



UNIGRAINS

SHARING VALUES SHARING VISION

CSR REPORT 2020-21

**SUSTAINABLE AGRICULTURE
AND RESPONSIBLE COMPANIES
COMMITTED TO WELL-BEING**

Passion • Trust • Ambition



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EDITORIAL



Philippe Pinta,
President, Unigrains



Jean-François Laurain,
Chief Executive Officer, Unigrains

SHARING EXPERIENCE BRINGS VALUE ACROSS THE INDUSTRY

“ CSR has become a priority for companies. Being part of a sustainable development dynamic is anecessity for a company to integrate in its environment, determine the strengths of its employer-brand, and win over and retain customers and suppliers.

In the agri-food sector, companies have opted for many different trajectories, which are at highly varied stages of maturity. Our Group has the opportunity to provide strategic support to around one hundred companies of all sizes, covering the entire agri-food value chain. This diversity of partner companies gives us a valuable systemic vision and puts us in a privileged position to identify responsible best practices - one of our greatest strengths in moving forward together!

Building on this comprehensive vision and the CSR approach adopted by our grain grower shareholders, we can help entrepreneurs enhance and structure their approach. The challenge today is no longer to convince them of the importance of CSR in their development strategy, but to identify and activate, with pragmatism and operational know-how, the right levers to maximise its impact while ensuring the performance and sustainability of their business.

In this report, you'll read exciting stories from two of our partner companies: L'Angélyls, a French manufacturer of artisanal ice creams and sorbets with sales of €10 million, and Boortmalt, the world's leading malt producer with 27 industrial sites on five continents.

Despite very different issues, approaches and means, the objective ultimately remains the same: to strengthen the links between agriculture and agri-food to contribute to sustainably feeding 9 billion people by 2050.

In order to understand the wide variety of CSR considerations and issues in the agri-food industry, our approach is based primarily on observing, understanding, exchanging and analysing the realities and specificities of each partner-company, without imposing a dogmatic approach.

We believe that sharing experiences, however different, brings value across the industry. This is the purpose of our Best Practices exchange platform project, led by Anne Perrot, our Head of CSR, which aims to monitor and cross-reference best practices.

In parallel to these discussions with our partner-companies, and in an effort to set an example, we have initiated our own internal CSR process. Led by a multi-disciplinary working group, Unigrains' CSR approach is reflected in the implementation of solidarity, environmental responsibility and workplace well-being initiatives, which are detailed in this report.

We hope that this first Unigrains CSR Report will also give you a better understanding of our Group's activity. It will be published annually and will enable us to report to all our stakeholders on the progress made in our CSR approach.

”

UNIGRAINS IN BRIEF

The French grain farmers, founders of Unigrains, decided to invest in the agri-food industry in order to secure and enhance the value of agricultural productions as early as 1963. Unigrains has been growing continuously ever since, in France and internationally.

Our vision >

Sustainable agriculture and responsible companies committed to well-being

Our values >

Passion
Trust
Ambition

Our mission >

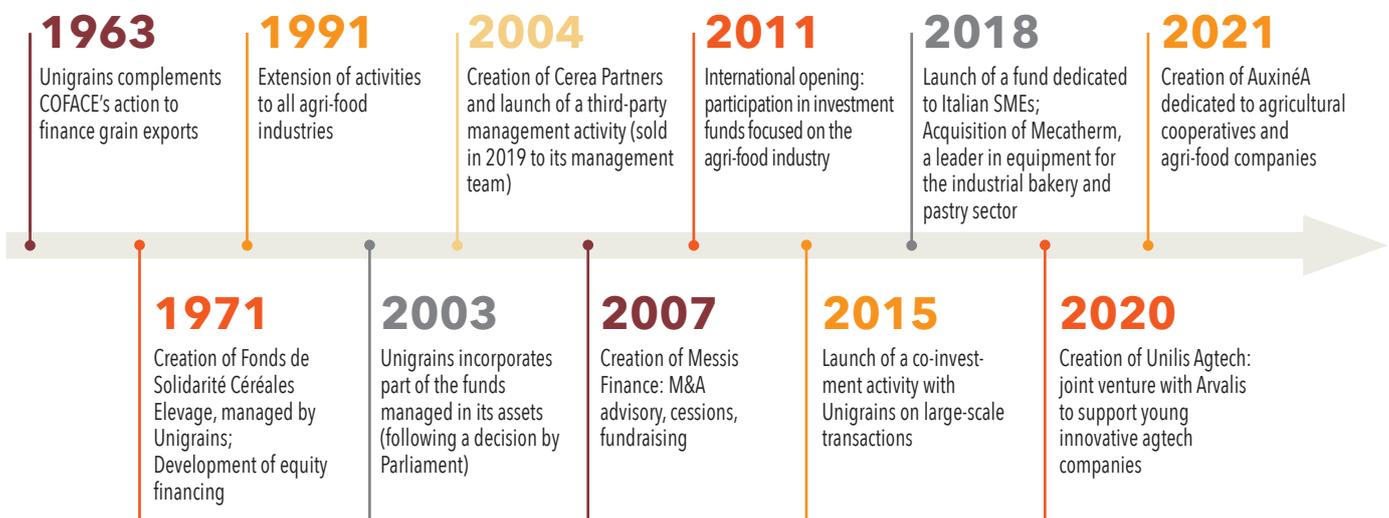
Invest
as a long-term strategic partner to entrepreneurs in agri-food and the bioeconomy

Develop
knowledge and understanding of the key issues of tomorrow's agriculture and agri-food industry

Participate
in the international reach of the know-how of French farmers and partner companies

Contribute
to the emergence of new solutions for agriculture and the development of its production

KEY DATES



ACTIVITIES

Serving the development of agri-food businesses with a comprehensive offering tailored to customers' needs

Investment			
 <ul style="list-style-type: none"> • Created in 1963 • €870m equity capital • €1,200m under management • 19 investors • Growth capital & specialised funds 			
M&A	Equipment	Innovation	Consulting & Services
 <ul style="list-style-type: none"> • Created in 2007 • Over 50 deals • 5 professionals • M&A advisory and financial engineering for equity transactions 	 <ul style="list-style-type: none"> • Acquired in 2018 • Over €120m in sales • 500 employees • World leader in equipment for industrial bakeries 	 <ul style="list-style-type: none"> • Created in 2020 • €4 million in capital • JV between Unigrains and Arvalis • Financial and technical partner of agtech entrepreneurs 	 <ul style="list-style-type: none"> • Created in 2021 • Dedicated to agricultural cooperatives and agri-food companies

KEY FIGURES

<p>58 years</p> <p>of experience in private equity, dedicated to agri-food and agro-industry</p>	<p>15 to 20 deals</p> <p>carried out and €150m invested on average per year</p>	<p>1 000 companies</p> <p>supported by the Group since its creation</p>
<p>+100 partner-companies</p> <p>currently in portfolio (direct investments)</p>	<p>25 countries</p> <p>where the Group is present through its direct and indirect investments</p>	<p>Over €42bn in revenue</p> <p>and 170,000 jobs in total for all the Group's partner companies</p>

SPECIFICITIES

SPECIALIST IN AGRI-FOOD AND THE AGRO-INDUSTRY

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

INDEPENDENT INVESTOR

- Majority-owned by the grain industry
- Equity investor

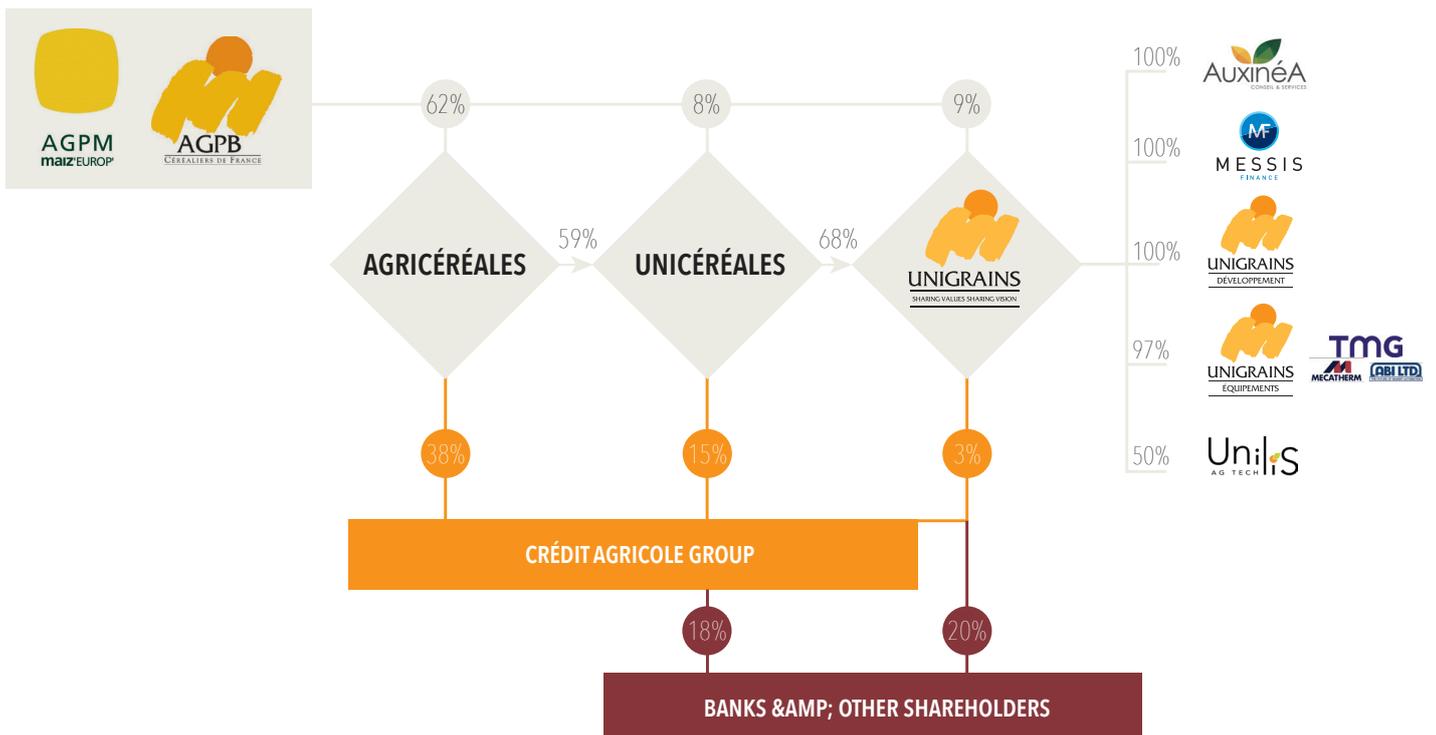
PARTNERSHIP & ACTIVE

- Long-term commitment to business development
- Proactive project management

INVOLVEMENT, ETHICS & INTEGRITY

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

SIMPLIFIED ORGANISATION CHART





RESPONSIBLE ENGAGEMENT

Since its creation by the French grain industry in 1963, Unigrains has been working to strengthen the essential link between agriculture and agri-food and to adapt the agri-agro sectors to the growth of the world's population, a crucial issue for food security.

WHY PUBLISH A CSR REPORT?



Anne Perrot,
Head of CSR, Unigrains

Since its creation, Unigrains has been committed to values that underpin the Corporate Social Responsibility engagement, themes that are coming to the fore today. In recent years, civil society has been questioning the footprint of the food industry and the stakes associated with this awareness are rising.

Companies, challenged by consumers, are now integrating CSR considerations into their production methods. Unigrains, as an investor specialised in the agri-food and agro-industry sectors, is participating in this movement, first by having adopted an Ethics and Responsibility Charter, and now with a structured approach to the CSR strategy that will further strengthen our commitment.

In-house, I am supported in this process by a CSR working group, composed of eight volunteer employees who share a strong conviction on these topics and represent different departments.

"I am supported in this process by a CSR working group, composed of eight volunteer employees who share a strong conviction on these topics and represent different departments."

The group's reflection process has led to the emergence of two priorities structuring Unigrains' CSR engagement:

- Unigrains' responsibility as an organisation and an employer, with exemplarity as the cornerstone of our credibility.
- Unigrains' responsibility and role towards our partner-companies, placing CSR issues at the heart of the committed partnership that we build with them.

These priorities, approved by General Management and the Board of Directors, are translated into action plans. Unigrains' first CSR report marks our desire to share our approach, our ambitions and our achievements with all our stakeholders.

In 2021, we will continue to roll out the actions presented in this report. In order to have a solid basis to further structure the exchange of best practices, we need to make our actions increasingly relevant on these many, constantly evolving CSR topics and provide a synthetic vision of the commitment and maturity of our portfolio companies in this area.

Another area to be developed in 2021 will be to make it easier for all our employees to join in the process, by informing them and encouraging them to contribute their ideas. This is how Unigrains intends to contribute to the development of more sustainable practices, both in the food chain and in our teams.

SUSTAINABLE AGRICULTURE AND RESPONSIBLE COMPANIES COMMITTED TO WELL-BEING

INVOLVEMENT WITHIN THE INDUSTRY

Stakeholder in the responsible approach that forms part of the plans to transform the agri-agro sectors

RESPONSIBLE INVESTMENT

- ESG analysis of investments
- Ethics and Responsibility Charter
- Investor training & sensitization

SUPPORT FOR FERT

Support for the actions of the Fert agri-agency since its creation more than 40 years ago, in close contact with farmers in Africa



BEST PRACTICE EXCHANGE PLATFORM

- Mapping and sharing best practices
- Continuous support for companies in their thought process

UNIGRAINS IN-HOUSE

- Internal best practices
- Reducing our environmental impact
- Signatory to the France Invest Gender Equality Charter and Gender Equality Plan
- Unigrains Solidarity Initiative

NETWORK OF CSR EXPERTS

- Identification and referencing of CSR experts
- Contacts and collaboration with partner companies



RESPONSIBLE INVESTMENT

With a portfolio of around one hundred partner companies in each link of the agri-food industry, Unigrains is ideally placed to play a role as a catalyst for new responsible initiatives.

When analysing an investment opportunity, we systematically look at the company's CSR policy



Didier Bosc,
Director of Strategy,
Unigrains

How long has CSR been a concern of the investment strategy?

“ Since its inception, Unigrains' mission has been to develop links between agriculture and the agri-food industry. This translates into equity investments to finance business development projects. Unigrains' objectives are not exclusively financial, but include a significant economic and social dimension and are long-term, since we are a long-term investor.

As a result, CSR criteria have long been integrated into our investment decisions. Over the past few years, our CSR strategy has gradually become more structured. The adoption of an Ethics and Responsibility Charter, followed by the creation of the position of Head of CSR, helped us improve support for our portfolio companies and further our own objectives.

What are the priorities for further integrating CSR into the investment process?

“ The size of the companies we support and their maturity on CSR issues are extremely diverse. Our challenge is to develop and adapt our ability to support each situation to provide CSR value added. When we make a new investment, our dialogue with the company strives to encourage it to prioritise CSR issues and define areas for improvement. We also want to help companies measure and track their progress over time.

Now that CSR analyses have become systematic, has your approach to investment opportunities changed?

“ When analysing an investment opportunity, we systematically look at the company's CSR policy. Consumers are increasingly attentive and demanding on quality and production conditions and we find that companies are stepping up their efforts.

We seek to assess the company's level of maturity with regard to CSR issues and, above all, we strive to understand its commitment to adopting a proactive approach. We are convinced that CSR issues are a major lever for value creation and employee fulfilment, and our goal is to encourage the development of companies that broadly integrate these issues.

How do partner companies view this approach?

“ The partner companies respond positively because CSR is a topic that brings people together and it motivates the teams. A company that performs well in these areas has a competitive advantage and improves its image. Companies are therefore open to CSR, either because they have already embarked on a process and are interested in a third-party approach, or because they are interested in being supported in their thought process.

PARTNER-COMPANIES & FUNDS

Unigrains invests directly in agri-food companies in France and Europe, with tickets between €1 million and €100 million per transaction. Unigrains also invests via funds focused on agri-business around the world, as well as in sector-specific and innovation-focused venture funds.

SELECTION OF PARTNER COMPANIES



SELECTION OF PARTNER FUNDS



OVERVIEW OF 2020 INVESTMENTS

300
opportunities
studied

20
investments
completed

€90
million
invested

THANK YOU TO THEM!

We are particularly grateful for the unprecedented mobilisation of agri-food companies and their employees during the health crisis.

CSR IN THE INVESTMENT PROCESS

Training and awareness-raising for investment teams

Investment teams are extremely receptive to training in non-financial analysis, in keeping with Unigrains' strong tradition as a long-term investor. In addition to training on the regulatory framework for non-financial reporting, the analysis of the portfolio's CSR maturity contributes to raising investor awareness. This approach involves conducting CSR interviews with the portfolio companies, systematically held with the investor in charge of the relationship. As well as providing a complementary perspective on the company, these interviews help to assimilate CSR fields and issues.

Business Committee

All investment opportunities are submitted to this committee, meetings of which are held on a weekly basis. It brings together management, investors and representatives of the support functions involved in the investment process. The objective is to confirm whether or not the investment team continues to examine a case in accordance with Unigrains' investment strategy. The Head of CSR attends this committee and is responsible for raising any CSR issues that may require attention. These observations may contribute to a decision to stop examining the case, but they are mainly used to guide its subsequent analysis.

Investment Committee

In the final phase of examining a potential investment, this committee aims to establish a consensus within the investment team and with the Director of Strategy on cases ready to be submitted to the Commitments Committee. An analysis of the target's CSR maturity, carried out when reviewing the investment opportunity, is shared at this time. This may consist of due diligence or an analysis of documents provided by the company, supplemented by the organisation of a CSR interview.

Commitments Committee

At this decision-making committee meeting, members receive a presentation note which systematically includes information on the company's CSR situation.

Continuous monitoring

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

RESPONSIBLE INVESTMENT ENGAGEMENT & INITIATIVES

Unigrains' Ethics and Responsibility Charter



The Ethics and Responsibility Charter aims to set out the principles that guide Unigrains' investment activity and which are put into concrete practice every day alongside our partner companies. The Ethics and Responsibility Charter is available on our website.

For more information: www.unigrains.fr



France Invest Responsible Investment Charter



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

For more information: www.franceinvest.eu



PRI signatory



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

For more information: www.unipri.org



EXCHANGE PLATFORM

A CSR matrix has been developed within Unigrains in order to provide a tangible operational framework to analyse the various areas of a company's CSR commitment and to assess its maturity in this area during an interview. This matrix was developed from ISO 26030, a sector-specific version of ISO 26000 offered to players of the food chain.

THE MAIN FOCUSES OF THE REPOSITORY



KEY FIGURES

20 CSR INTERVIEWS
with our partner-companies
in 2020

CSR analysis input on
9 NEW INVESTMENT
cases in 2020



Our greenhouse gas emissions reduction target is aligned with the 2016 Paris Agreement (COP21) scenario



Yvan Schaezman,
CEO, Boortmalt

What are Boortmalt's CSR challenges?

“ Boortmalt is committed to a long-term vision that fully integrates sustainability. Structuring our CSR challenges has highlighted four main objectives: Sustainable agriculture, Water conservation, Human health and safety, Energy efficiency and Emissions reduction.

Decarbonisation is a key sustainability issue for Boortmalt. The industrial process of malt production, and particularly the kilning phase, is a major emitter of greenhouse gases. Our commitment to this issue is not new, as evidenced by the reduction in our energy ratios, monitored for more than 12 years at all Group's sites.

We have embarked on a new and very ambitious stage on the subject: we want to align our greenhouse gas emissions reduction target with the 2016 Paris (COP21) Agreement scenario limiting warming to 1.5°C. This commitment, which has yet to be formalised via an SBTi (Science-Based Targets initiative) approach, has enabled us to define a target of a 42% reduction in our emissions at our 27 industrial sites by 2030, and to map out the path and identify the investment plan needed to achieve this objective.

The first steps have been launched: biomass and the installation of a solar thermal power plant will provide the Issoudun site with renewable energy to cover 50% of its energy needs. These efforts must now be deployed at the Group's 26 other sites!

Providing our brewery customers with responsible malt is a challenge that admittedly requires a responsible industrial process but also integrates the upstream part of our value chain, with a responsible barley offer.

Whether in France with our shareholder Axérial or directly with producers, as in Ireland and Argentina, we are committed to this issue. Identifying good practices that have a positive impact on carbon, being attentive to the preservation and better still to the enhancement of farmers' work is a substantive task to which we apply the greatest rigour. The first step is to collect data that provide for an objective analysis and comparison of practices. We share this work with our supplier partners to support their emissions reduction efforts and help them take up the challenges of carbon neutrality and carbon sequestration.

What do you expect from your various shareholders to help you achieve your CSR objectives?

“ Our priority is to have the support of our parent company and our shareholders. We want them to be a driving force that both challenges and encourages us in this extensive, demanding process.

We consider it essential that our shareholders be on board with our CSR ambition and we are keen to have even more exchanges with them, because we need them at our side to transform our ambitions into practical actions.

There are so many areas to which discussion and sharing objectives can contribute:

- Prioritising our projects,
- Benchmarking,
- Financing our CSR ambition,
- Helping us make the right choices,
- Complementing our vertical vision of the malt sector with a cross-cutting view,
- ...



Inge de Winne,
Group Chief Sustainability
and Supply Chain Officer,
Boortmalt

BOORTMALT
MASTERS OF MALT

- **No.1** global malt producer
- **3 million** tonnes of malt
- **27** industrial sites spread over **5** continents

www.boortmalt.com



We are convinced that improvement comes from exposure to other experiences



Denis Lavaud,
Master Ice Cream Maker
President, L'Angélylys



L'Angélylys is a manufacturer of high-quality ice creams and sorbets based in Fontcouverte (south of Charente Maritime)

- €10 million in revenue
- 40 employees
- "PME+" label

www.langelys.com

What are your strategic CSR challenges?

“ The environment, of course! One of the central issues for our business is cold production: we recently invested in a nitrogen freezing tunnel and a CO2 refrigeration unit which allow us to eliminate freon gas from our production process.

We have also equipped our production site with a wastewater treatment plant. This approach, beyond the direct challenge of controlling the polluting load of water discharged into the municipal sewage system, has also triggered a reflection on the volume of water consumed each day. The installation of a closed water circulation system on the cooling unit has led to a significant reduction in water consumption but also, thanks to a heat recovery system, in energy consumption for heating.

The social challenge is also very present: in a context of low turnover, we want to open up career prospects for our employees. We involve them in our project to create a distribution network by encouraging them to take over management of a store and offering them necessary support. This proposal goes hand-in-hand with the obligation for candidates to train a two-person team as a replacement: this creates a positive dynamic in the company with active internal mobility. It is also a new way of expressing solidarity that we encourage, both internally between departments and externally.

Finally, among the current challenges, we must mention our efforts to further strengthen the local nature of our supplies with the development of a strawberry and raspberry industry in the Lot department. This is a long-term undertaking, carried out in partnership with one of our processed fruit suppliers.

What do you expect from your financial shareholders, and in particular from Unigrains, to help you achieve your CSR objectives?

“ We are convinced that improvement comes from exposure to other experiences. We always learn a lot from each other, but as a business owner, it's hard to get away from the daily grind and take the time necessary to share experiences.

Unigrains can offer us a structured framework in small groups to encourage this type of discussion and make it fruitful. This could concern many subjects, in particular CSR.

EXAMPLES OF RESPONSIBLE INITIATIVES



Energy transition

Project for three self-consumption photovoltaic plants that will cover 25% of electricity needs

CRISTAL UNION

We are moving forward together.

Health and safety

Global health and safety project – the goal: zero accidents with strong commitment from management and field managers, edutainment training, training for principals

innatis

LA PASSION NOURRIT NOS FRUIT

Water

Orchards gradually equipped with drip irrigation at the foot of trees, with parallel maintenance of sprinkler systems to fight frost



Nature and Time Programme

Clean label approach, more sustainable agriculture, eco-responsibility, etc.



Agricultural production certification

Wheat production sectors, 85% of which are subject to specifications: Lu Harmony, HVE3 certification, CRC (Controlled Reasoned Culture)



Lavender industry

Green & Lavandes project to enable the French lavender industry to respond to the challenge of climate change and to society's demand for environmental and energy quality

BOUVET LADUBAY

BRUT DE LOIRE

Training

Organisation of a training cycle for all the company's employees on wine professions, from production to sales, in the form of morning discovery meetings on each profession



COMPAGNIE FRUITIERE

Regional roots

Commitment on the ground in Africa to improve the living conditions of local populations, whether in terms of access to water, education or health



Waste - Circular economy

Development of a collection system for empty drums from customers to ensure their return for recycling. Drive to integrate recycled HDPE into new packaging



Public CSR engagement

Structuring a CSR approach using the Label PME + (FEEF) framework

INVOLVEMENT WITHIN THE INDUSTRY

Environmental certification is a guarantee for socially responsible consumers that farmers are adopting good practices



Eric Thirouin,
President, AGPB



As the President of the AGPB, how would you define AGPB's CSR objectives?

“ The AGPB has started a reflection on the sustainability of the grain industry in association with the inter-branch body (ITC). Producers, the primary link in the chain, are entrepreneurs who run human-sized farms whose objective is to produce in order to feed. With this in mind, at our Congress in 2019 we pledged to promote environmental certification to grain producers. This is a comprehensive approach to reconnect with society by certifying a process of continuous improvement and progress.

It certifies the control of the agricultural activity's environmental impact and constitutes a basis for reflection in the development of social and economic responsibility in our industries. Building on this commitment, AGPB has developed numerous actions to promote farmers' know-how, in particular by adopting a proactive stance on issues of environmental protection, communication and, more generally, farm competitiveness.

For a few years now, you have been thinking about environmental certification. Why?

“ The approach consists of two distinct rationales: a basic level to guarantee grain farmers automatic access to the part of the new CAP entitled "eco-scheme"; then, a higher level that allows for value creation and segmentation. Level 2 certification therefore constitutes the basic level for achieving the eco-scheme and High Environmental Value (HVE) must be remunerated by the market.

Beyond the CAP issue, environmental certification is a guarantee for socially responsible consumers that farmers are adopting good environmental practices by optimising inputs (water, plant protection products, fertilisers) and protecting biodiversity. To support this movement, work with storage organisations and technical institutes has made it possible to develop educational tools to explain the content of environmental certification (technical guide and training).

More recently, you were interested in working proactively on pesticides, carbon and biodiversity. What partnerships have you formed?

“ On this subject, AGPB has developed numerous partnerships with the French Biodiversity Office (OFB), the NOE Association and the European Landowners organisation. The objective is to identify and promote practices that are both environmentally friendly and economically viable. Thanks to these innovative partnerships, we have been able to develop experiments in the French departments with players such as chambers of agriculture, cooperatives and hunting federations.

AGPB has also invested heavily in the Solutions Contract, whose purpose is to identify, publicise and gain acceptance for all the innovative levers that, when combined, can reduce the use and impact of plant protection products. These levers cover various areas including: agronomy, plant improvement, digital agriculture, robotics and agricultural equipment, biocontrol, innovative plant protection products, and sector and territory approaches. Since its creation in 2018, the Solutions Contract has been structured as an association under the French law of 1901 and we have tried to coordinate the forty or so members around this project. Supported by the State and INRAE, the Solutions Contract contains more than a hundred fact sheets that need to be deployed at the regional level to reach out as closely as possible to the players in the field.

All of these projects reflect AGPB's determination to invest proactively to "take back control" on topics that were being addressed defensively. The aim is to do the same with regard to indicators, in particular through our participation in groups within the AGATA Club (NOE Association), La Note Globale (formerly Ferme France), AgriConfiance and the development of the Low Carbon Label for large-scale farming. The ultimate goal is to create value by having farmers' efforts recognised.

Apart from the CAP, you're working at the European level on societal issues such as REWARD?

“ We coordinated a European ERASMUS+ project for 18 months, from October 2018 to April 2021, working with Czech, Spanish, Slovenian, Belgian and Polish partners. This project was called REWARD, for "Raising Employability of women through entrepreneurial activities fostering rural development". In other words, how can we develop employment for women and women farmers in rural areas? For AGPB, the interest lay in getting in touch with partners and better understanding the different agricultural rationales and strategies of EU members.

Why did you launch a communication campaign about the cereal farming profession called "Les Nouveaux Céréaliers" (The New Cereal Farmers)?

“ In 2019, AGPB wanted to rethink its communication strategy and engaged in an on-line and off-line communication campaign entitled "LES NOUVEAUX CEREALIERs". This strategic renewal complements the farm certification project, which aims to encourage society to take a fresh look at the profession and to restore pride in cereal farmers. More than a signature, it is a commitment that underscores the profound transformation of the profession over the last few years. More recently, in 2021, we launched an original format: a four-episode podcast, "Luc, Céréaliier", which gives an insight into the daily life of a cereal farmer. It also highlights the major challenges faced by the profession: the use of new technologies, the rational use of plant protection products, the challenges of the CAP for the industry's sustainability and how cereal farmers are dealing with global warming.

What does AGPB expect from Unigrains' CSR policy?

“ Originating from the agricultural profession and dedicated to the development of agri-food businesses for nearly 60 years, Unigrains must strive towards encouraging and facilitating a better understanding of the mutual expectations of all players in the agri-food sectors, with particular attention to the sustainability of farmers' income, an essential factor in the sustainable development of all sectors. In this context, Unigrains' CSR policy must promote the responsible approach of companies in the agri-food industry and thus contribute directly to the development and diversification of outlets for French agricultural production.

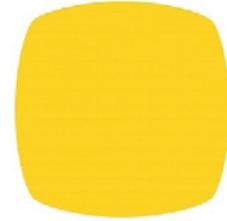
This approach aims to promote a collective economic dynamic for the entire agri-food value chain across the country. Taking into account the challenges facing society, particularly biodiversity, carbon storage and air quality, requires close and confident collaboration between manufacturers and farmers. Unigrains' CSR approach must also include a section on consumers and their changing expectations. In this respect, the expertise of its Economic Studies Department can inform all players to better understand the requirements and strengthen public recognition of French agri-agro excellence.



"Let's turn constraints into opportunities by opening the field of possibilities with new partnerships. Cereal farmers are already doing a lot for biodiversity and it is time to make this known to civil society. Working with the Noé Association has enabled us to set up an experiment in Nouvelle-Aquitaine for a two-year period."

Théo Bouchardeau,
Head of CSR - environmental lawyer,
AGPB

Unigrains is a catalyst between the upstream, the industries and the consumers, to identify and enable the deployment of innovative solutions



AGPM
maiz'EUROP'



Daniel Peyraube,
Chairman of AGPM



Céline Duroc
Chief Executive Officer of AGPM

In 2019, AGPM announced the deployment of its strategic plan and its ambitions out to 2025.

This plan is based on three focus areas: the sustainability of practices, the competitiveness of farms and the creation of added value. The AGPM has also made strong commitments: first of all, with regard to the "High Environmental Value" certification, with a target of 10,000 farms receiving the label within four years. As a benchmark for virtuous environmental practices, AGPM wants to promote corn farms by allowing them to participate in this progress approach in order to meet consumer expectations. In addition, by setting themselves the goal of achieving one million tonnes of carbon credits by the end of 2025, corn producers also want to play a leading role in the fight against greenhouse gases by exploiting the full potential of this crop. In this way, AGPM has triggered a real collective dynamic to guide its actions and strategy and to position corn production as a solution to the challenges posed by agriculture, in line with its customers' expectations.

AGPM shares Unigrains' approach to CSR, as it is truly an ambition for continuous improvement, respecting a certain number of social, environmental and ethical principles in order to create long-term value. It also fully supports the attention Unigrains pays to its investments in innovative companies in the agricultural sector, based in France and promoting French know-how at the international level, and which are committed to responsible management of human capital and social and societal issues.

These are the values shared by AGPM and Unigrains that AGPM wishes to see perpetuated in the companies it supports and that it also applies in its own strategy. With the current challenges of climate change, increasing world population and diversification of the energy mix, the agricultural and agri-food sector must also face multiple changes, requiring regular adaptations. Unigrains is a catalyst between the upstream, the industries and the consumers to identify and enable the deployment of innovative solutions to meet all of these challenges. Unigrains' CSR policy is a useful tool to guide current and future investments and to ask relevant questions about the actions to be taken.

3 Mha
corn grown in France
13 Mt
produced per year

France is:
the **2nd** largest
producer
and the **2nd** largest
European exporter of
canned sweetcorn

France is:
the **leading**
European producer
and the **leading**
global exporter of
seed corn

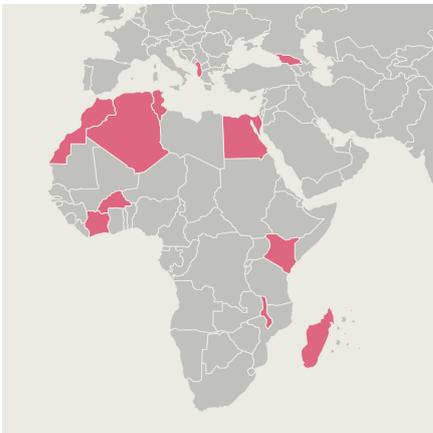
SUPPORT TO FERT



Fert is a French association for international cooperation for agricultural development in developing and emerging countries. Its purpose is to help create the conditions in these countries that will enable farmers to improve their living and working conditions and contribute to their country's food security.

Fert assists farmers in creating organisations (producer groups, cooperatives, agricultural credit cooperatives, training centres, etc.) that enable them to find sustainable solutions to the problems they encounter in the exercise of their profession and to defend their interests.

Fert conducts 24 field actions in 11 countries, getting agricultural managers and technicians together in a spirit of solidarity to share their experience of professional commitment and management of their organisations. Fert is a member of AgriCord, an international alliance of 12 agri-agencies from 10 countries: Belgium, Brazil, Canada, Finland, France, Germany, Philippines, Senegal, Spain, and Sweden.



Fert has resolutely focused the majority of its support initiatives on producer organisations (PO) in Africa.

Fert's 11 countries are: Albania, Algeria, Burkina Faso, Côte d'Ivoire, Egypt, Georgia, Kenya, Madagascar, Malawi, Morocco, and Tunisia.

KEY FIGURES

24 ACTIONS
in 11 countries

60 PO
national or sub-national partners

2,500
local POs supported

71,000
beneficiary families

Agricultural development can only be achieved over the long term



Jean-François Isambert,
President, Fert, Vice-President,
Unigrains

What does Unigrains' commitment mean for Fert?

“ Unigrains is first and foremost the story of how French cereal growers built up a tool for financing agri-food companies to better promote their production. It's a very successful example of the history of agricultural development in France and the organisation by farmers of efficient agriculture that improves their income. This is the same approach that inspired the creation of the Fert agri-agency and that drives our teams on a daily basis.

Secondly, Unigrains provides very substantial funding in the form of an annual grant that currently represents almost a quarter of Fert's budget. In 2021, the grant is €1,125,000 and since 1986, almost €29 million has been granted to Fert for its actions in developing and emerging countries.

More importantly, this unrestricted private funding has two significant virtues:

- it allows leverage to mobilise public funds;
- it is allocated to funding actions by decision of the Fert Board of Directors and is therefore fully in step with the realities and needs in the field, which guarantees the efficiency of its use.

Can you tell us about a Fert project currently under way?

“ Let me cite a project in Madagascar, because this is the country in which we have the most successful partnership with producers and their organisations on a large scale, thanks to the support of grain producers and more specifically Unigrains, which has stood behind us unfailingly over the last 40 years.

This project is that of the Malagasy farmers who have joined forces within a national organisation (Fifata) to create the services they need for their farms.

In order to diversify production and increase producers' income, Fert supported Fifata in the creation, some fifteen years ago, of a specialised professional organisation and a centre for training and experimentation in fruit and vegetables (Ceffel) in the highlands of Madagascar.

Thanks to Fert, an agri-agency connected to the French professional fabric, Ceffel is now a partner of French agricultural professional organisations such as FN3PT (national federation of potato plant producers) and companies such as Ifo, a private company in western France, a leader in the research and development of new varieties and rootstocks for apple and pear trees.



Anne Panel,
Director, Fert

What do you say to French food companies that want to get involved in these issues?

“ First, we tell them that there can be no agri-food without agriculture and no agriculture without organised and united farmers. And that we must therefore focus first on farmers; and not make projects for them but with them, i.e. support and accompany their own projects; this is the guarantee of success.

We then tell them that agricultural development can only be achieved over the long term. In France, it took more than 50 years, so how can it be achieved quickly in countries with far more complex contexts? Without a steady, long-term commitment, the process just starts all over, again and again.

Lastly, we tell them that, because we work closely with the farmers on the ground, we have established a relationship of trust with them; we also have 40 years of experience and expertise in agricultural development through support for producer organisations and we can therefore be allies for companies interested in these issues, either for their sourcing, or with a view to internationalisation, or even in a CSR perspective.



UNIGRAINS IN-HOUSE

The quality of the social and environmental framework plays an important role in the well-being of employees... and in their performance



Anne Couderc,
*Senior Economic
Research Officer
and Member of the
CSR Working Group,
Unigrains*

Why did you join Unigrains' CSR Working Group?

“ First of all, to be consistent. In my personal life, I'm deeply attached to the values conveyed by CSR, such as gender equality, diversity and, of course, respect for the environment. So I felt it would be inconceivable to behave differently in my company. Being part of the CSR Working Group gives me the opportunity to give concrete expression to my commitments outside my home and to deepen them through projects that directly affect all Unigrains stakeholders, both employees and partners.

What can the CSR team do within the company?

“ In the course of my career, I've seen how important the quality of the social and environmental framework is to the well-being of employees and their performance. And I was able to experience first-hand that in terms of well-being, the “every man for himself” strategy, while seemingly easier to apply at first glance, was far less effective than collective behaviour. By making commitments myself and setting an example for my colleagues, I am helping everyone to realise that the sum of a stream of individual actions forms a river and, who knows, one day an ocean!

Small, practical, shared actions such as eliminating the use of plastic bottles or doing volunteer work are fairly easy to implement. As well as providing personal satisfaction, they contribute to improving employee cohesion and therefore general well-being.

And outside the company?

“ It's more of the same, but on a bigger scale. We are only one company among many, but I am convinced that the sum of all the initiatives implemented with and for our partners, through support work but also shared reflection, will lead to a positive evolution of society and the environment. Some would say that it is a titanic task. Yes, but you have to start somewhere!

On a personal level, what does your involvement in the CSR Working Group bring you?

“ Collective intelligence fascinates me. In the CSR Working Group, we all have different life experiences and different jobs even though we belong to the same company. That means we have different perceptions of social and environmental issues and different ideas on how to address them, but we often realise they are complementary. So my involvement in the Group is also a very rewarding experience. I get to know my colleagues from a different angle, rather than just for the production of a product or service, and to appreciate their diversity (isn't diversity a CSR issue?).

EXAMPLES OF SOLIDARITY INITIATIVES

Unigrains Solidarity Initiative

The Unigrains Solidarity Initiative was launched in April 2020 in response to employees keen to show their solidarity with the people involved in the fight against Covid. Thanks to a matching mechanism by Unigrains to multiply the employees' efforts, more than €60,000 was raised for around fifty charities.



French Food Banks

In 2020, as has been the case for many years, Unigrains' teams took part in France's national food bank drive. Unigrains gave around twenty employees a full day off to help collect food donations for the most disadvantaged.



Agro ParisTech Foundation

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



France Invest Gender Equality Charter

Unigrains is committed to promoting gender equality in the private equity industry. The Charter, signed by Unigrains and more than 200 other members of France Invest, lists 30 commitments which will be subject to annual reporting and monitoring.





NETWORK OF CSR EXPERTS

CHALLENGES AND LEVERS OF THE AGRI-FOOD SECTOR

Founded in 1993 by Elisabeth Laville, Utopies is a think-tank and the pioneering French consulting agency for strategy and sustainable development.



Aurore Maire,
Manager, Utopies

What is the context of the engagement strategies applied by agri-food players?

For the past twenty years, the agri-food sector has been marked by the constant evolution of society's and consumers' expectations for products that are more responsible from a quality, health, environmental and ethical viewpoint. This can be explained on the one hand by the widespread awareness of existing malfunctions, often triggered off by high-profile scandals. On the other hand, as a result of growing awareness-raising efforts, the general public's level of knowledge about the major issues of sustainable development is increasing. At the same time, and even though this does not always lead to satisfactory results, the regulatory context is becoming stricter in order to respond to the climate emergency, the challenges of value distribution and societal expectations.

Could you tell us more about these challenges facing the agri-food sector?

First and foremost, consumers are aware of the role that food plays in their health. Consequently, sector players must accompany the necessary change in our eating habits by transforming their offers, with healthier, less sweetened, less processed ranges, containing fewer additives, without pesticide residues, or with organic products.

UTOPIES[©]

The second challenge is to understand the environmental impact of our food. Food accounts for 25% of the planet's greenhouse gases. Awareness is growing: high-impact animal products are being singled out, calling for a shift towards more plant-based products and fewer, more sustainable animal products. More generally, intensive agricultural systems are running out of steam. The aim is to accompany and support the change in our food systems towards more virtuous and less impactful models.

Finally, the subject of packaging, and particularly plastic, remains at the heart of debates. Here again, there are multiple levers for action through genuine eco-design, from the choice of materials used to the development of alternatives such as re-use and deposit.

Another challenge, which overlaps with the previous ones, is that of the resilience of food systems, including the question of the distribution of value between players. The recent Covid-19 crisis revealed the fragility of globalised systems. That said, the demand for more locally-sourced food dates back to well before this crisis, because the perceived and real benefits are multiple: support to the agricultural world and to the territories, reduction of intermediaries facilitating the commercial relationship, creation of local jobs with working conditions protected by French regulations, reduction of transport, return to seasonal food, and so on.

There are solutions such as re-establishing sectors, integrating a reflection on value distribution in the specifications, exploring the potential of micro-production closer to the consumers.

In the face of accelerating global challenges, whether in terms of risk management or the search for positive impact, more than ever, responsibility and value creation are closely linked in the food sector.

UNIGRAINS SUBSIDIARIES



Auxinéa
CONSEIL & SERVICES

MESSIS
FINANCE

TMG

MECATHERM

ABILTD
THE FUTURE OF BAKERY AUTOMATION

UNIGRAINS
DÉVELOPPEMENT

Unilis
AG TECH



AUXINÉA

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



Catherine Requier,
Managing Director, AuxinéA



"AuxinéA's activity is fully in line with Unigrains' strategic orientation by making it possible to offer more added value to companies in the agricultural and agri-food sectors."

AREAS OF EXPERTISE

Financial structuring, financing and cash management

Financial planning, management control and process optimisation

Financial risk management

SPECIFICITIES OF A UNIQUE AND DIFFERENTIATING APPROACH

- **Sector expertise**

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

- **Operational experience and know-how**

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

- **Pragmatic and tailor-made approach**

Reliable and high-quality service, tailored to the customer's profile and requirements, with the ability to act "on behalf of" if desired

- **Operating mode adapted to each assignment**

Project delegation, situation management, transfer of know-how to the client's team, etc., in a general philosophy of transmission

- **Wide range of areas of intervention**

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

MESSIS FINANCE

Founded by Unigrains in 2007, Messis Finance is a corporate finance advisory firm specialising in agri-food and the agro-industry. Messis Finance offers comprehensive support for all equity transactions. As a Group Unigrains company, Messis Finances has privileged access to agri-business decision-makers and a strong presence in the local economic fabric.



ADVISORY SERVICE

Messis Finance advises all professionals in the agri-food and agro-industry sectors, whether they are industrial groups, cooperatives, family-owned companies or investment funds active in the sector. Messis Finance assists shareholders and management teams in all their M&A transactions, from project development to completion.



DISPOSALS

Minority, majority or total



ACQUISITIONS

External growth, build-ups



FUNDRAISING

Financing advisory services



STRATEGIC REVIEW

Engineering & valuation

KEY FIGURES

over 50
mandates

completed since the creation of Messis Finance in 2007, half of which for Unigrains' partner companies

A team of 5
professionals

with extensive experience in M&A, both in France and internationally, acquired in banks and consulting firms

TMG

Majority-owned by Unigrains since 2017, TMG (Together Means Greater) is an alliance of equipment manufacturers and service providers for the industrial bakery and pastry industry in a spirit of privileged partnership. TMG supports the development of each of its brands by encouraging the pooling of expertise, processes and experience around a foundation of shared values including know-how, exemplarity and team spirit.

TOGETHER MEANS GREATER
TMG



Mecatherm designs, assembles and installs ovens, machines and automated lines for the bakery-pastry industry worldwide. 420 employees develop Mecatherm's know-how (300 in Alsace and 120 in Pays-de-la-Loire). The company generates revenue of around €100 million, of which 90% from exports, to customers in 80 countries on five continents.

www.mecatherm.fr



Since 1989, ABI LTD has been helping industrial bakeries around the world reduce their operating costs, increase yields and manufacture better food products more efficiently. Based in Toronto, Canada, ABI LTD has approximately 80 employees, including many engineering, technical and production experts. With a network of customers on five continents, ABI LTD is a leader in the design and manufacture of bagel production lines and a pioneer in bakery robotics.

www.abilt.com



MECATHERM LAUNCHES A "GREAT PLACE TO WORK" CERTIFICATION PROCESS

The Great Place To Work® certification process aims to develop and maintain a quality working environment. Following the initial stage consisting of an inventory of the existing situation and a standardised survey of employee perceptions, Mecatherm selected five work themes. More than 100 volunteer employees were involved in substantive work that led to the identification of more than 100 actions. Their implementation has been prioritised and their deployment, entrusted to a pilot supported by a group of employees, is under way. The health crisis obviously hindered the roll-out of this approach, but the path to obtaining the Great Place To Work® label has been set!



UNIGRAINS DÉVELOPPEMENT



Unigrains Développement is a private equity management company, approved by the AMF under no. GP-16000003, since 3 February 2016. A wholly-owned subsidiary of Unigrains, it manages French and European funds dedicated to agri-food companies. The company established a branch under Italian law in July 2017 in Milan.

FUNDS MANAGED

At 30 June 2021, Unigrains Développement had raised €254.9 million for its two funds.

IAA Croissance Internationale (€200m)

- Created in April 2016 and dedicated to institutional investors, the Fund invests in equity or quasi-equity in French and European non-listed mid-caps in the agri-food industry in co-investment with Unigrains.
- To date, the Fund has made 6 investments



Fondo Agroalimentare Italiano I (€54.9m)

- Created in June 2018, sponsored by Unigrains and open to European and Italian investors, the Fund invests in the capital of Italian agri-food companies.
- To date, the Fund has made 7 investments and 1 exit



*société cédée en janvier 2020

MANAGEMENT TEAM

Vincent Destieu, Chief Executive Officer
François-Xavier Masson, Investment Director

Francesco Orazi, Italian Branch Manager
Alfredo Cicognani, Investment Manager
Stefano Masini, Investment Manager

UNIGRAINS DEVELOPPEMENT'S ESG PHILOSOPHY AND ACTIONS

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

The Unigrains CSR policy detailed in this report, as well as the Group's commitments, labels and initiatives, apply fully to Unigrains Développement.

UNILIS AGTECH

A joint venture between Unigrains and Arvalis, Unilis Agtech aims to accelerate technological innovation for value-creating and resilient agriculture. With a capital of €4 million, Unilis Agtech aims to support a dozen start-ups as the preferred financial and technical partners for Agtech entrepreneurs.



Alexandre Biau,
Chief Executive Officer,
Unilis Agtech



"In order to succeed, young innovative companies must be able to rely on committed, experienced and long-term partners. This is the framework we offer at Unilis and that will help them secure the arrival of their innovations on the market, for the ultimate benefit of producers."

THE GRAIN INDUSTRY WORKING FOR INNOVATION

Unilis Agtech supports young innovative agrotechnology companies to accelerate the optimisation and adoption of their solutions for the production of arable crops and fodder crops.

The companies targeted by Unilis Agtech develop solutions applicable to French agricultural systems, whether based in France or abroad, and have a proof of concept. They have already formed a team to advance their ambitions in areas of innovation such as digital agriculture, agricultural equipment, nutrition and plant protection, or any other relevant solution for the sustainable improvement of systems at the plot, farm or territorial level.

PERSONALISED SUPPORT

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



Technical support from Arvalis and the network offered by its 27 national establishments



Appropriate financial support in the form of equity or quasi-equity capital



Access to a broad network of committed mentors and experts

Interested companies can apply on the website www.unilis.fr



UNIGRAINS

SHARING VALUES SHARING VISION

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