final priority is to make an active contribution to the recycling of industrial and commercial packaging waste by creating closed recycling loops that collect used packaging from its customers.

Recovering energy from biomass

Generating carbon neutral energy at the same time as recovering waste or by-products for reuse is the principle that underpins our energy development strategy. Our WEISS subsidiary contributes to this dynamic trend through its constant quest to identify new forms of waste that can be transformed into fuel, develop associated technological solutions that minimise waste and create new markets. Trials are currently underway on reusing wood from recovered from landfill sites. Some of our production sites with biomass boilers reuse locally available resources that previously remained unused. This is the case at Magnesium do Brasil, which feeds its boilers with cashew nut shells, a by-product of cashew processing that is available in large quantities around the plant (135,000 tonnes of cashew nuts are produced annually within a 1,000 km radius). Reusing this by-product in this way is all the more essential when you realise that if not properly treated, this waste can release large quantities of methane (CH4).

W Our ambition is that 100% of Maison Colibri packaging will be recyclable by the end of 2023."

Lambert de Nozelle,
CEO of Maison Colibri

Eco-designed, recycled and recyclable packaging for our brands

All our brands face the daily challenge of ensuring that the packaging generated by the sale of our products imposes the least-possible impact on the environment. This challenge is particularly pressing for those brands in direct contact with end-user consumers, such as Pâtisseries Gourmandes and Maison Colibri, which have made packaging eco-design a central part of their innovation projects in recent years. After months of research and testing, Pâtisseries Gourmandes has found a solution for its outer packs by combining paper with 67% recyclable plastic. The aim now is to move progressively towards single-material or polyethylene-based packaging that has good machinability and can be 100% recycled. In addition to outer packaging, efforts are now being focused on individual product packaging. Tests are already underway to identify a film that combines recyclability with good machinability and product protection. Maison Colibri is also committed to developing a range of 100% recyclable individual bags by 2023.





CASE STUDY
AGRIPLAS-SOTRALENTZ
PACKAGING SCALES UP
THE CIRCULAR ECONOMY

Strong, light and adaptable, plastic has proven to be a very good packaging material. Nevertheless, it has come to symbolise today's throwaway society. Our Agriplas-Sotralentz Packaging subsidiary - which specialises in the design and manufacture of industrial plastic packaging - is working to incorporate more recycled plastic without compromising product quality.

It is the first packaging manufacturer in France to install a machine for granulating post-consumer recycled plastic flakes at its Drulingen plant in France. This strategically important investment meets the regulatory requirements of customers and the commitments made by the industry globally, at European level and in France. For example, the Circular Plastics Alliance (CPA) has given its commitment to incorporate 10 million tonnes of recycled material by 2025 in Europe, while the French National Pact on Plastic Packaging commits its signatory companies to incorporating an average of 30% recycled plastics by 2025, and sharing their progress with other signatory companies.

A new recycled plastic pelleting line

Agriplas-Sotralentz Packaging specialises in high-density polyethylene (HDPE), a rigid plastic used for many applications, including engine oil and washing liquid containers. The HDPE recycling cycle begins with collecting used packaging from industrial users; the waste plastic is then shredded, processed to create plastic flakes and washed. These steps are all carried out by our partner suppliers in the recycling industry. This new pelleting machine gives Agriplas-Sotralentz Packaging control over the next phase: plastic flake extrusion. Extrusion is the process that recovers the recycled plastic and turns the flakes into pellets. In practice, it involves melting the plastic by heating it to a high temperature. The melted material is then recovered in the form of plastic rods, which are cut and cooled in water to form pellets. We then use these pellets as the secondary raw material to produce new packaging at all three of our production facilities.

CAN PLASTIC REALLY BE SAID TO BE A 'CLEAN' MATERIAL?

Plastic is now seen as a bad thing by society, which is understandable, because all too often it ends up polluting the natural world. But in our industry, waste flows tend to be circular, with waste being recycled to create a new resource. Compared with new plastic, producing 1 tonne of recycled plastic saves 5 barrels of oil on average, and reduces CO₂ emissions by 1.6 tonnes equivalent. So the answer is yes, plastic can be a virtuous material when it is recycled. As an industrial company, we definitely need to intensify our commitment to producing more and more responsible packaging."

Thibaud Durand,
 CEO at Agriplas-Sotralentz Packaging

An ambitious R&D commitment to secure production and high-quality recycled material

Agriplas-Sotralentz Packaging faces many challenges in terms of integrating recycled raw materials into its processes, including mechanical strength, chemical resistance, VOCs (volatile organic compounds) and continuity of supply. To succeed in these and other challenges, the company is focusing all its teams (R&D, operations, standards and approvals, quality, purchasing, etc.) on identifying viable solutions for the short and long terms. Of all these recycling phase challenges, eliminating the VOCs and allergens present in the products originally contained in the packaging is a priority. In addition to their strong odour, VOCs are easily released into the atmosphere where they have direct and indirect negative impacts on all forms of life and the environment in general. So Agriplas-Sotralentz Packaging has opted for the most efficient solution,

which involves optimised repelletisation (with degassing) and sterilisation. Used in combination with the regranulation line described above, this solution maximises pollutant removal, keeping operators and the environment safe, and delivering a very high-quality end product. The commitment and proactive efforts of the teams were rewarded in October 2021, when the company was a winner in the ORPLAST (Objectif Recyclage PLASTiques) call for plastic recycling projects launched by ADEME and the French Ministry for Ecological Transition as part of the France Relance national recovery plan. The grant will enable research to continue on increasing the amount of recycled plastic used in its product range, thereby accelerating the industry-wide transition to a circular economy.

#3 OPTIMISING THE ENVIRONMENTAL FOOTPRINT OF OUR INDUSTRIAL MODELS

SUSTAINABLE DEVELOPMENT GOALS



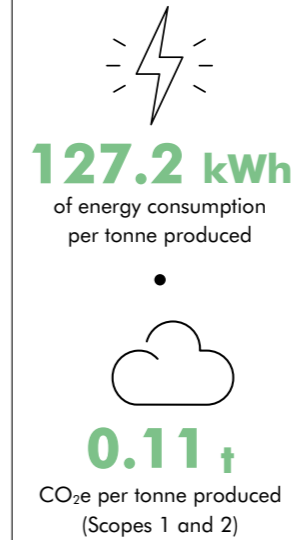
CHALLENGES

The conclusions reached by the COP26 meeting in Glasgow are unequivocal. While considerable efforts are already underway, it is essential that the pace of corporate ecological transition is accelerated if we are to achieve the target of carbon neutrality by 2050. Achieving this global target for industrial decarbonisation makes the need for energy efficiency and the use of energy from renewable sources more pressing than ever. The increasing scarcity of resources, the need to conserve water and protect ecosystems against all forms of pollution are just three of the many consequences of climate change that must now be effectively addressed by industrial models.



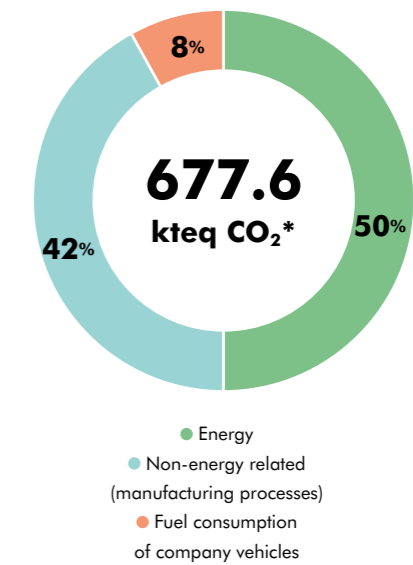
Reducing the carbon impact of our sites by becoming more energy efficient

As a Group with more than one hundred production units worldwide, we have a duty to optimise our production models as part of our contribution to achieving the targets set by the Paris Agreement. In 2021, we extended the scope of our carbon footprint assessment to make it more comprehensive, identify our main constraints and levers for improvement, and implement an appropriate action plan. In addition to our consumption of all forms of energy, the majority of CO₂ emissions inherent in our production process - process reactions that account for 42% of our total emissions - have been included for the first time at Group level. These include the physical (decarbonation) process of transforming magnesium carbonate and calcium carbonate, which releases the CO₂ held in the mineral ore to obtain the magnesium or calcium oxide that we use in some of our products. There is currently no technical or economically viable solution to reducing these emissions, and we believe that they cannot be reduced any further. Nevertheless, we do have the possibility of reducing CO₂ emission ratios per unit of final product by pressing ahead with our research into improving productivity and energy efficiency at every level. For example, our Magnesitas Navarras subsidiary embarked on an ambitious project in 2021 to optimise the operating conditions of its furnaces by preventing outside air from entering the production system. The positive impacts have been both financial and ecological as a result of increasing productivity, at the same time as reducing the quantities of energy required, and cutting the level the CO₂ emissions associated with the fuel used and the decarbonation



process itself. Work on energy optimisation began here in 2009 when the company invested in its first heat exchanger, which reduced energy consumption by more than 25%, and was followed by a second exchanger in 2018. A number of our subsidiaries have also conducted internal audits to analyse their energy performance as the basis for investment. Our Phosphea subsidiary has introduced thermal insulation solutions for all its drying equipment, many lighting sources have been upgraded to LED, and our plants at Gabes (Tunisia) and Saint-Malo (France) have installed new, more efficient and less energy intensive burners. In 2021, these improvements delivered a significant 13% reduction in gas and electricity consumption per tonne produced (compared with 2018).

BREAKDOWN OF GROUPE ROULLIER GREENHOUSE GAS EMISSIONS (SCOPES 1 & 2)



* Kilotonnes of CO₂ equivalent

Accelerating our use of renewables

Mitigating our impact also means accelerating the generation and use of energy from renewable sources right across the Group. Since biomass has historically contributed a major source of energy for 30% of our manufacturing facilities, and accounted for 35% of our energy consumption in 2021, we are now drawing on the expertise of our own dedicated subsidiary company to broaden the range of technologies used via the installation of cogeneration solutions and/or photovoltaic panels. The TIMAC AGRO Italia Ripalta production unit was the first to have its own cogeneration plant, and was followed by the Charleroi plant in Belgium in 2021 (find out more about this project on page 30). The photovoltaic energy project launched in 2021 for commissioning at the end of 2022 will see the installation of solar car park shades on the TIMAB Magnesium/Phosphea/NUWEN site at Dinard to generate solar power, at the same time as protecting vehicles from the weather. A total of 640m² of panels will be installed by the teams from WEISS as part of its strategy of diversify renewable energy generation solutions. The system will eventually enable the Group to secure its energy supply by facilitating on-site consumption of on-site generated power. In practice, 60% of the power generated will be self-consumed in this way, making the site around 30% self-sufficient in electricity.

0.40 m³ of water consumed per tonne produced (down **11%** on 2020)

52.6 % production process water has been recycled

Reducing the environmental footprint of our sites

Since the majority of our production units are located near ports and urban centres, we listen attentively to our stakeholders, and are stepping up our efforts to limit any external effects of our production processes. In 2021, environmental investments accounted for 13% of our production budget, and 90% of these investments related directly to controlling our water discharges. The largest investment was made at TIMAC AGRO Brasil for the construction of a process water treatment plant. Magnesitas Navarras has also installed its own water treatment plant to enable full compliance with the demanding regulations applying to the quality of water discharged into the Arga river. Another new project is also under consideration to provide 100% recirculation of water from its abstraction from the river through to its return to the river after treatment. As a result of this new project, water consumption in the future should be limited solely to evaporation losses during the production process. Other investments have been focused on protecting biodiversity by replanting and reforesting ore extraction sites, reducing dust by installing continuous analysers, and limiting diffuse emissions by repairing production plant roofs. The environmental management systems in place at a fifth of our production units worldwide are now ISO 14001 certified as optimal, which is also driving the ongoing dynamic of continuously improving our environmental systems and initiatives.

ZOOM #1 CSR ACCREDITATION FOR THE BILLY QUARRY

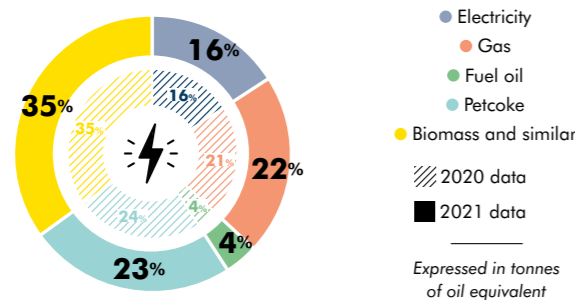
Our Phosphea limestone extraction and micronisation site at Billy in the Calvados region of France was awarded CSR accreditation in March 2021. This industry-specific label is awarded by the French National Union of Quarry and Building Materials Industries (UNICEM), and is helping this site to push forward with its united and energetic commitment to continuous improvement. A number of practical projects were implemented during the year as part of a wider action plan dedicated to reducing the environmental impact of its operations. In addition to reducing energy consumption and shrinking its carbon footprint (currently in the finalisation stage), the use of rainwater is now being extended to include equipment cleaning and toilet flushing. The recycling

and/or reuse of industrial waste like timber, rubber and scrap metal could reduce site waste generation by almost 90%. To help preserve biodiversity, the Billy quarry is also committed to ecosystem restoration, so when parts of the quarry are no longer in operational use, they are replanted with flora specific to the area. "We must take good care of the shrub strata¹ if we are to attract wildlife back into this habitat. Our work around these issues is being conducted in close collaboration with the University of Caen, whose campus is about ten kilometres from our site", explains Quarry Manager Bernard Jeanne. "CSR is all about creating excellence at every level through the combination of many small-scale initiatives. Our aim is to apply that policy alongside company strategy to create a powerful lever for anticipation, innovation and motivation for all our stakeholders".

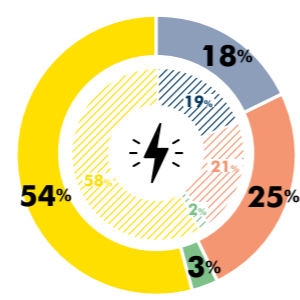


¹ In technical terms, 'shrubs strata' contain plants between 1 and 8 metres in height, most of which are shrubs and tree saplings.

GRUPE ROULLIER ENERGY CONSUMPTION



ENERGY CONSUMED BY TIMAC AGRO
(53% of total Group consumption)





Official opening of the cogeneration plant in Charleroi in September 2021.

ZOOM #2
OFFICIAL OPENING
OF THE COGENERATION
PLANT IN CHARLEROI
(BELGIUM)

Working in partnership with the Belgian Ministry of the Environment, TIMAC AGRO BeLux has introduced an initiative to reduce electricity consumption at its Charleroi plant by 9%, and CO₂ emissions by 30%. The action plan prepared for the period 2018-2023 is accompanied by clear targets, and involves the flagship investment required to construct a cogeneration plant (which generates of heat and electricity simultaneously from a single heat engine and fuel source) that was officially opened in September 2021. With the capacity to generate 1,200 kW of electricity and 1,185 kW of heat, this new plant follows on from the previous installation of a similar plant at TIMAC AGRO Italia in Ripalta. These developments are in addition to the wood-fired boiler installed in 2017, which also helps to increase the contribution made by renewables to the energy mix, at the same time as limiting energy consumption.

W Cogeneration makes a very positive contribution to our energy mix, helping us to save on our electricity bills and reduce CO₂ emissions at the same time."

Eddy Michiels,
Industrial Manager at TIMAC AGRO BeLux

COMMITTED
TOGETHER FOR...
our people

#1 HELPING OUR EMPLOYEES THROUGH UPSKILLING

SUSTAINABLE DEVELOPMENT GOALS



CHALLENGES

Changes in the economy raise many questions about maintaining and developing the skills of employees in ways that will help them become more resilient in the jobs market. The economic, technological and ecological world we all live in is now bringing about a number of profound changes that are driving the emergence of completely new types of job, but the majority of today's working population are either unaware, or at best only partially aware, of these changes in the world of work and those yet to come¹. The global pandemic has only accelerated this trend and the emergence of issues around the way work is organised and the professional aspirations of employees, at the same time as reconfirming the essential nature of certain industrial and agricultural jobs, which have gained a renewed sense of purpose.

¹ BVA Group 2018 - Employability Observatory

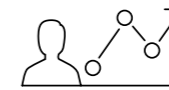


Promoting employability through training and internal mobility

At Groupe Roullier, career management is based on the 'learning' principle, which defines our ability to structure and combine resources and skills in ways that allow us to rely on the potential of each individual to ensure the resilience of our business.

Training is an essential component of career management, helping to ensure that individuals achieve, develop and enhance their potential through the work assigned to them. Closely integrated into the Human Resources strategies of Group companies, the majority of this support is supplied through bespoke learning packages specific to our business sectors, products, expertise, and the new skills essential for the future development of all our businesses. We pay particularly close attention to the provision of training and mobility opportunities for employees working non-standard hours (part-time, reduced working hours, etc.) or returning to the company after a long-term absence.

Training for managers is also a priority, since it makes a very valuable contribution to talent development generally, but also to the workplace quality of life experienced by the employees they have responsibility for. So in 2021, a dedicated programme was introduced at holding company level to provide training for 38 managers and directors over a series of in-depth 5-day sessions. Session content focused on the fundamentals of management, from leadership and transition management to managing the pace of motivation, providing feedback, project team coordination and conflict management.



82%

of employees completed at least one training course during the year, which equates to an average of **17** training hours per employee

93%

of the workforce is employed under permanent contracts



27%

of our employees are under 30, of whom **26%** are under 25

402

of our employees are work/study trainees and interns

In addition to training, our Internal Mobility Policy also makes an active contribution to the development of our 'learning' programme. This policy draws on the rich variety and diversity of the employment opportunities open to our employees. More than 35 internal transfers were carried out in France in 2021, with the support of HR teams and managers to facilitate the employee's career path and takeover.

Contributing to the professional integration of young people

Attracting talented young people and giving them the support they need to grow professionally inside the company through skills development is a mission integral to our DNA, and is supported and facilitated by all our HR departments. Our founder, Daniel Roullier, was only 23 years of age when he created the Group, and has passed on his ambition, perseverance and entrepreneurial passion to the employees who succeeded him and now embody our corporate culture.

With 27% of our workforce aged under 30 in 2021 (of whom 26% were under 25), the special attention we pay to the professional integration of young people is a daily reality reinforced and extended by the many programmes we have set up to encourage young work/study trainees and interns to join our subsidiaries in France and abroad. To help in this process, we develop and maintain close relationships with student communities to raise the profile and diversity of our career opportunities, and encourage students into the world of work.

CASE STUDY

TIMAC AGRO: AN EMPLOYEE EXPERIENCE SHARING AND TRAINING NETWORK

With 6,700 employees in 40 subsidiary companies and as many countries, the unique TIMAC AGRO development model offers every individual the opportunity to make a difference at their own level. Since the geographical distances involved can sometimes be great, TIMAC AGRO has developed a number of tools to build and strengthen interaction between its teams so that they can share their experience and expertise with each other.

Experts Training interactive in-house seminars

Experts Training events are interactive training get-togethers for Product Managers and Technical and Sales Managers covering a broad range of current technical and innovation issues. They are designed to facilitate sharing of the latest knowledge on Plant Nutrition and Animal Production, at the same time as discussing cross-company issues, supporting the emergence and rollout of innovations, and encouraging subsidiaries to look to each other for inspiration. To meet all these needs, an average of three sessions have been held every year since the programme was launched in 2017.

Each session focuses on a specific technical and scientific issue in Plant Nutrition and Animal Production, with expert presentations from Roullier Global Innovation Centre (CMI Roullier) researchers and external consultants. These events also provide the



opportunity for subsidiary representatives to share their hands-on experience. Ever since they were first introduced, Experts Training sessions have continually evolved in response to participant requests and expectations. During the COVID-19 pandemic, video conferencing replaced face-to-face meetings. The format was also shortened from one or two days to two hours. "Although we all regret the loss of physical contact, it has allowed us to target a wider audience and increase participation to include more than 80 people from 30 countries. The opportunity to stream recorded sessions has also extended their reach", explains Jessica Da Costa, Product and Sector Development Manager at TIMAC AGRO.

The first intake of the AIM (Agile Industrial Management) Programme

The central strength of the TIMAC AGRO industrial model lies in its unique body of expertise, which needs to be simultaneously nurtured and maintained. The passing on of experience and time spent on the shop floor are essential for accelerating the development of future manufacturing talent. The AIM (Agile Industrial Management) Programme was designed with precisely this in mind: to support the industrial managers of tomorrow through training with industry experts, individual coaching and interactive monthly webinars on specific topics.

The 8 participants in the first intake of the international AIM programme came from 6 different countries and received 80 hours of training over the 12-month programme, delivered by more than 20 internal experts on the three main topics of technical skills, plant management and team leadership. As a result of the Covid-19 pandemic, around 70% of the training was delivered online. Participants were awarded with their completion certificates in October 2021 at Saint-Malo (France), and are now fully equipped with all the tools they need to take their skills forward quickly.



I always learn something new in these online training sessions. The product managers do a great job of presenting the technical information. I'm the kind of person who likes to work on a farm that presents me with a challenge. I can use the information I've learned in these sessions and pass it onto my customers. So if customers have super-technical questions for me in the future, I'll know exactly how to answer them thanks to this training."

Charles Thronessberg,

Central Midwest Area Representative at TIMAC AGRO USA

E-learning sessions drive business forward at TIMAC AGRO USA

TIMAC AGRO USA formed its Product Development Committee in February 2020 to improve its internal technical communication, product positioning and training. The e-learning sessions developed by the committee were delivered on a fortnightly basis throughout 2021, and will continue in 2022. During these sessions, experts support the learning of trainees and provide them with solid technical skills by covering specific topics around products, crops and real-life issues encountered by field representatives.

#2 PROMOTING OCCUPATIONAL WELLBEING

SUSTAINABLE DEVELOPMENT GOALS



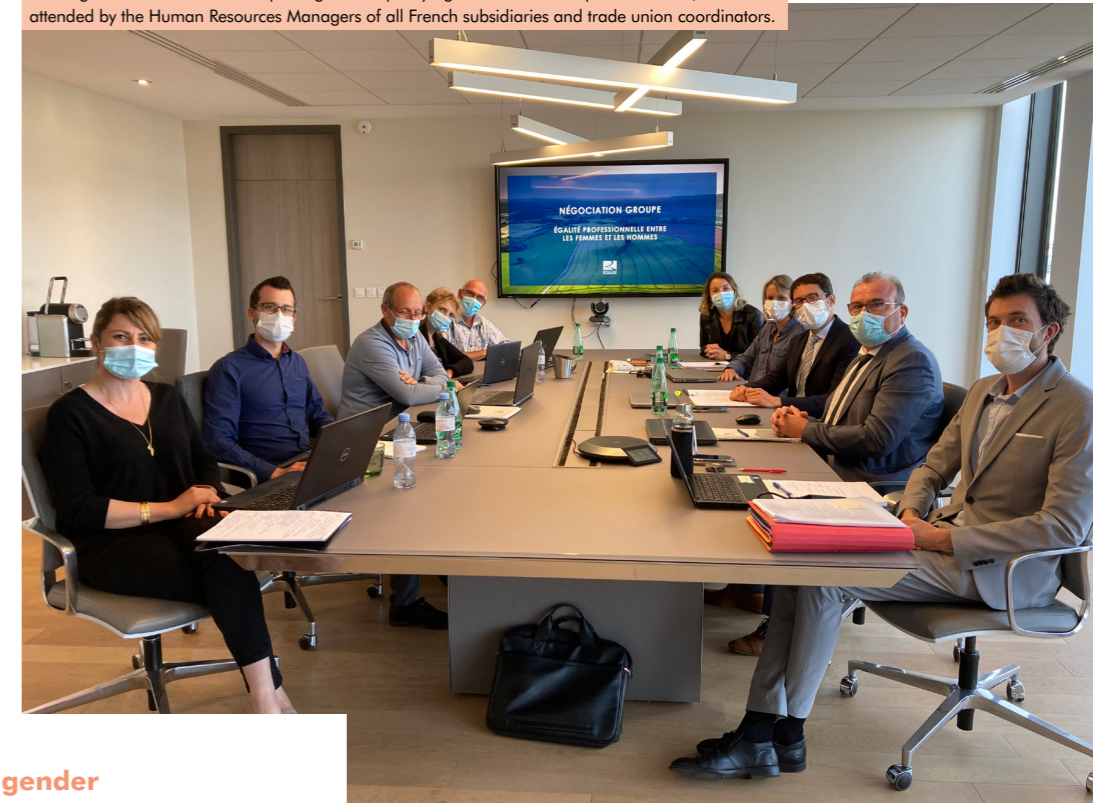
CHALLENGES

Although the pandemic is not yet fully behind us, the call from the International Labour Organization (ILO) is clear: the post-covid recovery must be people-centric, inclusive, sustainable and resilient¹. The various lockdowns increased employee awareness of important aspects of their non-working lives that have now become priorities: sleep, wellbeing, health, exercise, diet and family time. Companies must embrace all these needs if they are to generate value from the career fulfilment of employees and their personal development. These factors are also encouraging the emergence of diversity issues in the world of work in terms of integrating, revealing and valuing the specific character traits, skills and aspirations of every individual. Taking these issues into account is essential if every employee is to become fully aware of their own potential.

¹ The ILO Global Call to Action website



Meeting held to finalise the workplace gender equality agreement on 16 September 2021, attended by the Human Resources Managers of all French subsidiaries and trade union coordinators.



Making workplace gender equality a reality

To take our commitment to providing an inclusive and respectful working environment for all our people to a new level, we signed the first Group-wide agreement on workplace gender equality in October 2021. Convinced that this and other forms of diversity are sources of energy and social, professional and personal enrichment, the social partners worked closely and in detail with management to enable each of our subsidiary companies to embrace these issues by providing them with a shared framework, ambition and targets. This four-year Group-wide agreement became effective on 1 January 2022, and is intended to be interpreted by all the Group's French subsidiaries to meet their needs within a framework of local social dialogue and adaptation to successfully address the circumstances and challenges specific to each. It applies to all Group companies, and is designed to help them take ownership of this issue, regardless of workforce size and whether or not they are subject to the French Gender Equality Index. The agreement covers recruitment, pay, training, career development, working conditions, occupational health and safety and work/life balance.

Each of these measures is accompanied by a monitoring indicator, and the overall ambition is to reduce the pay gap at Group level (Indicator 1 of the Gender Equality Index): under the terms of the agreement, the score for this indicator must rise from 31 to 35 out of 40 by the end of the period, which equates to reducing the gap by an average of one percentage point per year. The long-term goal remains that of achieving a zero gender wage gap in all Group companies.



27%

of the Group workforce are women

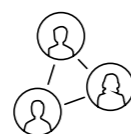
25%

of all managers are women



Improving workplace quality of life

Already working on a daily basis with employees to ensure that they receive optimal working conditions, the Group's senior managers and social partners are fully aware of the extent of the organisational and sociological transformations triggered by the health crisis, and took the joint decision to begin negotiations over Workplace Quality of Life. Their plan is to begin work in 2022 on negotiating an initial Group-wide agreement, which will include provisions on teleworking and the right to disconnect. In addition to this Group-level joint approach, a number of subsidiaries have also begun the process of assessing employee wellbeing and



16%

of employee turnover is the result of voluntary departures (resignations)

3.70%

absenteeism rate

gaining certification for the initiatives already implemented. For example, in 2021, Florendi was awarded the Happy Trainee label by Choose my Company, the first independent French accreditation label awarded in recognition of high-quality internships and apprenticeships in all types of company. This certification is based on the results of an anonymous internal survey, which attracted a response rate of 82% from work/study students, 91% of whom provided positive feedback about the 'Trainees' model. The decision by Phosphea's Spanish subsidiary TIMAB Iberica to enhance its employee experience was rewarded in 2021 with 'Great Place To Work' international certification.

TIMAB IBERICA IS OFFICIALLY CERTIFIED AS A GREAT PLACE TO WORK!

This award recognises our subsidiary's commitment to increasing employee autonomy and personal responsibility, and putting high-quality management, team spirit, fairness and trust at the heart of its corporate culture. The survey and diagnostic analysis revealed that more than 90% of employees enjoy coming to work, and that 79% see the company as a pleasant place to work. "This certification is a great success for us", says Alexis Passama, TIMAB Iberica Director at Phosphea. "It gives us a clear overview of the current situation as the basis for continuing the process of improvement. It is also a source of pride, because this recognition confirms that employees feel comfortable working at Phosphea, and are willing to give their best for the business".

Against the background of increased teleworking, which seems to have normalised physical inactivity, we extended the sports and leisure opportunities on offer to employees in 2021, with the opening of the 3,000 m² Universe of Fitness and Sport or UFS space (see pages 40-41). This project is part of a global Group-level commitment to making physical activity a real and powerful lever for wellbeing and performance.



CASE STUDY

**A NEW SPACE
DEDICATED TO SPORT
AND THE WELLBEING
OF EMPLOYEES,
THEIR FAMILIES
AND GROUP PARTNERS**



In June this year, our Group opened its UFS (Universe of Fitness & Sport) in Saint-Malo; a 3,000 m² space that is focused on sport, but also provides a friendly environment for wellbeing, interaction and sociability.

Sport as a source of wellbeing is integral to Groupe Roullier DNA

Active involvement in sport is an intrinsic part of Groupe Roullier history. Based at Group head office in Saint-Malo, the AS TIMAC sports club has a track record stretching back more than 40 years. It currently has around 500 members, all of whom are current and retired Group employees and

It offers a neutral and inclusive space that encourages interaction and sociability. It's an easily accessible space with a cheerful and respectful feel. The UFS is essentially 3,000 m² of sociability!"

their families, as well as external members. The old sports hall, which used to host a large number of sports and events, had become dilapidated to the point where it required a very significant level of major work. That was the background out of which the UFS project emerged to create the Universe of Fitness and Sport. "Construction work on this brand-new building began in October 2019 with the intention of going the extra mile to promote active involvement in sport within the Group and embrace its core values", explains its Director Jennifer Braem. "But we wanted to use innovation to go further still by building on values around open access and interaction to design a space with a broader purpose. So in addition to dedicated sports facilities, we've also included a restaurant area, a cafeteria, indoor and outdoor gardens, meeting rooms and a coworking space". It also provides a new venue for a range of internal and external sporting and other events. Its facilities are available to all employees, whether they work in our production plants, offices or laboratories, and to people not employed by the company...

Sport is about pushing yourself further, and doing so with humility, discipline, passion and teamwork. Sport erases all differences in terms of age, gender, status, education and income. These are the values on which our corporate culture is built."



Jennifer Braem,
Groupe Roullier UFS Director



An open-access space

The UFS is also open to the families, partners and children of our employees. It will host a year-round programme of events on various sports-related themes that are also open to everyone.

A broad range of external specialists lead and coordinate the diversity of sports available. "This allows us to offer our people more than 40 different activities. We also organise some 15 outdoor activities, including golf, riding and sailing. Activities like these can often be

expensive, but we are able to offer them at affordable prices", continues the Director. The range of activities on offer is updated in response to demand and opportunities. "We're always open to changes of all kinds, including offering different types of activity and introducing new sports. In response to the ongoing health crisis, which put a complete stop to active involvement in sport for some people, and/or the emergence of muscular issues resulting from bad posture, we've introduced new activities, such as posture ball exercise and the 'Réveil Tonic' breakfast warm-up sessions held in the Cardio-Fitness suite, which are the very best way to start the day feeling on top form! At the UFS, our goal is to make sure that every employee - and their family members - can take part in an activity that they like, that suits their abilities and improves their work/life balance". The UFS is also open to the world outside the Group, and welcomes in schools and associations from Saint-Malo when our own employees are not using the facilities.

#3 TAKING CARE OF HEALTH & SAFETY

SUSTAINABLE DEVELOPMENT GOALS



CHALLENGES

Accident incidence levels are defined in relation to the work involved, with the highest risks to health and safety being posed in our industrial environments as a result of load handling, machine operation, chemical reactions, musculoskeletal disorders and the nature of the working environment in terms of noise, air quality, etc. The ways in which the pandemic have impacted the world of work have also introduced new challenges in terms of enabling business continuity while ensuring full compliance with health and safety measures and providing optimal conditions for those working from home.

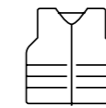


Further strengthening our health and safety policy

In 2021, our Risk Prevention department was once again intensively involved in ensuring business continuity by delivering solutions to the many issues created by the health crisis. Its success in this mission was made possible by the acceptance of these measures by all employees and their resilience; this cornerstone of our DNA brought us even more closely together during this testing period.

In 2021, the safety budget represented 13% of all industrial investment, while a further 24% was devoted to process and quality upgrades, the majority of which were focused on production line automation, which has the knock-on effect of reducing the risk of musculoskeletal disorders.

For example, Phosphea invested during the year in constructing a roof over the loading area of its Gabes production plant in Tunisia, reducing the risks of excessive exposure to the sun, and falls during rain storms. In France, Agriplas-Sotralentz Packaging has addressed operator safety and environmental protection issues by investing in a new machine that maximises pollutant removal, with particular emphasis on the volatile organic compounds that pose a risk to human health.



9,650
internal safety inspections,

A collective and dynamic effort

The health crisis also emphasised the importance of the principle embraced by the Management Committee, and which guides risk and accident prevention policy for the benefit of operations staff: "Health & Safety is everyone's responsibility". The fifty or so subsidiary company accident risk prevention officers (leaders and coordinators), whose work is coordinated by the Group Risk Management department, are therefore essential to this collective and dynamic effort, which aims to make every employee responsible for their own safety. This network also encourages and facilitates continuous upgrading of our risk and accident prevention systems and measures in response to the needs identified.

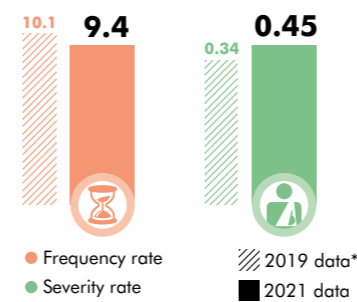
ZOOM #1

HEALTH & SAFETY IS AN INTEGRAL

PART OF PÂTISSERIES GOURMANDES CULTURE

At Group food industry subsidiary Pâtisseries Gourmandes, the culture of occupational health and safety has been developed continually over many years. This culture is built around the four main priorities of equipment safety, people safety, reducing physically strenuous tasks, and accident prevention/training/awareness, with the aim of eliminating the main causal factors of occupational accidents; load lifting and carrying, repetitive movement and road safety. Many investments were made during 2021 in means and resources to develop this culture, including the introduction of motorised handling machinery for mobile dough tanks weighing several hundred kilos at our Derval and Tourc'h production sites in France, and the installation of a system for pumping biscuit dough at St Tugdual (reducing the need to carry loads of up to several hundred kilos per day and make repetitive movements). Road safety has also been one of our central concerns, so every new employee allocated a service vehicle or company car must now complete a one-day training course at a Centaure driving school to raise their awareness of road hazards in challenging conditions. The course covers a broad range of topics, including eco-driving, roadholding, emergency braking, speed, stopping distances and vehicle maintenance. The many measures introduced in the last two years have reduced the occupational accident frequency rate by 6% and the severity rate by 40%.

OCCUPATIONAL ACCIDENT FREQUENCY RATE AND SEVERITY RATE



* 2020 data are not representative due the effects of the Covid-19 pandemic

W CAN has prioritised the health and safety of its crews for almost two decades. In conjunction with the personal contributions made by everyone, ISM certification has helped us to significantly improve safety and working conditions for our crew members, at the same time as protecting the environment to the best of our ability. It's something we can be really proud of."

Pierrick Thuault,

Risk & Accident Prevention Manager at CAN



ZOOM #2

A CERTIFIED SAFETY SYSTEM

TAILORED TO THE NEEDS OF LIFE

ONBOARD THE CÔTES DE BRETAGNE

The Compagnie Armoricaïne de Navigation (CAN) has been involved in a certification process for the health and safety management system in place onboard its suction dredger *Côtes de Bretagne* since 2008. This maritime industry certification standard is known as the ISM Code¹. Its purpose is to identify all high-risk situations and work closely with crews to identify and develop incident and accident management procedures. Its implementation involves putting in place preventive measures for all risks identified, providing training for safety management personnel, and preparing them to handle emergencies in terms both of human safety and marine environmental protection. To ensure that the measures implemented remain in place and effective, CAN is audited several times a year, either internally or by the appropriate maritime authorities. These audits perpetuate and strengthen its ongoing commitment to ensuring the wellbeing and welfare of crew members, and the safety of its ship.

¹ International Safety Management code for the maritime domain

COMMITTED
TOGETHER FOR...
our customers
AND
suppliers

#1 HELPING OUR CUSTOMERS CHANGE THE WAY THEY OPERATE

SUSTAINABLE DEVELOPMENT GOALS



CHALLENGES

As the agricultural industry environment becomes more complex, some farming practices that were once accepted are now rejected by the public. The impetus for decarbonisation of the economy and increased animal welfare finds itself in conflict with the length of time taken to achieve transitions in the agricultural industry. The gap between society, growers and livestock farmers is widening, although their challenging working conditions and the realities of the industry seem rarely to be taken into account. However, no transition can be achieved without working closely with all the stakeholders involved and offering them credible long-term alternatives that allow them to continue producing food and ensuring the long-term future of their businesses.



Raising awareness of sustainable production methods and advising on their application

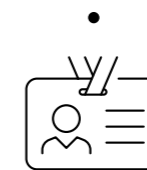
Innovation and the close relationships we have with our customers and partners are the main levers available to us in guiding them through the process of changing their farming practices.

Providing farmers with support tailored for their circumstances is central to TIMAC AGRO, its business and its development strategy, and has been that way throughout its history, because the expectations of farmers in Brazil are inevitably different from their counterparts in Poland or Morocco. TIMAC AGRO representatives work on a daily basis alongside farmers in the field, helping them to meet their yield, quality and profitability targets by providing innovative solutions tailored to the specific characteristics of their soils, crops and/or livestock. In fact, a total of 20,000 farms are visited every day by our 3,610 field representatives. This tailored advice makes it possible to pinpoint the right dosage of natural inputs to be applied in the right place, at the right time and in the right quantity, and therefore encourage agricultural practices that respect the environment and biodiversity.



628

contributions made to external working groups on sustainability issues



46%

of our total workforce are field sales representatives

In addition to the personalised advice, we deliver at the farm gate, our support extends into a digital system offering virtual trade fairs and webinars. For example, Phosphea drew an impressive audience with its Phosphea Digital Week event in April 2021; a global webinar that brought together some 600 participants on five continents. The three-day event presented and examined three key technical issues: the central challenges posed by developments in egg production, key factors for maximising ruminant fermentation, and the effects and consequences of sub-acute ruminal acidosis in dairy cattle. "The webinar was designed to address the needs and fundamental issues of

We bring in independent experts alongside our in-house specialists to provide the most relevant insights, as well as potential solutions to the livestock-specific issues addressed.”

Caroline Biard,
Marketing & Innovation Manager
at Phosphea

our customers”, explains Phosphea Marketing and Innovation Manager Caroline Biard. This remote format proved hugely successful, especially among industry professionals in Asia and Africa, who are traditionally the most difficult to involve in physical events. The same approach proved equally successful for a number of our international subsidiaries, which successfully adapted to constraints in order to share their expertise with the largest-possible audience.

Improving livestock welfare with innovative solutions

As an international stakeholder in animal nutrition, we have an important role to play in animal welfare. Despite being challenged daily on this subject, farmers are often caught between the imperatives of productivity and compliance with societal and regulatory requirements. Using the resources of the Roullier Global Innovation Centre, we are committed to providing answers to our customers and end consumers by developing projects designed to improve livestock farming conditions. In 2021, our research focused on reducing the effects of environmental stress on livestock. Given the effects of global warming, livestock farms are likely to be subjected to increasingly extreme heat stress, and therefore need the resources to adapt successfully. Our work on animal welfare also includes pushing further with research into identifying solutions for treating farm livestock parasites.

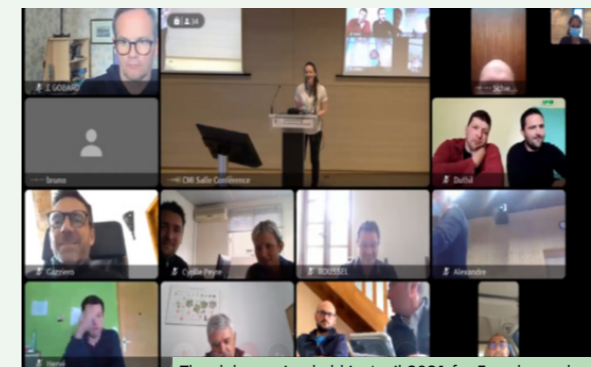


CASE STUDY
THE UAB CLUB:
AN INTERACTIVE FORUM
FOR ORGANIC GROWERS



TIMAC AGRO formed its UAB (Usable in Organic Agriculture) Club as part of expanding its range of services for organic agriculture, sharing its organic cultivation expertise, and working more closely with growers. This small, but dedicated, community of organic growers meets several times a year to organise events, share good practices and problems, provide feedback on their experience of using TIMAC AGRO solutions, provide technical information, and more... *“The UAB Club is helping us to develop our commitment to building long-term projects with organic growers, and working on research and development projects to deliver precise responses to the problems they face. To create a genuine atmosphere of healthy competition, we must surround ourselves with the people we are committed to serving: growers and retailers. Success in the field can be achieved only by working for them and with them. Organic agriculture is an ecosystem in its own right, governed by very specific operating methods, regulations, techniques and attitudes. So listening and co-construction are essential”.* Boris Wery, UAB Product Development Manager at TIMAC AGRO.

The UAB Club highlights problems and solutions specific to organic agriculture that improve the ability of TIMAC AGRO to develop and deliver technologies that meet the real-life needs of growers. French-speaking members of the club met in April 2021 at the Roullier Global Innovation Centre for an event attended by 30 French, Belgian and Swiss farmers and their representatives. The combined issue of water and heat stress was discussed to gain a better understanding of the mechanisms involved, and help club members to deal effectively with them. Two main areas for future work were identified: developing new ways of working to improve soil structure and porosity, and optimising crop and plant cover combinations to limit these stresses. The meeting was also an opportunity for members to reconnect after the travel restrictions imposed during the health crisis, and learn from the expertise of our Roullier Global Innovation Centre scientists.



The club meeting held in April 2021 for French speakers.

#2 UNDERSTANDING HOW CUSTOMER EXPECTATIONS ARE CHANGING



CHALLENGES

Traceability, quality, personalisation, the naturalness of food products... New consumer behaviours and concerns are making the process of understanding their purchasing patterns much more complex. These patterns are no longer necessarily based on socio-economic criteria, but on lifestyle and consumption values and aspirations. The health crisis has amplified these trends, driving a boom in online food shopping (which increased its market share by 55% between 2019 and 2020 in France¹) and an increased emphasis on ethical and sustainable purchasing criteria. Already a clear trend, food traceability will continue to increase in importance going forward to provide consumers with increased transparency². All these dynamics impact the food and agricultural industries, and must therefore be addressed now if we are to meet the consumer food needs of tomorrow. Lastly, and looking beyond the challenges facing the market for food, these trends impact every link in the product value chain of our business sectors, not only in terms of transparency in design and production, but also in terms of consumer demand for high quality and service personalisation.

¹ FEVAD (the French Federation of e-Commerce and Distance Selling Retailers)
² KPMG Report - The Future of Food (2021)

SUSTAINABLE DEVELOPMENT GOALS



Improving the frequency and quality of field feedback

Listening to customers is central to our growth strategy. It fuels our innovation process and helps to make our quality department more effective, both of which inevitably improve customer satisfaction levels. The Roullier Global Innovation Centre innovation process must align with market trends and demand, as well as with the latest technological developments in our fields of research. In this way, projects may be developed in response to farmer feedback via field representatives and subsidiary company teams to the CMI Roullier, and also on the basis of research findings passed on to subsidiaries. In any event, the goal is always to rely on field feedback to problematise a project in terms of its ultimate purpose, the type of agriculture and grower concerned, and the practical cultivation technique the product must address. At subsidiary company level, satisfaction is generally measured by specific customer surveys and the monitoring of customer complaints. This is the case at Phosphea, whose teams have been implementing continuous improvement initiatives based on detailed customer feedback since 2018 as part of its ISO 9001 and FCA (Feed Chain Alliance) certification. These initiatives have reduced the

number of customer complaints and the associated non-quality costs by two-thirds. Each internal complaint or non-conformity report received is the subject of detailed root cause analysis and corresponding action plans to deal with issues as diverse as product quality, packaging strength, labelling and documentation accuracy, etc. Customer satisfaction measurement is also a major issue for our food industry subsidiaries, which have direct contact with consumers. The quality department at Pâtisseries Gourmandes monitors the rate of customer and consumer complaints on a monthly basis, and reported 1.5 complaints per million cakes produced to the end of 2021. Some twenty product panel sessions are held every year to assess product quality relative to changing consumer expectations. Maison Colibri uses a range of systems to measure customer satisfaction on a daily basis and to meet consumer expectations. The company uses social media to survey consumers directly at least three times a week (using open and closed questions), and to identify their expectations by reviewing the comments beneath each post (see pages 54-55 for more details).



Delivering optimal product and service quality

Once customer expectations have been identified and addressed, the teams develop practical responses to ensure the long-term delivery of high-quality customer service. For our food sector businesses, this means systematically applying the principles of the Clean Label to every new product development: zero preservatives, artificial flavours, artificial colours, glucose or fructose syrup, hydrogenated fats or palm oil. At the same time, our brands continue to research alternatives to discredited additives like emulsifiers, thickeners and diphosphates, some of which have already been replaced by natural ingredients. The ultimate aim here is to offer consumers products that deliver

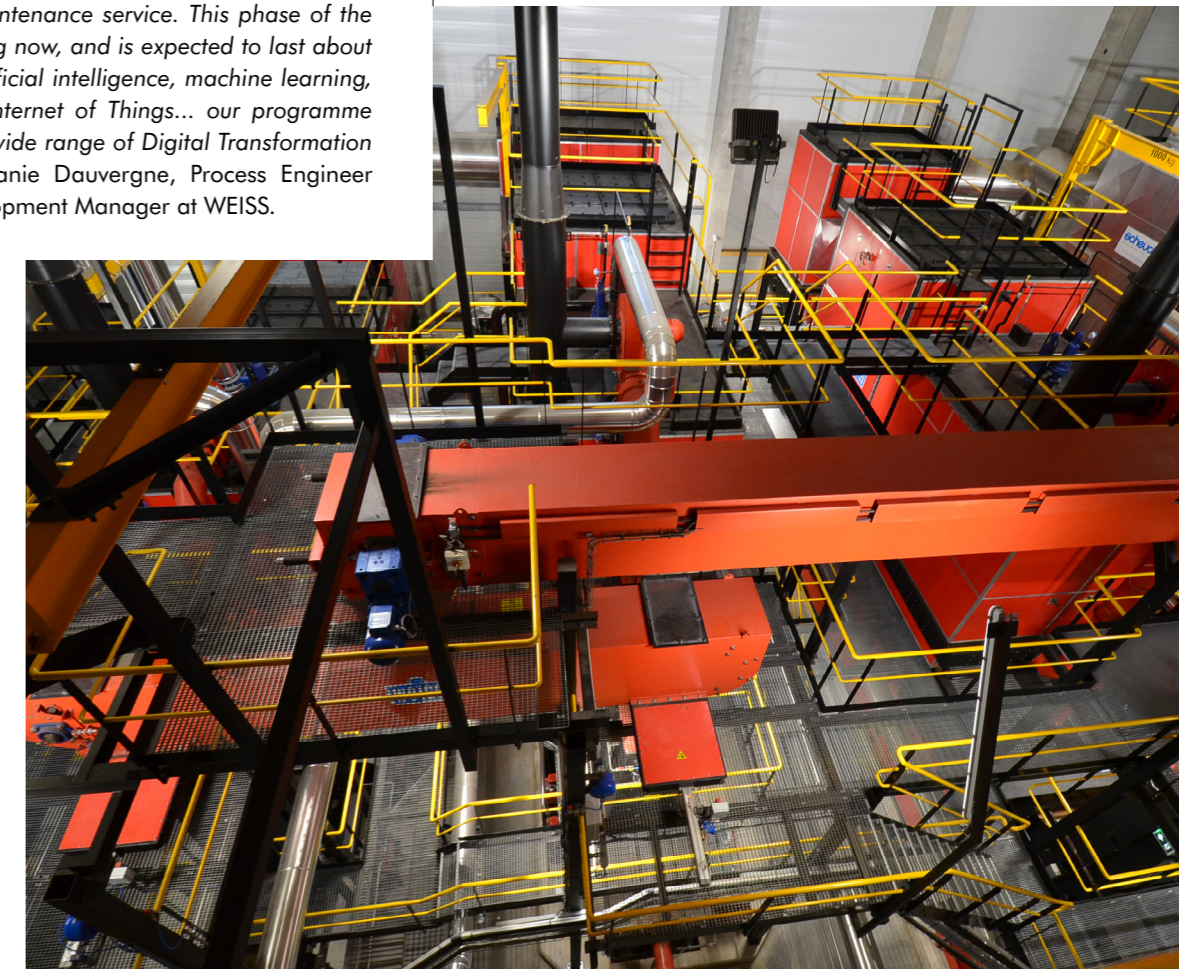


superior organoleptic properties, but use only standard kitchen ingredients. NUWEN, our specialist health nutrition and cosmetics subsidiary, has opted for certification as the basis for demonstrating its high-quality standards to customers: its seaweed processing facility at Pleubian in France has been certified ISO 22000 compliant since May 2021. It can therefore now offer its customers an internationally recognised guarantee of food ingredient safety that sets the NUWEN brand distinctively apart from its competitors by being among the first in the French algology market to be awarded this certification. Compliance with this standard simultaneously demonstrates the ability of NUWEN to identify and control food safety risks and deliver consistently safe end products.

We're one of the first seaweed businesses in France to be awarded this certification. As the only worldwide food safety management standard, this certification acts as a guarantee of quality, gives us a real advantage in the market, and is a source of pride in the business for all our teams."

Stephanie Cossic,
Quality Manager at NUWEN

Lastly, for WEISS, our biomass boiler design and manufacturing subsidiary, guaranteeing the quality of its products is primarily an issue of preventive maintenance and after-sales service. So to minimise the frequency of maintenance work required by its installations, WEISS tasked the 10 staff of its in-house design office to undertake the challenging project of creating a connected boiler solution, with the main aim of predicting potential failures as the basis for early intervention to prevent any interruptions to boiler operation. *"At the end of a year's work, the teams have finalised the process of fitting its boilers with a network of around twenty on-board sensors, and building the architecture required to collect and store the data they generate. So the next step will be to use these data as the basis for implementing breakdown forecasting indicators and a predictive maintenance service. This phase of the project is starting now, and is expected to last about three years. Artificial intelligence, machine learning, Big Data, the Internet of Things... our programme involves a very wide range of Digital Transformation resources"*. Mélanie Dauvergne, Process Engineer and R&D Development Manager at WEISS.



CASE STUDY
LISTENING
TO CUSTOMERS IS KEY
TO DEVELOPMENT
AT MAISON COLIBRI

Consumers have become more demanding during the global pandemic. Their demand for greater transparency is clear from the increased use of food rating applications like Yuka (21 million users) and the emergence of guides like Nutri-Score that provide simple access to food product nutritional ratings.

As a manufacturer of pastries, Maison Colibri must take full account of all these issues in developing its products. Nevertheless, it is still faced with the problem of reconciling two consumer requirements that are theoretically opposed: the pleasure of a 'naughty but nice' product, or opting for a product that is less sweet and/or calorific, and whose ingredients and production process are as natural as possible. For every new product development project, the teams at Maison Colibri make it a point of honour to respect a series of key commitments to taste and quality, and particularly the avoidance of palm oil, artificial colourings and diphosphates.

The teams also have to address more global issues, such as the trends towards locally produced food and more ethical products that guarantee no form of animal cruelty. As a French SME based in the Charente-Maritime region, Maison Colibri has expanded and extended its local partnerships to source French-made products wherever possible, at the same time as making a clear commitment to upholding animal welfare standards.



From 2023 onwards, the entire range of Maison Colibri madeleines will be made using only free-range eggs. This change is already effective in all its Foodservice, Snacking and Export ranges. This local sourcing strategy is also having the effect of accelerating its strategy for reducing and eliminating food waste. At the company's outlet store in Pons, consumers can use the Too Good To Go app to prevent madeleines from being thrown away. In 2021, more than 2,000 meals were saved through the use of this app, and around 58,000 bags of madeleines were recovered by partner retailers; a figure approximately four times higher than in the previous year!

In addition to monitoring and acting on these macro-trends, Maison Colibri also listens attentively to feedback from its direct consumers. This continual process of dialogue with its community takes place via its social media channels, which include Facebook and Instagram. Weekly surveys are conducted across the spectrum of communities to measure consumer satisfaction with a particular recipe; the feedback received has a direct effect on the company's ranges. At the same time, the madeleine@maison-colibri.com e-mail address handles more than a hundred questions or comments every week, providing another important source of information and customer feedback. It was this channel that enabled the company to measure the importance their consumers place on packaging recyclability (one of the most common topics of discussion). As a result, outer bags that previously had 80% paper content are now 100% paper, making them 100% recyclable. The company is now working on an individual product packaging solution that can also be recycled through the new sorting systems by 2023.



Lastly, customer focus at Maison Colibri is reflected in the company's proactive approach to developing products that are personalised to meet all the needs of each customer profile. A retail customer requiring premium and standardised bags? A personal customer wanting to make a gift of products with a personalised message? It is by listening attentively to customers and their individual needs that the company is able to offer services like these.

Ultimately, the Maison Colibri product range is built *with* its customers.

#3 ENSURING THE IMPLEMENTATION OF RESPONSIBLE AND ETHICAL BUSINESS PRACTICES

SUSTAINABLE DEVELOPMENT GOALS



CHALLENGES

Driven in France by the Sapin Anti-Corruption legislation, the Corporate Duty of Vigilance legislation, and the requirement to conduct detailed analyses of ESG (Environmental, Social and Governance) risks, compliance and responsible purchasing policies have become an even more tangible reality for the business community. The concept of extended corporate and product responsibility requires a closer assessment of overall product cost to include CSR risks, and closer partnerships with suppliers to limit the risks of corruption, fraud and negative impacts on the company's external ecosystem¹. The main challenges and responsibilities facing purchasing functions include contributing to the decarbonisation of every link in the supply chain, to regional employment and economic vitality, and to raising employee awareness around the application of ethical business practices.

¹ Michael Page Procurement 2030 Report (2020)



Our Ethics & Compliance Policy

2021 saw completion of the intensive rollout of our Roullier Compliance Platform for third-party assessment to all Group sites in France, and the start of its international rollout. Setting up the new system within each subsidiary involves significant work on preparing databases of third parties, adapting the platform to interface with the company's management software, training the teams in how to use the system, and processing data for all those third parties already in the portfolio of suppliers. On average, this process takes around three months from first contact to fully trained users being able to run the first third-party checks via the platform. The Groupe Roullier ethics and compliance platform allows users to run corruption-related due diligence checks on our suppliers and customers, and confirm they are not the subject of any international sanctions.



667

users trained to use the Roullier Compliance Platform

59%

of Group subsidiaries were using this platform by 31 December

21,353

third-party validation requests handled via the platform

Our Responsible Purchasing Policy

The year was also marked by the rollout of our Responsible Purchasing Policy to our international buyer community, followed by all Group employees, and lastly, externally with online access for all our stakeholders. This final stage marked the culmination of all the work done by a team of volunteer buyers representing all Group businesses and led by the Purchasing Department team, which began this task in 2020 by defining and formalising this framework of commitments and shared values. Throughout the process of building and developing this policy, the Purchasing team has been focused on contributing to the overall performance of the Group and its subsidiaries by creating long-term value built on balanced relationships and innovative partnerships with suppliers. The main issues addressed and translated into clear commitments range from the sustainable use of resources and pollution prevention, to eco-design, circular economy policies and regional development. Each Group subsidiary can then use this central policy to develop its own action plan around shared performance indicators, and contribute its best practices to the community as part of upskilling the entire Group workforce.



ZOOM #1

THE DEVELOPMENT OF RESPONSIBLE PURCHASING AT FLORENDI

As part of formalising its CSR Policy in 2021, Florendi made Responsible Purchasing one of its priorities backed by a proactive rollout of the Group Responsible Purchasing Policy. The teams began by interviewing all suppliers to identify their good practices and position on eco-responsibility criteria. They then used the responses received to calculate and monitor sustainable purchases as a proportion of total purchases. A number of actions were then taken to increase that proportion, including reducing the volumes of plastic used in packaging, and approving containers that incorporate - or have the potential to incorporate - recycled plastic. Local sourcing was also identified as a central feature of Florendi Purchasing Policy - more than 70% of semi-finished products and more than 80% of its packaging are now sourced and purchased in France - as was approval of products that safe for use in organic farming (UAB). In 2020, 30% of fertiliser purchases met this quality standard. All these responsible purchasing commitments are reflected in Florendi's recently developed ranges of active substances and packaging (ANTI GREEN – FLORE&DI).

ZOOM #2

RECOVERING ENERGY FROM CASHEW NUT SHELLS: A COMMITMENT TO LOCAL BRAZILIAN COMMUNITIES

Our Magnesium do Brasil subsidiary in Brazil has been using biomass to fuel its calciners for more than 27 years, and the majority of that fuel has been derived from cashew nut shells. In addition to the positive environmental impact of this carbon-neutral source of energy, its use also has an equally positive social impact. This form of biomass is a by-product of local industry and small-scale farms in the State of Ceará, one of the country's main cashew producing regions, harvesting more than 95,000 tonnes every year. For some Ceará communities, the production and trade in cashew nuts constitute the main industry and primary source of income for local people. So the fact that Magnesium do Brasil buys more than 20,000 tonnes of this by-product provides local producers with a significant additional income stream. Since cashew harvesting is intrinsically seasonal, farmers have no wish to enter into legally binding contracts, but over more than two decades, Magnesium do Brasil has built a close trust-based partnership with its supplier growers. This is therefore a win-win relationship for both parties: the guarantee of a constant supply of biomass for one, and dependable additional income for the other.



COMMITTED TOGETHER FOR...
regions
AND
communities

#1 SUPPORTING AND ENCOURAGING DYNAMIC REGIONAL ECONOMIES



CHALLENGES

The need to reflect on the societal role of companies that began in France with the PACTE legislation of 2019, and has been made all the more urgent by the health crisis of the last two years, has now become essential. Implementation of the PACTE Action Plan for Business Growth and Transformation was a pivotal point for CSR, because it enshrined the duty of companies to address social issues through the management of its business as part of the French Civil Code. This imperative for companies to demonstrate their contribution to society has been further highlighted over the past two years, when the economic crisis caused in part by the pandemic generated high levels of solidarity in support of those businesses negatively impacted. This highly unstable situation has also made it harder for young people to enter the labour market: 1 in 8 of those aged 15-29 in OECD countries are now unemployed¹, and almost 1.6 billion learners (94% of the total) have experienced educational discontinuity as a direct result of COVID-19². In this context, being a 'company engaged with society' makes perfect sense. Our aim in our operating regions is to facilitate and improve the employability of these young people by building closer links between companies and the world of education as part of our contribution to economic expansion through inter-company support and providing help for entrepreneurs and research organisations.

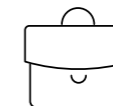
¹ OECD (2022) - Unemployment rate by age group (data.oecd.org)
² United Nations - Policy Brief: Education during COVID-19 and beyond (2020)

SUSTAINABLE DEVELOPMENT GOALS



Contributing to the development of qualification-based local employment

We support the development of local skills and expansion of expertise by building closer relationships with educational institutions in our operating regions as part of ensuring that the world of education continues to work in synergy with today's fast-changing business world. In 2021, we formed or renewed ten partnerships with French engineering graduate schools, management schools and universities working in disciplines relevant to our business sectors: IGR-IAE Rennes, Agrocampus Ouest, Campus Esprit Industries, ESA Angers, Confédération Nationales des Juniors Entreprises (regional partnership), Rennes School of Business, Université de Rennes 1, INSA Rennes, IMT Atlantique and Association Jeunesses Entreprises. Our subsidiary companies have also built close relationships with other schools, colleges and universities whose work is relevant to their businesses, bringing the total number of partnerships in France to 14. Our employees are actively involved in consolidating these partnerships through a range



52
educational partnerships

•
93
presentations made to students by employees

On 13 September 2021, students on the iMBA Program at Rennes School of Business visited the Roullier Endowment Fund for a discussion on CSR issues.



of initiatives. In 2021, 37 of these initiatives were implemented either face-to-face or virtually. The majority of these meetings and events used a digital format to continue our contribution to bringing young people into the world of work, and facilitate our relationships with educational institutions around the world. As part of its partnership with UNIAGRO and Agrocampus Ouest, TIMAC AGRO International held a series of workshop and round table sessions on issues that included finding a first job, communication skills, cover letter preparation and recruitment interview technique. TIMAB Magnesium has also leased laboratory space on the Ecole Nationale Supérieure de Chimie campus in Rennes (France) as part of its partnership with this chemistry graduate school, and is working alongside chemical engineering students to develop projects with practical applications. Lastly, NUWEN set up two tutored projects on quality and production issues with ESIAB (Graduate School of Agri-food Engineers of Brittany) students in 2021. One of the ultimate goals of these partnerships is to introduce students to our career opportunities and business sectors as the basis for recruiting interns, work/study trainees and new employees. They complement the many regional recruitment initiatives, which also adopt a hybrid face-to-face/digital approach. In 2021, TIMAC AGRO took part in a virtual Franco-German job dating forum for agricultural engineers, as well as attending a *Stade d'emploi* event hosted to bring students and potential employers together. During the year, CAN (Compagnie Armoricaine de Navigation) took steps to enhance the appeal of careers in the maritime industry, a sector that will soon be faced with a shortage of seagoing crew, although these jobs are essential to the smooth-running of our economy and daily lives. So the company worked in partnership with the maritime industry employment agency La Touline on the launch of a public information campaign for school students.



We are neither a business club nor just another networking forum. The company executives who work with these entrepreneurs are humbled by their commitment to mutual assistance and solidarity. The only thing that counts in this context is the skills developed with hindsight and the desire to pass on your own experience, without prejudice or judgement. The aim isn't to step into the entrepreneur's shoes, but to facilitate interaction."

Supporting Breton entrepreneurs

As a business with very close affinities to Brittany, where our head office is still located, and a long history of entrepreneurship embedded in our DNA, we are keen to encourage initiative and the constant quest for development opportunities. We are therefore involved in a number of local initiatives designed to develop the region's dynamic entrepreneurial culture; these include Produit en Bretagne, Bouge ta Boîte and Plato.

Our subsidiary Pâtisseries Gourmandes has been an active member of the Produit en Bretagne (Made in Brittany) organisation of Breton companies since 2003. Its members work collectively to promote regional economic development in Brittany, protect jobs, promote the quality of the region's goods and services, protect its the environment, and share the values of business ethics and intercompany solidarity. The Bouge ta Boîte initiative is a national network of women entrepreneurs who meet and interact locally to discuss their issues and help each other. As a sponsor company, we host the fortnightly working meetings of the Saint-Malo Circle at the Roullier Global Innovation Centre.

Mathieu Delpuech,
Group Chief Information Officer
and Plato network member

We have supported the Plato initiative since its creation in 2002. This economic solidarity initiative provides an interactive support and advice forum for senior managers and executives of major corporates, midsize companies, SMEs and VSEs using a sponsorship scheme. In the Ille-et-Vilaine department of Brittany, the network's 24 executives and 180 entrepreneurs meet every month to discuss practical issues, such as using social media to gain new customers, key executive replacement in the event of health problems, setting up processes, managing priorities and chairing effective team meetings. Groupe Roullier supports the work of the network by regularly hosting these plenary meetings, helping to organise them, and giving our senior managers the opportunity to take time out of their working day to coordinate the network and support their protégés with management, organisational and transformational change issues.



1,226
visitors in 2021

4

new projects supported

CASE STUDY

THE ROULLIER ENDOWMENT FUND: SUPPORTING RESEARCH AND WOKING WITH FARMERS



Since its launch in 2019, the Roullier Endowment Fund has extended and accelerated the process of developing initiatives that deliver its general interest mission to research, promote and encourage sustainable agriculture in France and internationally. It defines itself as a meeting and discussion hub and a channel providing support for researchers working on sustainable agriculture projects.

An educational journey towards sustainable agriculture

The primary route for delivering the public interest mission of the Roullier Endowment Fund is the Minerallium exhibition that showcases natural minerals and the essential role they play in Plant, Animal and therefore Human Nutrition. In 2021, more than 1,200 visitors discovered the challenges of mineral nutrition and sustainable agriculture. Officially opened in July 2021, the purpose of this unique exhibition space is to be as open as possible to the world of education, from secondary school students, to further education students and academics and researchers working in agronomy, biology and chemistry. The Minerallium will be open exclusively to the general public on 4 days in 2022. It is also a forum for interaction and discussion, with an annual programme of events, including conferences, workshop sessions and travelling photographic exhibitions.



How corporate philanthropy funds research

In addition to its creation and management of the Minerallium, the central mission of the Roullier Endowment Fund is to support socio-economic research into sustainable agriculture through projects in which farmers, solidarity and respect for the environment are all important considerations. The projects supported must be run by non-profit organisations, such as research centres, university research chairs and associations, and address the imperative need for profitability as an essential part of supporting farmers in their commitment to developing their farming practices towards a more virtuous agricultural economy. As a result, support from the Roullier Endowment Fund provides researchers with additional funding for aspects of projects that would otherwise struggle for cash.

The four new support agreements signed in 2021 are consistent with this commitment:

- INRAE (the French National Research Institute for Agriculture, Food and Environment) in the Bourgogne Franche-Comté region covering the compilation of an Atlas of Molecular Soil Fungi that will contribute to research on the diversity and interactions of these molecular fungi from the perspective of farming practices.
- The Fermes d’Avenir (Farms of the Future) network for a collaborative project run in conjunction with the Ecological Accounting Chair to experiment with a new form of accounting on 15 farms with differing profiles. The aim of the project is to incorporate the value contributed by natural resources and human capital.
- The Senegal Institute of Research for Development (IRD) for the creation of 10 training modules for farmers and their agricultural advisers as part of developing the technique of inoculation, which has yet to become widespread in West Africa. This technique should ensure a significant increase in food crop yields, at the same time as improving the biological life of soils.
- The Changes in Agriculture Chair at ESA in Angers, France (see page 65 for more information about this partnership).

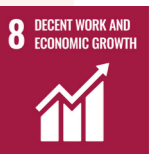


A close partnership with the Ecole Supérieure d’Agriculture (ESA) in Angers

In 2021, the Roullier Endowment Fund expanded its partnership with the Changes in Agriculture Chair at ESA (the agricultural graduate school) in Angers. The additional support focuses on a two-year experimental programme to examine how the environmental services provided by farmers and the impact on their income can be quantified and assessed in terms of economic value. This group project comes at a time when agricultural industry and scientific community perspectives are changing. The management of natural resources and the adoption of offsetting and/or diversification schemes are increasingly being seen as environmental services and farming activities in their own right, whose real value deserves to be reflected in markets and/or specific channels. The Endowment Fund commitment here is to help in the process of putting a value on these services by supporting, monitoring and publicising the experimental programme. This commitment has already been reflected in the hosting by the Roullier Endowment Fund of the 20 January 2022 ESA Angers conference and workshop session on ‘Payments for environmental services: building new markets between farmers and companies’.

The corporate philanthropic initiatives run by the Roullier Endowment Fund contribute to four priority SDGs (Sustainable Development Goals):

Decent work & Economic Growth: by promoting research around developing sustainable long-term economic solutions for farmers.



Responsible Consumption and Production: by encouraging experiments to develop and assess sustainable agricultural practices that save resources.



Climate Action: by supporting scientific initiatives that explore ways of mitigating the carbon impact of the agricultural industry.



Life on Land: prioritising support for solutions that are respectful of land, soil and biodiversity in the round.



#2 DEVELOPING COMMUNITY ACTION AND DIALOGUE



CHALLENGES

According to the Edelman Trust Barometer 2021, companies appear to be among the most trusted organisations in a world clouded by mistrust and misinformation. This level of trust was measured on the basis of ethics and competency criteria, and must be qualified by the actual percentages, which were only 61% for companies and 53% for public institutions¹. When government fails to take the lead, citizens now expect companies to step in and fill the void, with the result that expectations around the abilities of business to address and solve today's challenges have never been higher. To fulfil this role and earn the trust of their stakeholders, companies must therefore make a greater effort to ensure transparency around their production methods, products, business practices and impacts. They must demonstrate conclusively that they have the ability to take concrete action on facilitating and encouraging social progress in their communities.

¹ Edelman Trust Barometer 2021

SUSTAINABLE DEVELOPMENT GOALS



Favoriser l'échange et la transparence par l'ouverture de nos sites au public

As part of increasing the level of stakeholder dialogue, we have been regularly opening our production sites to the general public for several years now. These open days were disrupted by the health situation, but resumed in 2021, especially in France as part of the European Heritage Days event in September. In Pleubian, for example, NUWEN welcomed more than 160 visitors to its seaweed processing plant. The programme for this weekend of sharing included guided tours showcasing the various stages of production, from seaweed processing to the manufacture of natural and water-free cosmetics, as well examples of product uses and applications. TIMAC AGRO France opened all its production sites simultaneously in 2021, welcoming some 650 visitors (see page 70 for more details). The Roullier Endowment Fund also took the opportunity to invite members of the public into the Minerallium



85

open day tours of our production sites



exhibition usually reserved exclusively for agricultural and nutrition industry professionals, scientists, non-profit organisations, students, teachers, academics, etc. The open day events that took place on that weekend in 2021 took on a new level of importance, since they marked the resumption of direct contact and interaction with our host communities. They proved so successful that the sites concerned want to repeat the experience in 2022. [...] The Phosphea calcium carbonate quarry in Billy has installed a series of interpretation panels around the periphery of its site to explain its operations to walkers. The 2022 programme of open days for local residents and communities will be one of the main initiatives for action covered by the CSR certification granted by UNICEM (see page 29 for more details of the certification project).





Supporting local non-profit networks

In 2021, Group subsidiaries provided support for more than 118 non-profit organisations. The majority of these partnerships are with non-profits working in culture, solidarity or sport, and are chosen and managed by individual subsidiary companies, and often by single operating sites. This structure faithfully reflects our own decentralised business model, which gives our subsidiaries full autonomy in building the close local stakeholder relationships required to create long-term value in their operating regions. For example, Magnesitas Navarras has a particularly close association with the Ibararte Sports Club for young people, while TIMAC AGRO Brasil partners the Alliance Française Contemporary Art Prize in Porto Alegre. Their direct involvement in the food chain has encouraged our food subsidiaries Pâtisseries Gourmandes

118
non-profit organisations supported

•

434
tonnes of food donated

and Maison Colibri to focus their contributions mainly on solidarity initiatives to combat food waste. This daily production line challenge to limit losses of materials is also becoming a societal issue in terms of ensuring that production surpluses benefit as many people as possible, and especially those who need them most. Pâtisseries Gourmandes is the larger contributor, donating 434 tonnes of cakes to charity in 2021. Maison Colibri made the decision to work with the Too Good to Go company to maximise direct resale and donations to achieve its 2021 total of 58,000 bags of madeleines saved from waste (see pages 54-55 for the complete process).

“The support we provide further reflects our commitment to creating value by promoting sporting, social and cultural activities that make a positive contribution to life in the valleys of the region that has been our home for more than 75 years.”

Jorge Baños,

Deputy General Manager
at Magnesitas Navarras

ZOOM #1
MAGNESITAS NAVARRAS
SUPPORTS THE NON-PROFIT
NETWORKS OF NAVARRA

Magnesitas Navarras has maintained very close relationships with the valley communities of Navarra in Spain for 75 years. Throughout this time, the company has been committed to creating long-term value for the region by encouraging the quality and rich diversity of its non-profit networks. In 2021, this took the form of renewed sponsorship for the social and cultural non-profit organisations that contribute so much to the appeal of these rural valleys. The larger sponsorship arrangements include the Zubiri-Pamplona-Iruña half-marathon, the Club Sportif Pelotazale Esteribar Pelota club, and the Club Sportif de Ibararte, which helps young people from the valleys by giving them the opportunity to get involved with volleyball and futsal, and to learn values like personal effort, teamwork and empathy. In this way, Magnesitas Navarras contributes not only to enabling active involvement in sport for young people throughout the area and the wider autonomous community of Navarra, but also to their personal and collective education and all that this implies for communities in these often isolated valleys.





ZOOM #2

TIMAC AGRO FRANCE OPEN DAYS

As part of the European Heritage Days event held on 18 and 19 September 2021, TIMAC AGRO France organised a major programme of Open Days at its production units on the Quai Intérieur in Saint Malo, Pontrieux, Tonnay-Charentes, Le Tréport and Tarnos. Day 1 was devoted to welcoming the institutional contacts, partners and service providers of each site. Day 2 invited members of the public to tour the production facilities. In addition to the guided tour, each production unit set up information stands to explain the basics of Plant Nutrition and the major environmental and social issues it addresses. Food stalls and activities for children were also provided to ensure that all visitors enjoyed the friendly atmosphere and the opportunity to spend time together. Some 650 visitors were welcomed over the two days, with the vast majority saying how much they welcomed the opportunity, and enjoyed the time spent chatting with site team members. Although our Saint-Malo facility has been holding these events for many years, the 2021 open days were a first for all our other production sites, and an initiative 100% consistent with the Group's policy of openness and transparency.

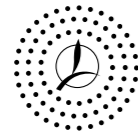
ZOOM #3

THE TIMAB INDIA CONTRIBUTION TO THE PANDEMIC RESPONSE

In light of the historic agreement between France and India, Phosphea took the decision to work via its subsidiary TIMAB India to join the initiative launched by the French Ministry for Europe and Foreign Affairs¹ to help manage the COVID-19 pandemic on the subcontinent. The financial support contributed by the company helped to increase the shipping capacity of liquefied oxygen cylinders and medical equipment (oxygen generators) manufactured by a French SME. Shipped in May, June and July 2021 by the NGO CARE India Solutions for Sustainable Development, this equipment contributed to a significant and lasting improvement in the ability of several Indian hospitals to deliver effective care.

¹ The India-France Covid-19 solidarity initiative (26 April 2021)

The
APPENDICES



SOIL AND PLANT NUTRITION AND ANIMAL PRODUCTION



6,700
EMPLOYEES



70
COUNTRIES IN WHICH PRODUCTS AND SERVICES ARE MARKETED THROUGH 40 SUBSIDIARY COMPANIES



81
PRODUCTION UNITS

MAIN RAW MATERIALS

Raw materials of mineral, organic or processed origin, selected in 27 countries on the basis of strict physical and chemical quality criteria. Independent sourcing based on a strategy to diversify sources of supply. In-house development of technologies.

MANUFACTURING PROCESS

15 granulation units

› Inputs of raw materials and technologies, granulation, drying, screening - grinding, cooling, coating and storage.

26 ore & finishing units

› Inputs of raw materials and technologies, mixing, finishing, screening and storage.

PRODUCTS SOLD

Specific solutions: unique formulations to address specific needs & conventional products.

We offer precise nutritional solutions that allow farmers to control their inputs and optimise their capital.

MARKETING

A unique model based on local field presence alongside farmers and distributors.

2,610 technical sales representatives in 40 countries.

4 million hectares visited every day worldwide.

OUR GOALS AND OUTLOOK

- To work even more closely with farmers and our field network.
- To optimise yield quality and investment for farmers.
- To continue researching innovative solutions that deliver the best-possible performance for each soil, plant and livestock species to meet the specific needs of farmers, at the same time as working towards sustainable and efficient agriculture.

OUR SUBSIDIARY



FOOD INDUSTRY



A seamless combination of artisanal expertise and industrial production that creates pastries

RAW MATERIALS AND SUPPLIES

Butter, flour, sugar, eggs and rapeseed oil.

Wherever possible, we source our raw materials and supplies nationally.

MANUFACTURING PROCESS

Mixture of raw materials, quantities, baking, turning out, cooling, packaging and storage.

PRODUCTS SOLD

Pâtisseries Gourmandes

Individual cakes, sharing cakes, biscuits and frozen products.

Maison Colibri

Individual cakes and sharing cakes.

Alysse Food

Muffins, brownies, bagels, cupcakes.

OUR GOALS AND OUTLOOK

- To develop own-brand products.
- To expand our distribution networks.
- To use local high-quality raw materials whenever possible.
- Pâtisseries Gourmandes: to develop new products for other consumption patterns.
- Maison Colibri: to continue expanding through supermarkets and hypermarkets and maximise growth drivers in e-tailing and food service outlets.
- Alysse Food: to maintain its leading position in the fresh muffin and bagel markets of Europe, increase sales of brownies, and develop the superstore Bakery/Patisserie range.



PÂTISSERIES GOURMANDES

- 550 employees
- 5 production units in Brittany (France)
- 50,000 tonnes of products marketed annually, 51% of which are own-brand (sharing cakes, individual cakes and biscuits)
- Brands: Ker Cadélaç, Un Gourmand à Paris and Pâtisserie Tradition

MAISON COLIBRI

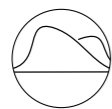
- 106 employees
- 1 production unit in Aquitaine (France)
- 1,300 tonnes of products marketed annually, 50% of which are own-brand products
- Flagship product: the madeleine with its hand-moulded dark chocolate shell

ALYSSE FOOD

- 180 employees
- 2 production units in Belgium
- 11,000 tonnes of products marketed annually in Europe

OUR SUBSIDIARIES





MAGNESIA

A unique centre of expertise developed around the production and trading of Magnesia for agricultural, industrial and refractory applications



700
EMPLOYEES



3
MAGNESIUM CARBONATE
MINES



2
PRODUCTION PLANTS

MANUFACTURING PROCESS

Extraction from rocks, washing, calcination in horizontal furnaces with heat exchangers (Spain) or in vertical furnaces (Brazil), cooling and storage.

PRODUCTS SOLD

CCM (Caustic Calcined Magnesia)

- Production: heating to between 700°C and 1,000°C.
- Agricultural (Animal and Plant Nutrition) and industrial applications (construction, environment, chemicals, etc.).

DBM (Dead Burned Magnesia)

- Production: calcination at between 1,600°C and 1,800 °C.
- Application: Manufacture of refractory masses for blast furnace linings.

MARKETING

CCM (Caustic Calcined Magnesia) › Supplying customers in Animal and Plant Nutrition, and industries requiring Mg for their formulations and/or processes.

DBM (Dead Burned Magnesia) › Steelmakers.

OUR GOALS AND OUTLOOK

- To focus continually on delivering customer satisfaction through the provision of effective solutions and by optimising our own supply chains.
- To intensify innovation as the driver of our future growth.
- To become a world leader in our twin roles as a vertically integrated producer of magnesium and a respected consultant on magnesium-based solutions.

OUR SUBSIDIARIES



CALCIUM PHOSPHORUS SOLUTIONS



High value-added macro-mineral-based nutritional solutions for livestock welfare and productivity

MANUFACTURING PROCESS

Phosphates › The reaction between phosphoric acid and one source of calcium/magnesium/sodium, granulation, drying and storage.
Terrestrial and marine calcium carbonate › extraction, drying and micronisation.

PRODUCTS SOLD

The Essentials range

Basic elements essential for animal health and wellbeing: Calcium Phosphates, Calcium Carbonate, Sodium Bicarbonate, Urea and Salt.

The Performance range

Specific ingredients tailored to the precise needs of individual species and Animal Nutrition product manufacturers: Calseapowder Advance, MAP, Neophos and MAG26.

The Evolution range

Innovative natural ingredients developed to meet the major challenges of livestock performance, health and animal wellbeing: Calseagrow and new products currently in development.

MARKETING

Industrial compound feed manufacturers, Premix producers and mineral producers.
Global reach.



420
EMPLOYEES



100
MARKETING COUNTRIES



7
PRODUCTION PLANTS

OUR GOALS AND OUTLOOK

- To secure our leading position in our markets and continue our international expansion.
- To achieve excellence in manufacturing, logistics and QHSE.
- To support customers in securing, optimising and growing their businesses.

OUR SUBSIDIARY





PACKAGING

A specialist in the design and manufacture of standard and tailor-made plastic packaging for industry

MANUFACTURING PROCESS

Extrusion blow moulding and injection moulding.
41 blow moulding machines.
7 injection moulding machines.

PRODUCTS SOLD

The most extensive range available in the market, with more than 1,000 products of all sizes, from 15 ml to 1,000 litres, as well as products made from recycled raw materials for some of our customers.

MARKETING

More than 10 industrial customer markets (food, cosmetics, medical, construction, chemicals, etc.).
Agriplas global reach: France 93%, export 7%.
SNSP global reach: France 56%, export 44%.



OUR GOALS AND OUTLOOK

- To develop several product ranges using recycled materials.
- To invest selectively and progressively in production processes to reduce manufacturing costs.
- To set up development and innovation projects.

OUR SUBSIDIARIES

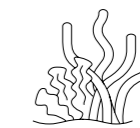


190
EMPLOYEES



4
PRODUCTION UNITS
IN FRANCE

ALGOLOGY



Expertise in seaweed and marine ingredients for cosmetics and health nutrition

MANUFACTURING PROCESS

Processing of algae
› Harvesting (sub-contracted), drying, grinding, mixing, extraction and packaging
The formulation and manufacture of powdered cosmetics products
› Bespoke formulation, cosmetic blending, individual packaging (sachets, bottles, etc.)

PRODUCTS SOLD

Algal-based products
› Cosmetics, Health Nutrition

MARKETING

BtoB in 50 countries worldwide.

OUR GOALS AND OUTLOOK



- To develop technical products using natural solutions for Cosmetics and Health Nutrition.
- To boost our international expansion.
- To intensify R&D collaboration with the CMI Roullier.

OUR SUBSIDIARY



52
EMPLOYEES



1
PRODUCTION UNIT



PLANT NUTRITION FOR THE GENERAL PUBLIC

The manufacture, packaging and marketing of fertiliser solutions for traditional distribution channels and garden product manufacturers

MANUFACTURING PROCESS

Florendi Grand Public

Garden products for the traditional retail trade.

Florendi Professional

Tailormade plant nutrition and health solutions for amateur and professional gardeners.

Florendi Innovation

Innovative concepts developed out of the plant and marine expertise of Groupe Roullier.

MARKETING

Traditional retail, garden product manufacturers, amateur gardeners and professional gardeners.

75% of sales are made in France, and 25% in export markets.

50% of consumer products deliver one or more environmental benefits.

OUR GOALS AND OUTLOOK

- To develop solutions that can be used in organic agriculture and/or biological controls in partnership with the CMI Roullier.
- To expand our distribution networks (own-brand and branded products).
- To develop our Florendi Professional business through industrial customers.
- To accelerate the Florendi digital policy through additional investment.
- To develop eco-responsible packaging.

OUR SUBSIDIARY



RENEWABLE ENERGIES



The design and installation of biomass boilers to provide industrial, service and agricultural buildings and district heating networks, with energy from wood

PRODUCTS & SERVICES SOLD

Engineering, installation and maintenance.

A range of biomass boilers from 500 kW to 15 MW with a 25-year lifespan and on-site maintenance service.

MARKETING

BtoB sales to major companies and industries.

Supplied under private and/or public tender contracts.

OUR GOALS AND OUTLOOK

- To develop technologies compatible with other fuels.
- To expand our export markets.
- To improve energy performance and reduce greenhouse gas emissions.
- To diversify into renewable energies.

OUR SUBSIDIARY



49 EMPLOYEES

1 PRODUCTION UNIT IN FRANCE

7 PACKAGING LINES

37 EMPLOYEES

515 BIOMASS BOILERS IN OPERATION

1,000 MW INSTALLED CAPACITY



MARITIME ACTIVITIES

Concessions for the sustainable extraction of limestone sand off the north coast of Brittany (France) and siliceous sand in the atlantic ocean via Compagnie Armoricaine de Navigation.

SERVICES SOLD

Collection, shipping and unloading of raw materials (limestone or silica sand) and marine contracting (re-sanding of beaches and dredging).

MARKETING

Marine calcium for Groupe Roullier, and silica sand for the construction industry.

OUR GOALS AND OUTLOOK

- To continue research into limiting the effects of dredging on the marine environment and adapting successfully to local challenges.
- To guarantee the regulatory stability of our business by working with trade bodies.

OUR SUBSIDIARY



TAILORMADE INDUSTRIAL SHIPPING SOLUTIONS WITH LDA ROULLIER, A VENTURE BETWEEN GROUPE ROULLIER AND LOUIS DREYFUS ARMATEURS

- › 4 handysize vessels* optimised for lower fuel consumption (new-generation engines, redesigned hulls and bulbous bow removed).
- › Registered in Malta.
- › Services sold: maritime transport of ores, agricultural products and timber.
- › Marketing: around twenty customers located mainly in New Caledonia, China and New Zealand.

* bulk carriers of between 10,000 and 35,000 tonnes



14

EMPLOYEES



1

VESSEL WITH A CAPACITY OF 1,200 M³



4

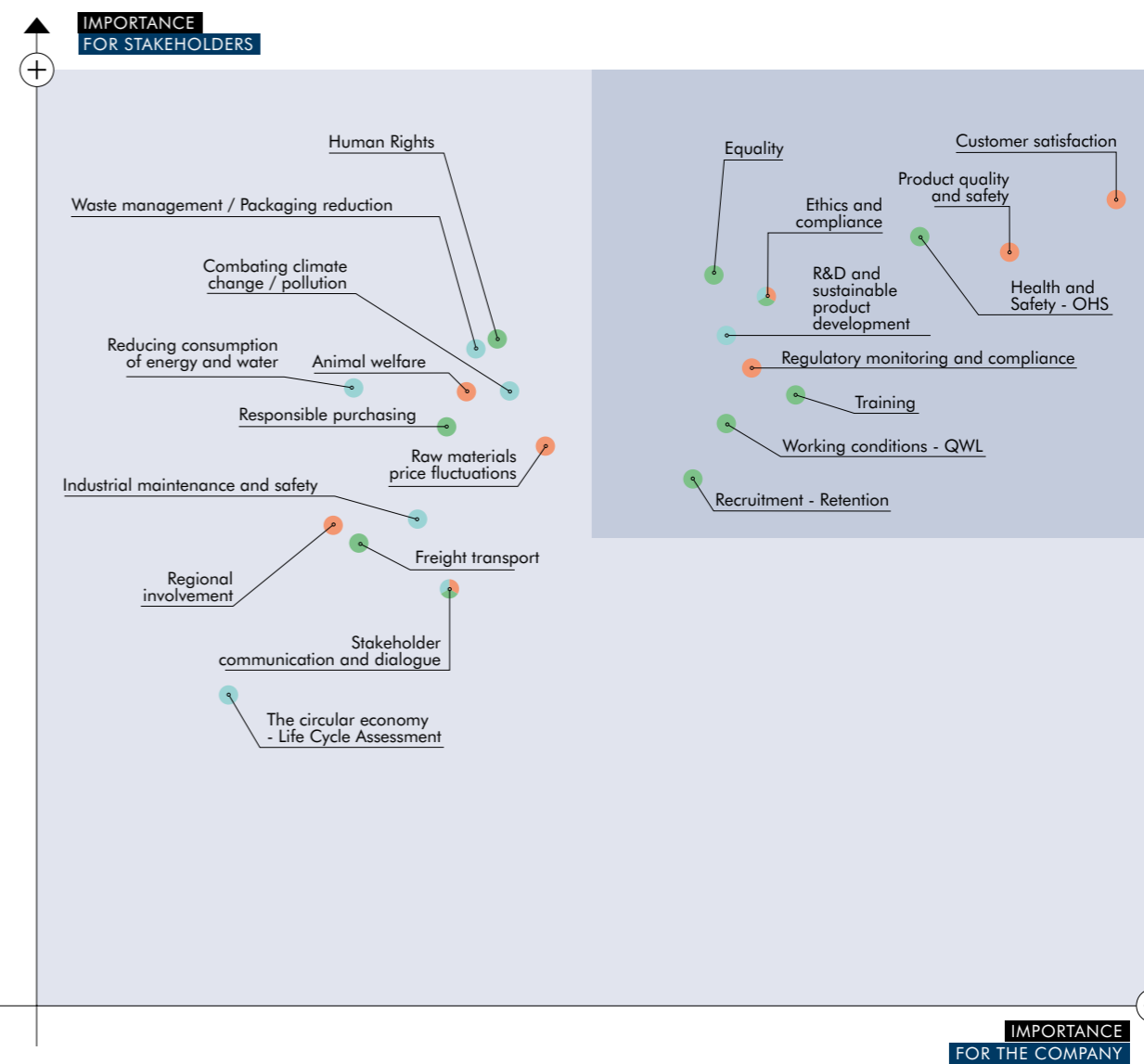
CONCESSIONS IN FRANCE



OUR MATERIALITY MATRIX

Created in collaboration with all the Group's CSR Representatives, our materiality matrix allows us to prioritise our challenges in terms of their importance for our stakeholders and their impact on our business. In 2021, we made the decision to conduct a more detailed

analysis of the issues involved at business sector by consulting with more than 200 internal and external stakeholders. The compilation of these issues will be used to create the new Group matrix, which we will publish in the next Non-Financial Reporting Statement.



CORRELATION TABLE

CHALLENGE	SDG	GLOBAL COMPACT PRINCIPLES	INDICATOR	2019	2020	2021
COMMITTED TOGETHER FOR THE PLANET						
#1 Leveraging innovation to succeed in the challenges of climate change	2 • 6 9 • 12 15 • 17	8 • 9	Share of projects related to sustainable development objectives in Plant Nutrition	data not reported	data not reported	86%
			Share of projects related to sustainable development objectives in Animal Nutrition	data not reported	data not reported	96%
			Number of research partnerships	269	279	256
			Share of partnership projects in the total number of projects carried out	data not reported	data not reported	43%
#2 Being part of a circular economy	9 • 12 17	8 • 9	Share of recycled waste (plastics, cardboard&paper, pallets)	70%	76%	82%
			Share of renewable energies in energy mix	35%	35%	35%
#3 Optimising the environmental footprint of our industrial models	6 • 7 9 • 13	7 • 8 • 9	Tonnes (Teq) of CO ₂ emissions per tonne produced (scopes 1&2)	data not reported	0.12 ¹	0.11
			Energy consumption (kWh) per tonne produced	data not reported	122.45 ¹	127.21
			Water consumption (m ³) per tonne produced	data not reported	0.45 ²	0.40
			Share of recycled water in total consumption	49%	35%	53%
			Share of recycled water in total consumption	49%	35%	53%
COMMITTED TOGETHER FOR OUR PEOPLE						
#1 Helping our employees through upskilling	4 • 8	1 • 2 • 6	Share of employees who received at least one training course during the year	69%	64%	82%
			Average number of training hours per employee	18h	14h	17h
			Share of permanent contracts	94%	95%	93%
			Number of young people under 30 years old	data not reported	26%	27%
			Including share of young people une 25 years old	data not reported	24%	26%
			Number of trainees and apprentices	data not reported	321	402
#2 Promoting occupational wellbeing	3 • 5 8 • 10	1 • 2 • 6	Share of women workforce in the Group	26%	27%	27%
			Share of women managers in the total number of managers	23%	24%	25%
			Turnover rate of voluntary departures	15%	16%	16%
			Absenteeism rate	data not reported	data not reported	3.7 %
#3 Taking Care of Health & Safety	3 • 8	1 • 6	Number of internal security visits	9,314	9,687	9,650
			Frequency rate	10.1	6.7 ³	9.4
			Severity rate	0.34	0.35	0.45

CHALLENGE	SDG	GLOBAL COMPACT PRINCIPLES	INDICATOR	2019	2020	2021
COMMITTED TOGETHER FOR OUR CUSTOMERS AND SUPPLIERS						
#1 Helping our customers change the way they operate	8 • 12 15 • 17	1 • 7 8 • 9	Number of participation in external working groups on a theme related to sustainable development	62	29	628 ⁴
			Share of sales	44%	46%	46%
#3 Assured implementation of responsible and ethical business practices	12 • 16 17	1 • 4 7 • 8	Number of employees trained on the Roullier Compliance Platform (RCP)	data not reported	336	667
			Share of subsidiaries using the RCP	data not reported	data not reported	59%
			Finalized third party validation requests on RCP	data not reported	data not reported	21,353
COMMITTED TOGETHER FOR REGIONS AND COMMUNITIES						
#1 Supporting and encouraging dynamic regional economies	4 • 8 11 • 17	1 • 7 8	Number of school partnerships	data not reported	32	52 ⁴
			Number of employee-led presentations in schools	data not reported	57	93
			Number of visits of the Roullier Endowment Fund (FDR)	data not reported	data not reported	1,226
			Number of projects supported (FDR)	data not reported	data not reported	4
#2 Developing community action and dialogue	10 • 11 17	1 • 7	Number of plant visits made by external visitors	287	62 ³	85 ³
			Number of non-profit organisations supported	data not reported	119	118
			Quantity of food donated (tonnes)	data not reported	574	434

¹ Update of 2020 data: inclusion of 'Non-Energy related' data and improved data monitoring

² Update of 2020 data: recycled water excluded from the calculation of data

³ Indicators significantly impacted by the COVID-19 crisis

⁴ Improved data feedback

THE 17 SUSTAINABLE DEVELOPMENT GOALS

Throughout this report, we associate our commitments with the relevant United Nations Sustainable Development Goals (SDGs). These goals form a universal framework of actions to be implemented between now and 2030 as part of working together to build the future for our societies.



METHODOLOGY

The scope of the Non-Financial Reporting Statement

The scope of the 2021 Non-Financial Reporting Statement covers all Group entities with at least one employee, which are either Proportionally or Fully Consolidated and were actively trading on 31 December 2021. Dormant and/or non-actively trading entities, entities liquidated or disposed of in 2021, those with no employees and those accounted for using the equity method are excluded.

The scope of the indicators used

The number of Group and business line employees includes the workforce on 31 December 2021, excluding temporary staff and interns.

The figure for the consumption of wood and related products refers to the quantity purchased in 2021. The proportion of recycled water used is based on the total volume of water consumed by the Group, i.e. water from boreholes, mains water, recycled water and water from other sources. CO₂ emissions are calculated for Scopes 1 and 2. Scope 2 covers only those emissions related to electricity consumption.

Phosphera LPG consumption and process emissions are excluded from Scope 1.

The indicators for energy consumption per tonne produced and greenhouse gas emissions per tonne produced are calculated using data provided by manufacturing subsidiaries, and exclude vehicle fuel consumption.

The calculations used in preparing the greenhouse gas emissions breakdown chart include emissions as a result of energy consumption (gas, fuel oil, petcoke, electricity, wood and similar), the 'Non-energy related' emissions from manufacturing processes, and emissions as a result of fuel consumption by company vehicles.

Audit

The 2021 Non-Financial Reporting Statement has been audited by an independent third party: the MAZARS global audit, accounting and consulting group.

Sources

- Sources used for TOE (Tonnes of Oil Equivalent) emission factors and ratios: ATEE and Club Biogaz.
- Sources used for CO₂ emission factors: BC V8.4 and ADEME/AIE ›

› www.bilans-ges.ademe.fr/fr/basecarbone/donnees-consulter/liste-element

Identification of risks

Risks have been assessed on the basis of the ISO 26000 social responsibility standard. Gross risks have been identified on the basis of business models relative to the central issues addressed by this standard and the extent of the impacts imposed by our business practices and activities on society and the environment.

The risks identified are as follows:

- Risks related to the use of products, their environmental impacts and the changing expectations of civil society.
- Risks related to pollution and waste.
- Risks related to production resources (maintaining production resources in an efficient and safety condition (installation maintenance, upkeep and inspection)).
- Risks related to consumption (high consumption of water, gas and electricity).
- Risks related to health safety (occupational accidents).
- Risks related to HR (employee turnover).
- Risks related to HR (difficulties in recruiting and maintaining employee employability).
- Risks related to customer satisfaction and dependency.
- Risks related to geographical location (problems in maintaining relationships with local stakeholders (residents, non-profit organisations and institutions)).
- Risks related to purchasing and business practices (short-lived relationships with suppliers, difficulties in maintaining the quality of supplies and products, etc.).
- Risks related to transport and regulatory authorisations have been grouped together with risks related to pollution, consumption and health safety for the former, and with risks related to production resources and operating regions for the latter.

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Groupe Roullier and its subsidiaries,
Emmanuel Pain, Marc Josse,
JEUDI WANG.



To achieve optimal consistency with our CSR commitments, we have chosen to print this report using plantbased inks on FSC® certified paper. Thus, we contribute to responsible forest management and forest renewal, one of the Forest Stewardship Council's objectives.

We took special care in choosing the printer we used, favoring a regional business that is also highly committed to environmental and societal initiatives. Cloître has earned the Imprim'Vert label for paper certifications and colorimetric standards. As a member of the Produit en Bretagne community venture, the company is an active participant in our region's economic development.



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Together

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