



ANNUAL AND SUSTAINABLE DEVELOPMENT REPORT





E

Even,
leading Breton
cooperative group,
major player
in the French
food industry.



Interview with Guy Le Bars and Christian Griner

WHAT IS YOUR ASSESSMENT OF 2020 WITH REGARD TO YOUR CORE BUSINESS?

GUY LE BARS

"In the dairy markets, 2020 was characterised by value losses and a significant fall in the milk price. The year had started well. The situation was reversed when the first lockdown was announced, leading to bottlenecks of goods in the plants and changes to the "product mix". For Laïta, exports and Out of Home Catering (OHC) sales were blocked and there was an increase in Supermarket sales. Dairy producers were given support in coping with the spring peak collection period, as companies faced regulatory, organisational, logistic and market disruption. At the time when there was a shortage in France of almost everything to deal with the pandemic (masks, protective equipment, vaccines, etc.), our food industries were able to keep French consumers supplied, which was a reassurance for our fellow citizens during this stressful period."

CHRISTIAN GRINER

"Even was able to play its role as a food supplier thanks to the commitment of its members, employees, customers and suppliers, whom I would like to thank warmly. An entire community was mobilised around our raison d'être: feeding the population. In adversity, this closely-knit collective action, backed by government support, has been imaginative, powerful, and resilient. This crisis has strengthened our beliefs and values. The words "cooperation" and "solidarity," to which we are viscerally attached through our cooperative status, have taken on all their meaning."



OUR BUSINESS MODEL,
BASED ON FOUR EVENLY-BALANCED
COMPLEMENTARY DIVISIONS,
HAS HELD UP WELL."

CHRISTIAN GRINER
CEO

HOW HAS THE EVEN GROUP GOT THROUGH THIS CRISIS?

CHRISTIAN GRINER

"Our business model, based on four evenly-balanced complementary divisions, has held up well. We were able to adapt our working methods in an emergency to best serve our customers by integrating the change in the product mix in the dairy sector and adapting to the discontinuation of the food service, and the shift to supermarkets, logistical issues, disruptions in exports, etc. The Distribution division has been particularly affected by the interruption of out of home catering, with its turnover falling by 60% at the height of the crisis and the resort to short-time working. At the same time, home delivery activities increased by 20% to 30%, as was the case for Argel. Synergies were very strong between the divisions, with the teams mutually supporting each other."

GUY LE BARS

"Upstream, the problem has been to maintain contact between the Cooperative, its members and the teams in the field because of social distancing and being unable to meet. We had to postpone key events with members such as the section meetings. We have missed these discussions, this simplicity and this proximity that are the DNA of our Cooperative."



CUSTOMERS AND CONSUMERS WANT TO GIVE MEANING TO THEIR PURCHASES. FARMERS WANT TO SEE THE MEANING OF THEIR PROFESSION RECOGNISED. THIS COMMON QUEST MUST ALLOW US TO CONNECT THESE TWO WORLDS AROUND VALUE CREATION”

GUY LE BARS
President of the Board of Directors

CHRISTIAN GRINER

“However, we have continued with the projects and initiatives that are structuring for the Group. The Covid-19 crisis has accelerated the realities we were already preparing for: a convergence of the logistics networks, digital technology, collaborative working and teleworking, adaptation of the information systems, the growth of consumption on the move, the integration of upstream to downstream CSR requirements into customer specifications, etc.”

GUY LE BARS

“Indeed. For my part, a significant move was the creation of the Even Upstream CSR fund, voted for at the 2020 General Meeting. Part of the dividend passed back the members is now conditional on the implementation of sustainable development measures. We have identified three major progress areas, in line

with societal expectations and our CSR Passion du Lait® approach:

- People, in order to increase the value of producers' know-how; improve the safety, working conditions and income of farmers and their employees;
- Animals, to encourage the commitment to animal-welfare practices;
- the Environment, with the objective of improving the environmental footprint of the farms, preserving resources, water quality and biodiversity.

All issues on which our members will continue to work, while we hope that consumers will realise that food sovereignty and the production of intangibles come at a price.”



HOW DO YOU VIEW THE COMING MONTHS?

GUY LE BARS & CHRISTIAN GRINER

“Confidently. The horizon is becoming clearer in the markets with an increase in the milk price and the reopening of restaurants in mid-2021. Of course, recovering from a crisis is never straightforward. The entire supply and logistics chain needs to re-establish itself and many raw materials are subject to inflationary pressures: farming and food industry inputs, energy, etc. A return to stability will not come just yet, but the fundamentals are there. We will continue to consolidate our firmly rooted dairy division in the West of France, balancing it with our Distribution and Development divisions. Coming out of the crisis may open up opportunities for us.”

GUY LE BARS

“Customers and consumers want to give meaning to their purchases. Farmers want to see the meaning of their profession recognised. This common quest must allow us to connect these two worlds around value creation.”

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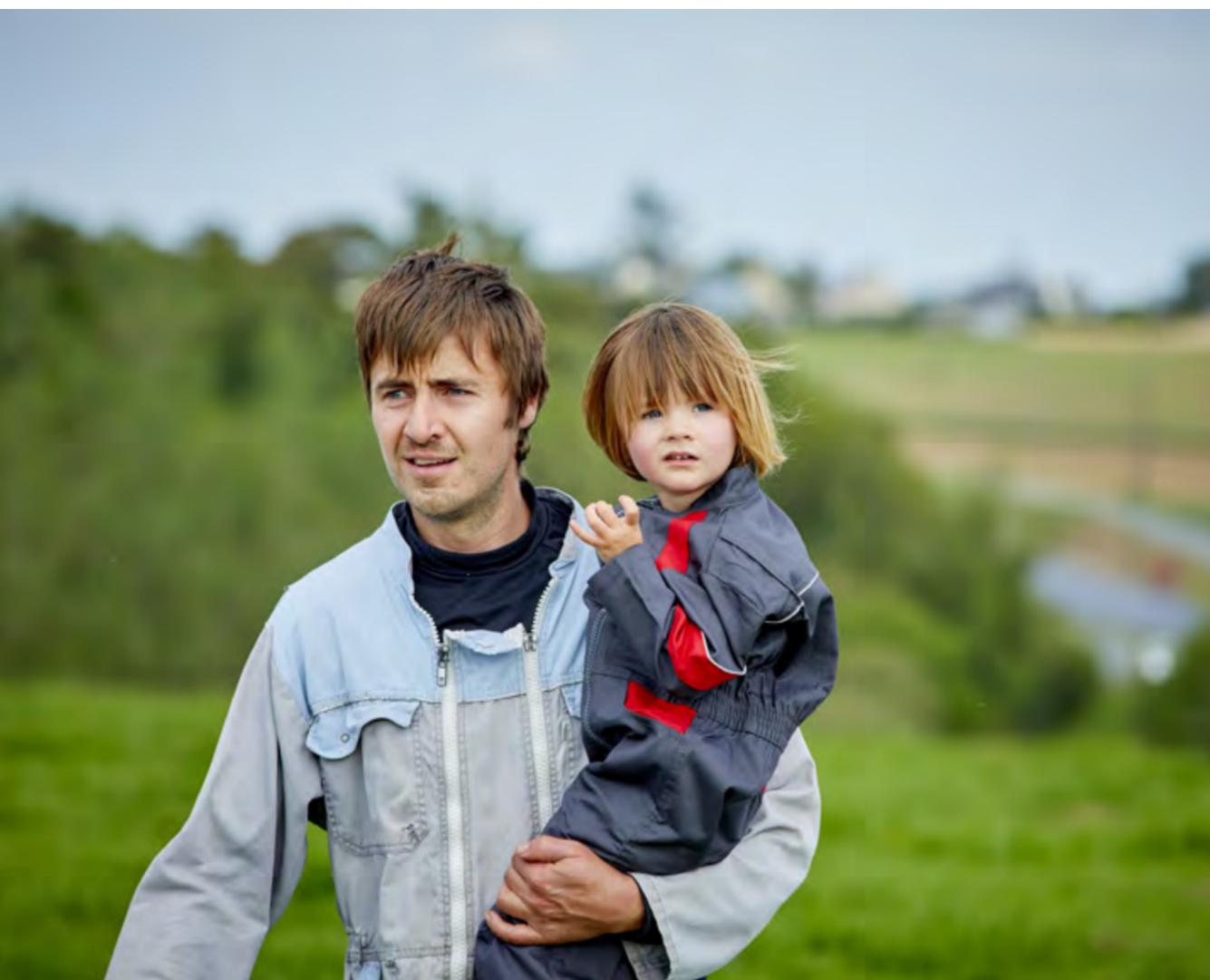


Even, an agri-food

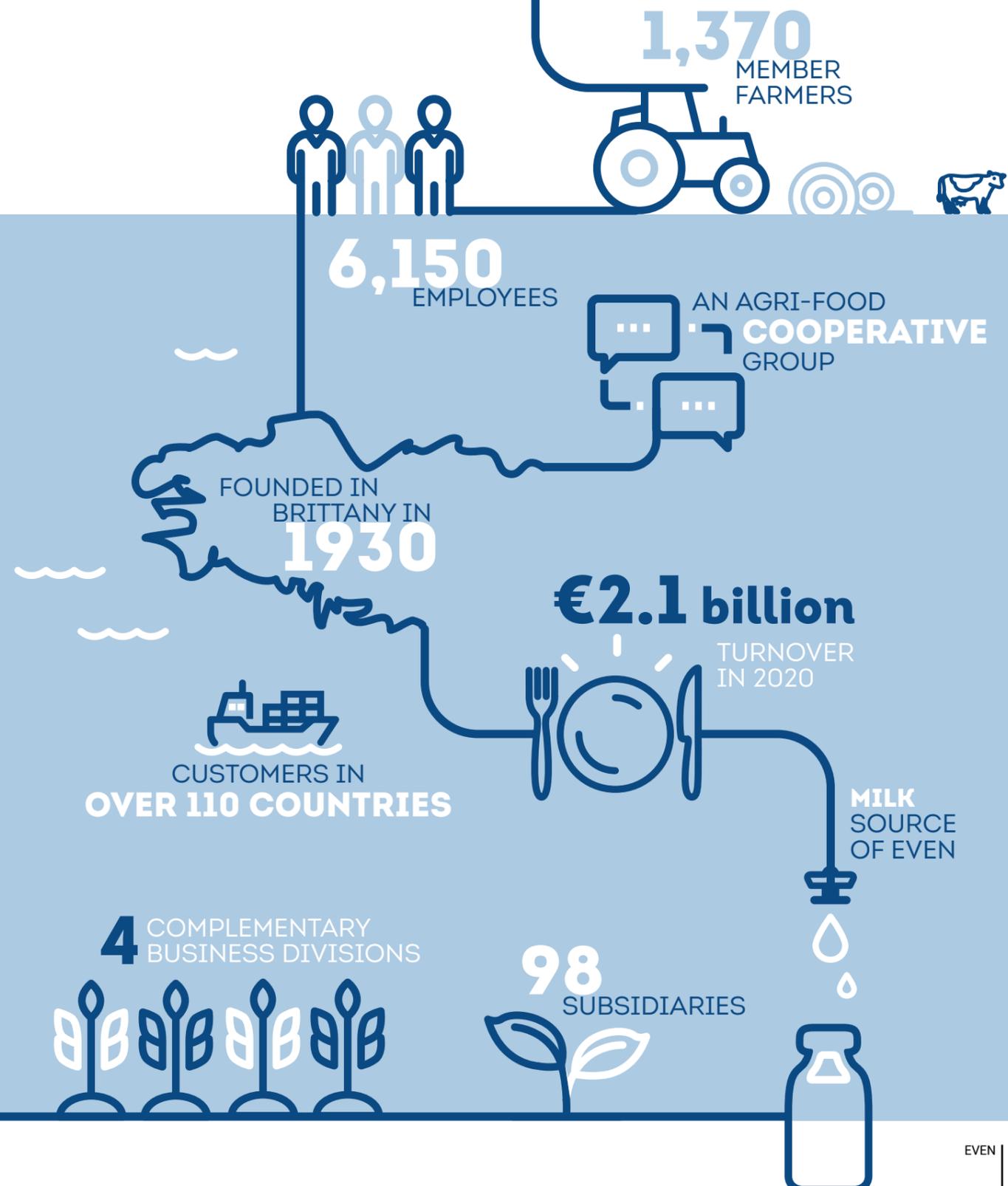
cooperative group
born in Brittany

Even is an agri-food cooperative group founded in Brittany in 1930. With 1,370 farmer members and over 6,100 employees, it is now a major player of the French food industry. Even records turnover of €2.1 billion and it is structured around its parent company Even Cooperative and four complementary business divisions: the upstream farming activities, milk and dairy products, food product distribution, and a diversification division. Even is firmly attached to its roots in Brittany, yet is

open to the world, with around 100 subsidiaries in France and abroad, and customers in over 110 countries. Its products are found on one million dinner plates in France and around the world every day. Even is driven by the values of agricultural cooperation and has one clear ambition: to provide good, healthy food for all and to create sustainable human and economic wealth for its member farmers, employees, Brittany and the other territories that host its activities.



Key figures





Governing bodies

Even is built on cooperative values and belongs exclusively and collectively to Breton dairy farmers, i.e. its member farmers. Its mission? To collect and process the milk produced by its member farmers in a sustainable way, in order to secure the long-term future of the farms on its territory. At Even, the member farmers are its shareholders, milk suppliers and users of the Cooperative services. The Board of Directors is made up of 17 member farmers elected by their peers. Led by the Even's President Guy Le Bars, eight of these farmers make up the Executive Committee Members. The Management Committee is made up of CEO Christian Griner and six other directors. This system fosters a non-speculative, distinctly human type of capitalism which is focused on the long term.

BOARD OF DIRECTORS



Guy Le Bars

President of the Board of Directors, farmer at Ploudaniel (Finistère)



Jean-Michel Gac

Vice-President, farmer at Hénanbihen (Côtes d'Armor)



Yves Kermarrec

Vice-President, farmer at Drennec (Finistère)



Ronan Le Bras

Treasurer, farmer at Plounévez-Lochrist (Finistère)



Hervé Loussaut

Secretary, farmer at Plouégat-Guérand (Finistère)



Yohann Hervo

Executive Committee Member, farmer at Alineuc (Côtes d'Armor)



Pierre-Yves Jestin

Executive Committee Member, farmer at Lannilis (Finistère)



Yann Landin

Executive Committee Member, farmer at Plédran (Côtes d'Armor)



Jean-François Saluden

Executive Committee Member, farmer at Mespaul (Finistère)



Brigitte Bertrand

Board Member, farmer at Planguenoual (Côtes d'Armor)



Sandie Coz

Board Member, farmer at Plouezoc'h (Finistère)



Sébastien Gouérec

Board Member, farmer at Plounévez-Lochrist (Finistère)

MANAGEMENT COMMITTEE



Christian Griner

CEO



Catherine Abautret

Group Administration and Finance Director



Jean-Marie Arnal

CEO of Even Distribution



Charles Belin

Group Human Resources Director



Dominique Cloarec

Group Legal Director



Jean-Marc Le Roy

CEO of Even Upstream



Fabien Russias

CEO of Laïta



Hubert Le Coz

Board Member, farmer at Plouarzel (Finistère)



Ludovic Madec

Board Member, farmer at Hanvec (Finistère)



Gwénaél Quéau

Board Member, farmer at Taulé (Côtes d'Armor)



Yvon Tourmel

Board Member, farmer at Commana (Finistère)



Soizic Trotel

Board Member, farmer at Saint-Cast-le-Guildo (Côtes d'Armor)

Key events 2020-2021

The year 2020 will remain forever etched in our memories. A large earthquake, generated by a microscopic virus, shook the entire globe. The Even Group has been hit hard by the Covid-19 health crisis, but has adapted to ensure continuity of its activities and to fulfil its primary mission of feeding the population.

2020 was also a time of hand-over for Even: Christian Griner succeeded Christian Couilleau as CEO of the Even Group, a passing of the baton that forms part of the continuity and respect for the cooperative values dear to the Group.

March 2020

Mobilisation A PLAYER ON ALL FRONTS

Many actions, transformations and gestures of solidarity are undertaken during the health crisis. From March, people are able to rely on the remarkable ability of farmers and agri-food workers to adapt. Their combined efforts fill the shelves, contributing to reassuring the French during this stressful period. Even's members and employees participate in this key mission: feeding people by managing to feed the livestock and collect and process all the milk produced under degraded conditions and serving customers. The full meaning of the word cooperation is expressed in serving the general interest. In this movement, some employees volunteer to help out their colleagues in other occupations and sectors to meet the influx of orders or occasional needs for extra staff.

This period is unsettling personal and professional markers. To maintain contact with its teams, the Group in the first lockdown acquires an in-house communication tool: an extranet accessible to all. At the same time, the information systems teams make it possible for around 2,000 employees to work from home. The human resources teams establish individual follow-up and initiate measures to reconcile flexible working and social protection. Cooperation with the social partners also helps deal with the upheavals undergone by working practices.

Throughout the crisis, Even teams multiply their gestures of solidarity toward caregivers, nursing home residents and charitable associations. Whether through donations of products or personal protective equipment, Even acts to support those who are most in need.



June 2020

E-commerce SERVING OUR CUSTOMERS

Even Distribution strengthens its e-commerce presence. Réseau Krill is the first to launch its retail website. It offers advice and services to its restaurateur-customers, and allows them to order online in just a few clicks. Acceleration of digitalisation must be used to support changes in the catering sectors, to increase responsiveness and to promote recovery following the lockdown periods.



July 2020

Localness BEING THERE

During the lockdown, Argel sees its business expand strongly. With the obligation to stay locked down at home, the French rediscover the convenience of home delivery and the culinary interest of frozen products. The teams remain mobilised to fulfil the orders that continue to flow and to retain new customers won during the Covid-19 crisis.



August 2020

Eco-design REDUCING OUR ENVIRONMENTAL FOOTPRINT

Laïta launches a large project that is part of the environmental aspect of the Passion du Lait® approach: eco-design. The first step: designing packaging differently to meet the expectations of the major supermarkets, which want to reduce waste at source, particularly in the context of the anti-waste law. Madame Loik's whipped cheese pots, marketed in France, no longer have their cardboard overpack. The plastic of the individual and grouping sleeves of Paysan Breton filled Breton crêpes is now advantageously replaced by recyclable paper packaging. A noticeable first in this section!



September 2020

Innovation A COLLECTIVE CHALLENGE

The Laïta Innovation Award attracts more than 500 entries! Employees and milk producers discover the innovations supported by the teams and vote for their favourite project via an online platform. The winner of this competition is "So Crispies": a crispy dairy ingredient developed by Epi Ingredients.





December 2020

ENCOURAGING DIALOGUE

Corporate spirit
Improving quality of life in the workplace is something Even has been working on for a long time. The tip of the iceberg is the many material investments made in 2020 to improve the working environment for employees. Office improvements, shared workspaces and relaxation areas create warm, modern and connected spaces, thanks to which the Group intends to foster interactivity, cohesion and dialogue between departments and teams.



November 2020

CUTTING OUT WASTE

Responsibility
To limit the amount of food waste, Laïta and the Distribution division join the "Too Good To Go" movement. These partnerships mark the Group's commitment to actively participate to a campaign where joint efforts can change the environmental situation. The first actions by Laïta teams: raise consumer awareness so that they can differentiate a best-before date (BBD) from a minimum durability date (MDD), a misunderstanding that currently causes 20% of food waste.

January 2021

INCREASING COLLECTIVE EFFICIENCY



Digitalisation
Even's digital transformation is under way. Many digitalisation projects are being materialised: among them is the establishment, at the Group level, of a Digital Workplace to provide the teams with easy, fast and mobile access to the applications and information they need on a daily basis. The project initiated in early 2021 is aimed at fostering collaborative work and facilitating exchanges between the business lines and the teams. The challenge is to manage change which takes the users along with it and gets everyone on board!

February 2021

ACQUISITION OF MARATHON FOOD LTD

International
As part of its international development, Laïta acquires Marathon Food Ltd, based in London. This Mediterranean food distribution company is the exclusive supplier for Eurilait of halloumi, a cheese appreciated by the English market. Laïta thus secures the supply of halloumi for its Eurilait subsidiary and strengthens its future development. At the same time, it expands its cheese offering for its international markets.



March 2021

BROADENING THE SCOPE OF POSSIBILITIES

Opening
What kind of agriculture and food for tomorrow? Even group, le Village by CA Finistère and Valorial come together again to launch the second edition of the Even'Up competition. A call for projects is open to young companies and start-ups in the nutrition, distribution and new technology sectors committed to responsible and innovative agriculture and food.



October 2020

GENTLY PASSING ON THE BATON

Transmission
The President and the Board of Directors unanimously appoint Christian Griner to succeed Christian Couilleau in the Executive Management of the Even Group. Prepared for more than a year, the succession comes about at a time when the Group is performing well, with a clear and stable strategy. The hand-over is part of the continuity and respect for cooperative values: a shared sense of responsibility, team spirit and simplicity. Christian Griner and his team will have the mission of promoting the Even project with energy and balance, ensuring, in the short term, a strong post-Covid recovery and, in the long term, responding to the new challenges of tomorrow's farming and food, in particular around Corporate Social Responsibility and digital technology.

Christian Couilleau has worked for the last 30 years at the Even Cooperative and almost as many years as the Group's Chief Executive Officer.

In 30 years, the Group has developed its annual business volume (from 500 million to 2.1 billion euros), employment (from 2,000 employees to nearly 6,50 full-time jobs) and responsibly-produced milk (from 280 million to 1 500 million litres). Above all, the Group has been able to grow its values and root its project even more in its territory and in the long term. It has also been able to build trust with its customers and its economic, financial and institutional partners.

Christian Griner joined Even in 2009, when Laïta, a dairy subsidiary of the Group, was created and whose General Management he was entrusted with in 2016. The trust that has been built since 2009 around the construction of today's Laïta, strengthens its commitment to the many challenges that each of the Group's business division's faces in this particular period and for Even's future.

In 90 years, the Cooperative has had only five Presidents (including Guy Le Bars since 2007) and two CEOs: François Dubois, between 1964 and 1993, and Christian Couilleau, between 1993 and 2020. A fine illustration of the stability of its governance.





Business lines and brands

International coverage

Even is structured around its parent company Even Cooperative and four complementary business units:

- Even Upstream which encompasses all the advice activities and services for running farms: milk production, crop production and self-service supply stores, animal nutrition and swine genetics;
- milk and dairy products under the Laïta banner: consumer products, health nutrition products, dairy ingredients, young mammal feeds;
- Even Distribution which includes the food distribution activities for home deliveries and out of home catering;

• and Even Development, a diversification division for prepared meals and cured meats. Even encompasses national and international flagship brands such as: Paysan Breton, Régilait, Mamie Nova, Gamm Vert, Argel, and Réseau Krill, as well as equally emblematic regional and specialist brands.

EVEN'S BUSINESS LINES AND BRANDS MEET ALL NEEDS AT ALL STAGES IN LIFE.





Even Upstream

Our mission

Supporting farmers with innovative products and high-tech services to optimise the operation and competitiveness of their farms.

150 EMPLOYEES

PRIVILEGED CONTACT
for Breton farmers

PARTNER
Creating partnerships with national and international leaders in each of the activities to provide the best expertise to serve farming and the demands of the consumers of tomorrow.

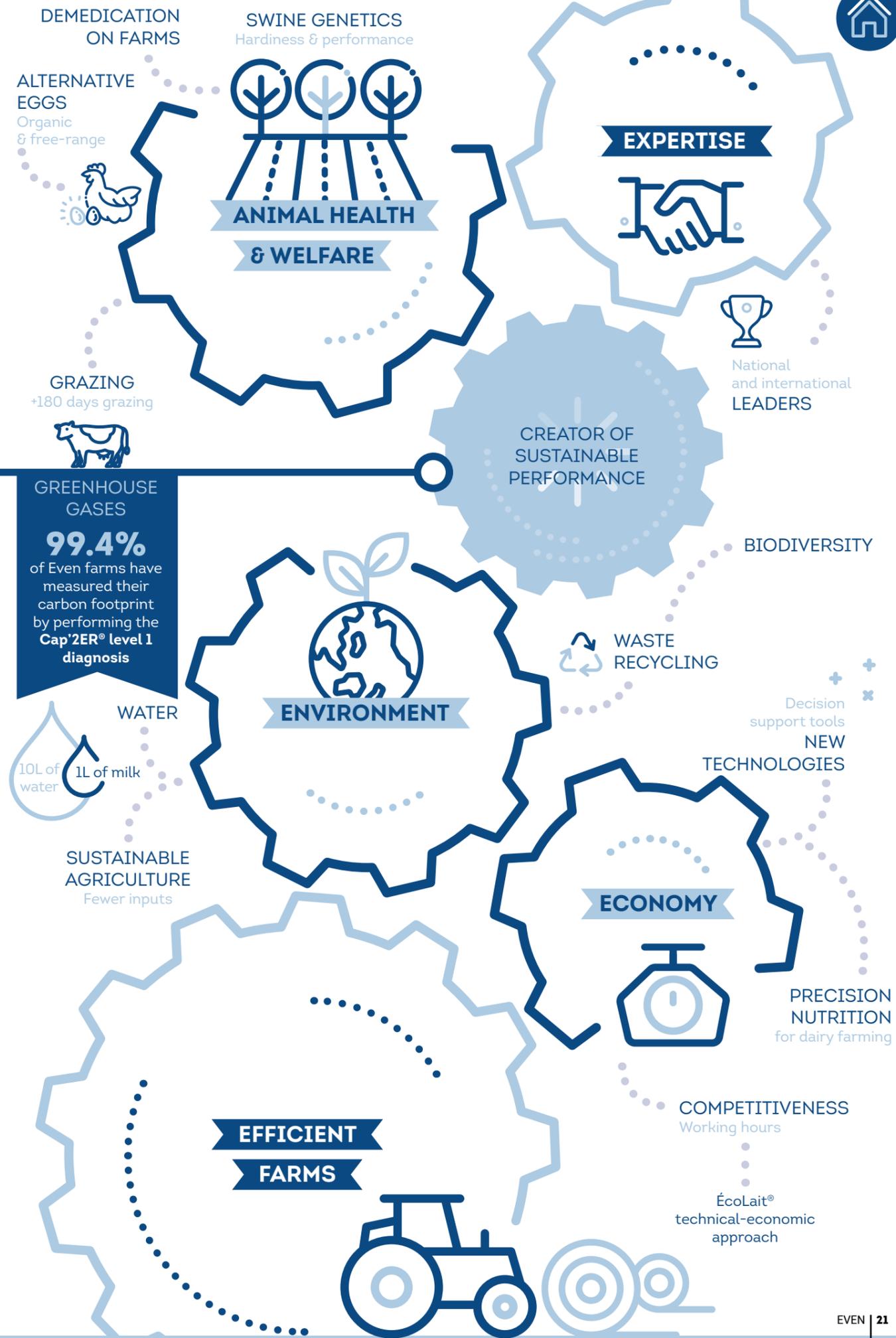
€240 million
TURNOVER

- 1 Landivisiau (Finistère)
Tecnor-Sofac (production of pig feed)
Even Nutrition Animale (offices)
- 2 Loperhet (Finistère)
Cobrena (production of cattle, pig and poultry feed)
Topigs Norsvin (swine genetics)
- 3 Ploudaniel (Finistère)
Even Cooperative
Even Agri (agri-supplies and self-service supply stores)
- Gamm Vert Village stores
Landivisiau (Finistère), Pleyber-Christ (Finistère),
Ploudaniel (Finistère), Plouigneau (Finistère), Plounévez-Lochrist (Finistère),
Plouvorn (Finistère), Saint-Renan (Finistère), Sizun (Finistère)
- Even Agri stores
Cast (Finistère), Le Cloître-Pleyben (Finistère),
Pouldergat (Finistère), Saint-Carreuc (Côtes d'Armor), Saint-Thois (Finistère)

DAIRY
production unit

13 AGRI-SUPPLY and self-service supply stores

2 FACTORIES dedicated to animal nutrition





Even Upstream

privileged contact point for Breton farmers

From the beginning of the health crisis, the upstream teams have increased their efforts to maintain contact with the member milk producers and customers, and to ensure the continuity of essential activities. Every effort is made to supply the farms and ensure a high level of service to the farmers.

CREATION OF A CSR FUND

Collection from Even member farmers totalled 419.3 million litres of milk in 2020, a reduction of 1.9% compared to 2019, due to a long and rainy winter that delayed grazing. Laïta's milk collection is steady at 1.5 billion litres of milk. The average price of milk paid to Even members (depending on fat, protein and milk quality) reached €337.95/1,000 litres in 2020. In addition, the Board of Directors decided to propose a significant return on result at the 2021 General Meeting of €7.3 million which represents on average €17.44/1,000 litres of milk delivered over the 2020-2021 campaign.

At the same time, the Cooperative is continuing its policy in favour of the installation of young farmers. In the most recent dairy campaign, 18 young farmers joined the Cooperative, bringing to 128 the number of young members installed since the end of the quotas on 1st April 2015.

The health crisis has also strengthened the conviction of the teams and member farmers of the vital role that Corporate Social Responsibility (CSR) plays in reassuring our fellow citizens. To accelerate its deployment in the field, the Board of Directors has decided to create the Even CSR fund to promote sustainable practices among member producers: actions to reduce the carbon footprint of their farms, to ensure the well-being of both members (help with holiday cover, training, etc.) and animals. Members able to prove that they have implemented CSR projects can receive an additional return on result through this fund.

UNIFORM YIELDS IN CROP PRODUCTION

The 2020 campaign was characterized by lower yields for cereals and satisfactory maize yields. From the end of 2019, the rain led to cereal crops being planted over a wide period of time with resulting large losses on germination. Despite the return of favourable weather in July 2020, allowing for a rapid harvest, yields were hit and were very variable. Maize planting was carried out in satisfactory conditions. Damage by crows on germination and adverse weather conditions affected the crops, but despite everything, the results were still satisfactory results in terms of quantity and quality.

More generally, Even Agri helps farmers to enhance the value of their fodder and sale crops at the technical and economic levels. The significant change brought about by separating sales from advice regarding pesticides is changing practices. The teams address crop management from an overall perspective, refocused on precision farming and agronomy, offering decision-support tools to optimise the interventions.

At the same time, Even Agri is upgrading its network of self-service stores to continue to offer an attractive local service for supplies and collection. This involves seeking growth drivers among professionals and the general public, in the same way as the materials offering has been developed. In 2020, the self-service farming supplies business grew by 18%, growth driven in part by a new customer base that has favoured local consumption during lockdown periods.

Total volume collected January-December, in millions of litres.

| EVEN | LAÏTA |
|--------------|---------------|
| ◀ 2019: 428 | ◀ 2019: 1,467 |
| ◀ 2020: 419 | ◀ 2020: 1,464 |
| -1.9% | -0.2% |

NEW OPPORTUNITIES AND GROWTH DRIVERS FOR ANIMAL PRODUCTION

In 2020, Even Usptream accounted for nearly 230,000 tonnes in the animal feed market, an increase of 2% compared to the previous year in a stable market. Despite the health crisis, the teams are gaining market share. In mature agricultural markets, the Usptream division is therefore focusing on innovation to find new growth drivers.

The creation, in synergy with Laïta, of a certified chain that promotes the milk of GMO-free fed cows (<0.9%), illustrates this dynamism. To this end, Even Nutrition Animale offers a complete range of GMO-free feed (<0.9%) produced in its Loperhet plant (Finistère) STNO-certified (GMO-free technical base). The renewal of the offering and its deployment throughout the country are bearing fruit.

In the farming of laying hens, the creation of an alternative egg-laying sector is bolstering feed volumes, up by 20% in 2020.



Change in the average price of milk paid to producers, in €/1,000 litres



In pig feed, Even Usptream is, thanks to the ultra-specialisation of Tecnor-Sofac, a leading player in the Finistère department. It intends to remain so and is therefore diversifying into the production and sale of raw materials and nutritional cores for farmers who manufacture their own feed on the farm. The launch of this new range is achieving good results.

Topigs Norsvin has continued its growth in France in 2020, on both the female (+15%) and male (+45%) lineages. The acceleration of genetic progress, the performance of the products and the quality of technical advice provided to farmers is accompanying this development. In 2020, Topigs Norsvin International dedicated more than 10% of its turnover to research and development.





100%
of Even farms
involved in
the **Passion du Lait®**
initiative

Laita

Our mission

Offer innovative dairy products, sources of pleasure, shared enjoyment and health while sustainably enhancing the milk of member producers.

FARMERS
Know-how • Expertise
Best practices



3,020
EMPLOYEES

€1.4 billion
TURNOVER

34%
of export
turnover

Laita is among the top 10 dairy cooperative companies in Europe

INDUSTRIAL SITES

- 1 Ancenis (Loire Atlantique)
Butters, soft cheeses, dairy ingredients
 - 2 Créhen (Côtes-d'Armor)
Soft cheeses, dairy ingredients, infant milk
 - 3 Lanterneau (Finistère)
Young mammal feeds, butters, dairy ingredients
 - 4 Lanfains (Côtes-d'Armor)
Hard cheeses, ultra-fresh products
 - 5 Ploudaniel (Finistère)
Crêpes, hard cheeses, health nutrition products, ultra-fresh products
 - 6 Yffiniac (Côtes-d'Armor)
Milk cracking, creams, milk, dairy ingredients
- PARTNER INDUSTRIAL SITE**
- 7 Pont-Scorff (Morbihan)
Soft cheeses

7 industrial SITES
5 European SUBSIDIARIES
7 Global OFFICES



2,660
FARMS

Animal WELFARE

55
new consumer products placed on the market



COLLECTION

1.5 billion
LITRES OF MILK COLLECTED

Milk MULTI-SPECIALISTS

INNOVATION

PROCESSING

100%
of the milk is collected in Western France and processed in the region

Employee safety

INVESTMENT

Nearly 35 million euros of tangible investment to support growth.

EFFICIENCY

Provide a guarantee of origin

MARKETING

FLAGSHIP BRANDS



No.1
IN FRANCE

Traditional butter with the Paysan Breton Mould

Yoghurt in the "Yoghurts with Premium fruit" segment with Mamie Nova

Grocery milk with Régilait

Fermented milks with Paysan Breton

INTERNATIONALISATION

Laita exports to more than 110 countries



Laïta

a cooperative dairy company on a European scale

In 2020, the French dairy sector, like the whole economy, was affected by the health crisis, but adapted to continue serving its consumers. Although milk collection varied little and the milk price experienced only a small fall, the product mixes were significantly changed. The global market remains balanced, and the price of protein, after a reduction from March to July, recovered at the end of the year to satisfactory levels.

ADAPTING TO AN EXCEPTIONAL CONTEXT

In France, the sharp slowdown in out of home catering brought with it a consumption to shift to hypermarkets, but especially to supermarkets and e-commerce. Laïta, whose positioning with respect to large and medium-sized supermarkets is good thanks to its Paysan Breton brand and its know-how in private labels (PL) adapted to this change. Its supermarket business grew by more than 5% while out of home catering was down by 20%. A fall also seen internationally, with a 10% fall for consumer products. Overall, the Laïta butter, cheeses, ultra-fresh, creams, crêpes was slightly down, the positive supermarket activity in France not compensating for the falls in the other markets.

In the field of dairy ingredients (milk powders, whey, fermented powders, butter powder) and health nutrition (infant formula, clinical nutrition), mainly logistical and customs difficulties were experienced, and the weakening of some suppliers, which makes the business flows more complicated and costly. Ultimately, the volumes sold in 2020 were in balance.

The market for young mammal and calf feed suffered the most, with the consumption of veal brought to a halt in the catering industry, pushing prices down in the entire sector.

KEEPING ON COURSE TO INCREASE VALUE

This exceptional 2020 environment did not slow the pursuit of the strategic focuses that Laïta set itself: continuing to improve and strengthen the product mix – including by enhancing the value of protein – through the last three investments that will increase the volumes of packaged emmental, formula milk and powders, and UHT clinical and infant nutrition. Business development, dynamic in 2020 despite the context, is the priority for these three areas.



SHARING THE SAME PASSION DU LAIT®

Even more in a time of crisis, Laïta places CSR at the heart of its strategy, to meet the demands of its customers and those of our society. Progress was marked in 2020 and highlights the know-how of our cooperative sector in terms of animal welfare, carbon management, or long-term territorial impact. All of these structuring areas which illustrate these topics form part of the Passion du Lait® progress initiative.

2020 will be remembered for the tremendous engagement of the people involved in the unprecedented health crisis – that of the milk producers who were able to meet market demand and its constraints, that of the employees who adopted new ways of working to protect themselves and to continue the business and finally that of the customers who were comprehensive and shared the problems of an entire sector. All of this engagement will create the conditions for a positive recovery coming out the crisis.





Even Distribution

Our mission

Make it easier for our customers to prepare tasty and balanced meals at home every day. Help catering professionals satisfy their customers.

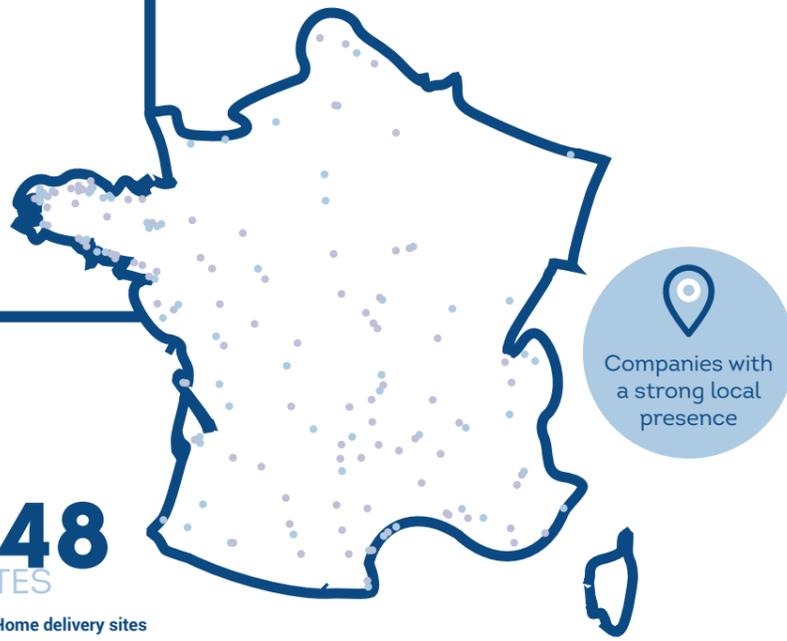
2,800 EMPLOYEES
280,000 individual customers
50,000 professional customers

€505 million TURNOVER

22 COMPANIES

148 SITES

- Home delivery sites
- Food service sector sites



88% OF FRENCH SUPPLIERS

FIGHT AGAINST FOOD WASTE
partnership with Too Good To Go, Framheim

The hamburger ousts the butter & ham sandwich and steak & chips!

FAST FOOD & FINGER FOOD

MEAT OFFERING
less but better

KNOWING CONSUMER EXPECTATIONS AND LOOKING FOR THE BEST PRODUCTS

PURCHASING & MARKETING

TRUST
to create the innovations that our customers need

Priority to **LOCAL SOURCING**

SEARCH FOR MEANING

HEALTH
well-being, naturalness

READY TO EAT

PRODUCERS

CONSUMERS

SUSTAINABLE FISHING

ICE CREAMS
less sugar, more fruit and Organic

New purchasing and consumption habits

LOGISTICS & COMMERCE

SERVING THE BEST PRODUCTS TO OUR CUSTOMERS

Confidence

COMMERCE
people close to their customers

CUSTOMER SERVICES

Multi-channel

Digitisation

1,009 CERTIFIED PRODUCTS
an increase of 3% in a year



Even Distribution

a specialised French distributor

In 2020, the Covid-19 pandemic hit Even Distribution teams hard. The division went through a major crisis whose impacts contrast sharply depending on the focus of the activity. The Out of Home Catering (OHC) activities came to a halt following various government announcements relating to the closure of restaurants. Conversely, home sales grew strongly even though this performance does not offset the losses incurred in the catering industry. In this troubled period, Even Distribution has nevertheless demonstrated its great resilience thanks to the complementarity of its activities, the commitment of its teams, the quality of its products and its local services. Its business model has gained in reputation coming out of this crisis that the teams have been able to harness to carry out structural changes in both the logistics and digital field.

RESILIENCE OF THE MODEL AND COMMITMENT OF THE OHC TEAMS
The closure of restaurants, both independent or large national accounts, for five months, and the sharp slowdown in collective catering penalised Even Distribution's OHC activities, down 30% in 2020.

Réseau Krill and the Atlanterra alliance were the first to suffer this stoppage, with three-quarters of the workers affected by short-time working at the height of the crisis. The reopening of restaurants from mid-June to mid-October, however, allowed our companies located in the heart of the regions, mainly in tourist areas, to record a good summer season, in line with a normal year. Throughout 2020, the teams adapted to ensure continuity of the services for their customers. In particular, they expanded their take-away and snacking offers allowing them to adapt their services. At the same time,

they developed merchant websites offering advice and services to restaurateurs, giving them the possibility to order online. These new channels aim to support the changes in the catering industries, facilitate customer contact, improve responsiveness for timely delivery of orders, and promote the recovery as soon as restaurants reopen.

SovéFrais, a fresh food specialist in Brittany, was also affected by the slowdown in collective catering from March 2020. The company however has maintained, a good level of business and service through local distribution. The company is continuing to showcase Breton know-how by through its So Breizh! label. This local food brand brings together fresh products made in Brittany from Breton raw materials. It is a great illustration of the local involvement of SovéFrais which is already actively involved in Breton sourcing as part of the Breizh'Alim approach, initiated by the Region and the Breton Chamber of Agriculture.

The activity of Bondu, Gabopla and Legeay, specialists in the distribution of raw materials for artisan bakers, was stable in 2020. As in the other areas of the division, the teams are striving to support their customers and to respond to new consumption trends, in particular to the growth of snacking. Investments to expand the storage areas of the Morlaix (Finistère) and Nantes (Loire Atlantique) warehouses are continuing in support of the business development in the West of France.

EXCEPTIONAL RECOVERY OF HOME DELIVERIES
In 2020, Argel experienced an increase in business of more than 20% with the spectacular return of home deliveries. Having to remain in isolation at home, the French rediscovered the culinary interest of frozen products and the convenience of home deliveries. While ensuring their safety, the teams are fully mobilised to fulfil orders and to retain new customers. The quality raw products are very popular. Argel is continuing to differentiate itself through a premium strategy that is the mainstay of these products, more than 95% of which come from French suppliers, and is accordingly developing quality labels and certification: MSC for sustainable fishing, Pavillon France, Label Rouge, AOC, etc.





Even Development

Our mission

Participate in the development of innovative agri-food SMEs that create value.



180
EMPLOYEES



€30 million
TURNOVER

DIVERSIFICATION DIVISION



NEW OFFERINGS
meeting consumer demands

PAM
Ploemel (Morbihan)
Frozen prepared meals

LE SALOIR DU PÉRIGORD
Piégut-Pluviers (Dordogne)
Dry hams

LANGUEDOC SALAISONS
Pézenas (Hérault)
Dry hams

3
INDUSTRIAL SITES FOR CURING AND FROZEN PREPARED MEALS

INVEST

IN NEW TERRITORIES

INNOVATION PROSPECTS
Growth drivers & value creation

ATTRACTION OF THE TERRITORY
to bring in trends from outside

CONTRIBUTE

TO THE DEVELOPMENT OF COMPANIES WITH ACTIVITIES RELATED TO THOSE OF EVEN

OPENNESS
Grow companies

CAPTURE

GROWTH IN OTHER SECTORS

EVEN'UP

innovation competition call for applications

Nutri'Up • Distri'Up
Techni'Up • Country'Up

HOST

PROJECTS THAT HAVE THEIR OWN LOGIC

Even Development

a value-added
diversification unit



In the Development division, activities related to out of home catering have been the most affected by the health crisis.

INNOVATION, THE MOTOR BEHIND PAM

The 2020 Covid context penalises PAM's activity aimed at OHC, significantly lower. Conversely, it favours business with customers specialised in home delivery and frozen food stores. Despite these disruptions, PAM is maintaining its innovative dynamism. The Morbihan company has been inventing and marketing authentically-cooked certified products for 30 years. Acknowledged for the quality of its crêpes and scallops, it has gradually diversified its ranges, offering new products and know-how, in particular with

puff pastry dishes and new consumption trends. PAM offers 250 different products produced under private labels and under its own brands. Regardless of the ranges (organic or conventional), the products designed by PAM contain no additives, artificial flavours or flavour enhancers and are Clean Label identified.

In 2020, more than 30 new products were listed by its customers, bringing to more than 10% the share of its sales recorded for recent products, marketed for less than two years. In particular, the company is continuing to develop its "Les Toqués Bio" range dedicated to large and medium-sized supermarkets and out of home catering. At the same time, it

intends to extend its offering with the "Vagues Gourmandes" brand, sold in specialised organic stores. PAM's development is in line with current consumption trends, whether with products made from local supplies or vegetarian products that provide protein and fibre and an attractive nutriscore. Thanks to this quality offer and the flexibility of its IFS (International Featured Standard) certified industrial tool, many French and European customers have made PAM a trusted partner.

THE MOVE UPMARKET OF CURED MEATS

In 2020, the strong volatility in market prices and changes in consumption patterns due to the Covid context are disrupting the cured meats business. Their wide range of products, and in particular their flagship product, Périgord black ham, however gives it a certain resistance. The success of this ham in France is confirmed and allows the cured meat activities to be exported for the first time, to eight European countries. The development of this local product – made from pigs raised, slaughtered and processed in Périgord – which meets the requirements of short supply chains, is strengthened by several listings as premium retailer brands. On the investment side, the modernisation of the refrigeration facilities started in 2019 was completed in 2020 and offers the cured meats better control of cold quality and energy savings.

NEW INNOVATION TERRITORIES TO EXPLORE

In a context of changing consumption and distribution patterns, the Even group is innovating, investing and internationalising to create value in order to better promote its members' milk and to sustain its agri-food activities. To deploy this strategy, it relies on combining skills, both internally and externally. In preparing, in partnership with the Village by CA 29 and Valorial, the second edition of the Even'Up Call for innovative and responsible projects scheduled for spring 2021, Even is underlining its wish to open up to the world and to the new market trends in its main areas: farming, nutrition and distribution. Like season 1, the Group wishes to build a win-win collaboration with the winning

start-ups: open itself up to different working methods, with a fresh look to imagine the future while helping young talents consolidate their projects and develop their professional networks.

French Food Capital, the independent investment fund, founded by Even, which supports innovative SME projects in the food industry is conducting its first operations. Even, with a seat on the investment committee, is studying the possibilities of co-investments to complement it.



SUSTAINABLE DEVELOPMENT REPORT

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Even's responsibilities

To meet the requirements of Article L.225-102-1 III of the French Commercial Code and prepare an Extra-Financial Performance Statement (DPEF), the Even group asked the sustainable development officers of its four divisions to contribute factual data relating to the requested themes.

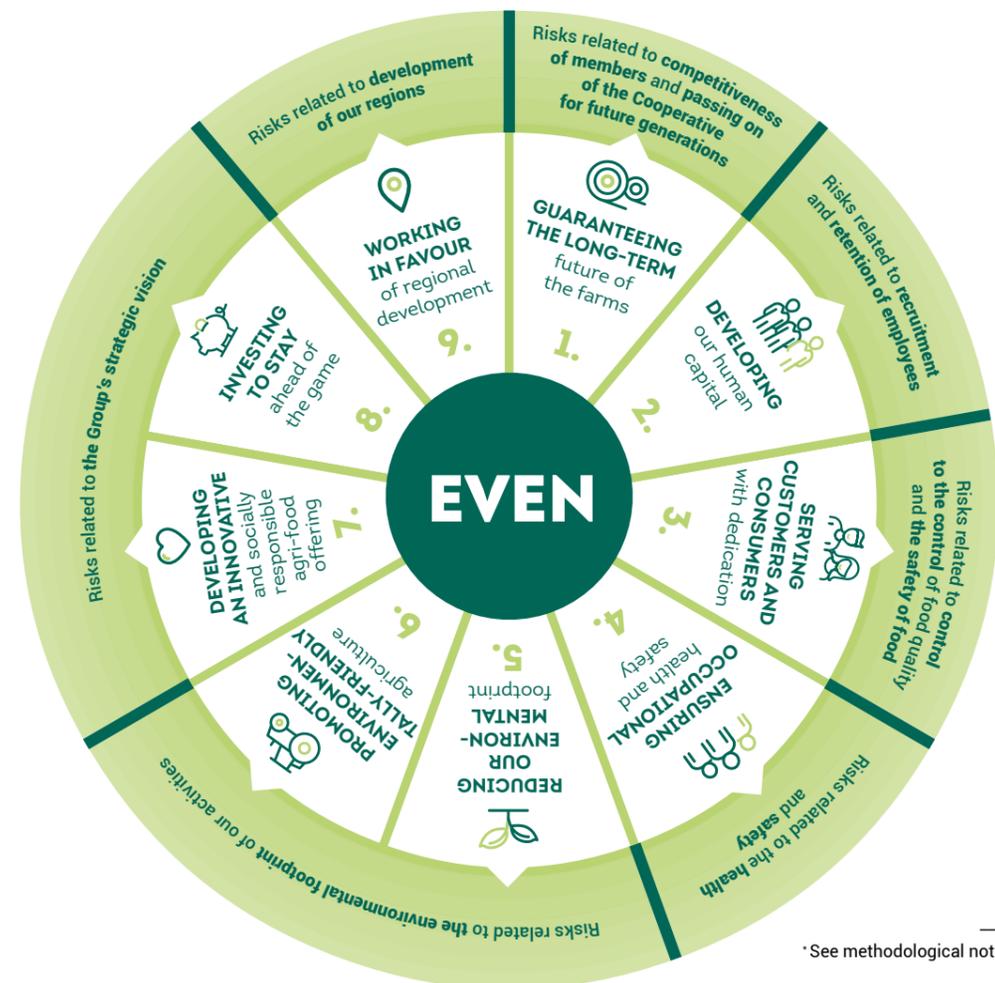
RISK MANAGEMENT AND EVEN'S COMMITMENTS

Like any company, Even group is confronted with a set of risks that could affect its business in the short, medium and long terms. The process of identifying and managing these risks aims to preserve the Group's development in order to best ensure the continuity of its mission. The risk analysis has identified, to date, the main risks to which Even could be exposed. It is based, firstly, on the Even group strategy and the expertise of its four divisions, and secondly, the requirements of customers and consumers, the external environment and stakeholders.

There are seven identified risks in all:

- risks related to the Group's strategic vision,
- risks related to the competitiveness of the members and passing on the Cooperative to future generations,
- risks related to the recruitment and retention of employees,
- risks related to employee health and safety,
- risks related to the control of food quality and safety,
- risks related to the environmental footprint of our activities,
- risks related to the development of our regions.

In this sustainable development report, the main risks* relating to Even's business are illustrated through nine challenges. For each of them, the Group's main focus is described in line with its various activities.



* See methodological note



INCREASINGLY STRUCTURED CSR POLICIES

The Group CSR (Corporate Social responsibility) Steering Committee, composed of nine members, ensures consistency of the CSR policies implemented in each division. In 2019, this committee imposed a common method for all policies, from upstream to downstream. Diagnoses based on practical adaptation of the ISO 26000 standard are instigated in each of the divisions by the Management Committees and CSR coordinators and cover six themes and 31 sub-themes evaluated in terms of importance (risk to the company) and performance. The results of these diagnoses, put into perspective with the specific demands of the customers in our various markets, allow working groups to be set up in each division dedicated to the priority actions.

Despite the health crisis context, the CSR policies in the divisions continued to become more structured, in 2020, with the establishment

of dedicated committees. For Laita, this committee is entitled Passion du Lait® and is composed of 14 coordinators. The Distribution division's CSR Committee is composed of five members. Meeting every two to three months, these committees are led respectively by Muriel Letty and Mickaël Le Ru. Both are in charge of structuring and coordinating implementation of the CSR policy within their division. At the same time, quarterly discussions are organised between the CSR actors of the different divisions to share their best practices and move forward together on the CSR themes.

A new step was also achieved in 2020 with the deployment – initially on an experimental basis – of an agri-food indicator collection tool recommended by Coopération agricole. This solution will assist the Group in drawing up and managing the 2021 Extra-Financial Performance Statement. By using this tool, collection of source data is simplified and made more reliable.





Interview with Muriel Letty and Mickaël Le Ru

PASSION DU LAIT®: OUR SOCIAL RESPONSIBILITY

MURIEL LETTY
Laïta sustainable development manager



MURIEL LETTY

WHAT ARE THE CHALLENGES OF PASSION DU LAIT®?

"By structuring Passion du Lait®, Laïta is confirming its desire to contribute to the common effort to reduce the environmental footprint of its activities and to develop a more harmonious community. The policy also aims to enhance employee satisfaction and engagement, as well as to increase awareness of our employer brand. The CSR dynamic, thanks to its positive externalities, will also enable us to be more efficient, and to strengthen our position in the markets, particularly in Europe, which are increasingly demanding with regard to societal themes. Beyond meeting a regulatory requirement through the Extra-Financial Performance Statement, communicating about our CSR commitments has in fact become a strong and essential expectation of our customers."

WHAT METHOD HAVE YOU ADOPTED TO MOVE FORWARD WITH THIS PROCESS?

"Laïta's CSR approach is organised around the Passion du Lait® operational committee. It consists of 14 coordinators from all departments and occupations combined. This committee, led by me, meets every two to three months. Its purpose is to structure the CSR approach, namely:

- develop a cluster of expertise and a CSR governance scheme;
- analyse stakeholder expectations;
- build CSR commitments, indicators, progress plans;
- develop training and create communication materials, etc."

WHAT ARE THE NEXT STEPS OF THE POLICY?

"The Passion du Lait® committee, launched by Laïta's management in June 2020 has enabled the work to be planned. From September 2020 to June 2021, we structured the basis of the CSR project and prepared the construction of the commitments. This stage includes identifying existing actions in Laïta and intrinsically related to CSR such as the eco-design of packaging, preventing food waste, occupational health and safety, managerial culture, the environmental footprint of our production units, etc. In an approach by sector that Laïta wishes to take, the identification process includes initiatives undertaken for several years by the founding cooperatives of Laïta to support the dairy farms attached to pursuing sustainable agriculture. This work includes the initial survey, in particular on the themes of animal nutrition, carbon and animal welfare. They are continuing by the co-building, by all the stakeholders of our sector, of an ambitious and realistic agro-ecological roadmap. On the basis of the existing measures, and a progress plan resulting from an analysis of our stakeholders' expectations, we have built Laïta's CSR commitments. Each commitment will be supported by indicators, action plans and an internal communications plan. This is substantive work that requires a lot of dialogue, energy and flexibility. We began communicating about Laïta's CSR commitments in the summer of 2021."

WHAT MOTIVATES YOU?

"Creating a dynamic and making Laïta's dairy producers and employees want to engage in the Passion du Lait® approach. Our CSR policy aims to be concrete, ambitious and participatory so that each actor of the company will understand how their everyday actions feed into the overall project. Passion du Lait® also takes into account the environmental, economic and social expectations of our external stakeholders."

MICKAËL LE RU

WHY DID YOU CREATE THIS COMMITTEE?

"In 2019 we created a committee that brings together various skills, from General Management to Human Resources and including QHSE (Quality, Health, Safety, Environment) and the technical department, to define, structure and coordinate Even Distribution's CSR strategy. This division comprises about 20 SMEs with 30 to 250 employees, with Argel being the exception with nearly 800 employees. Our diagnosis found that CSR was already a theme, and sometimes had been so for many years, in a large number of our companies, but that it was necessary to join the various existing measures up and introduce cross-functionality in this approach. Currently, many measures are carried out separately. It appears necessary to coordinate and harmonise best practices for all of Even Distribution's subsidiaries. This requires defining a clear CSR strategy, with a roadmap for each department: purchasing, marketing, quality, safety, human resources, etc. This structuring process will allow us to implement a logic of continuous improvement on strategic themes for our food distribution business. The aim is to move forward together on sustainable development at the right pace. A cross-functional approach, particularly in the sharing of best practices, and risk management are thus at the heart of our strategy."



WHAT ARE THESE STRATEGIC THEMES?

"We have identified three defining pillars on which to build our common continuous improvement policy:

- People, with a desire to retain employees and improve their well-being at work and thus their efficiency;
- customer service with quality products and services that meet their needs while meeting CSR criteria;
- the environment in order to reduce the ecological footprint of our activities, particularly as regards transport, buildings and waste management.

These three main themes are addressed by 13 sub-working groups comprising members of the Management Committee as well as employees from different departments and companies. Their task is to monitor the successful implementation of the action plans that have been decided."

HOW ARE YOU GOING TO IMPLEMENT THIS APPROACH IN YOUR DIVISION?

"Our role is to foster communication between the different stakeholders within the division. We organise, structure and guide meetings with the various contacts to identify their CSR needs, gather their opinions and discuss their visions. To give meaning and body to the approach, we are going to draft specific policies for Even Distribution's three pillars in order to move towards a division CSR policy.

The latter, supplemented by objectives and indicators, will provide Even Distribution's CSR guidelines. In a second phase, we will need to communicate this strategy internally and externally. We aim to make our roadmap pragmatic, so that CSR is part of the everyday lives of the teams while also being part of Even Distribution's overall strategy and the Even group's sustainable development culture."

HOW DOES THE DISTRIBUTION DIVISION'S CSR APPROACH FIT INTO THE GROUP'S OVERALL CSR POLICY?

"The Even Distribution division actively participates in the Group's Extra-Financial Performance Statement with a clear and regularly shared strategy with the Group's CSR contacts to work jointly on common themes. A quarterly update is organised with Even's legal and communications departments and with Laïta's CSR officer, enabling Even Distribution to co-build its CSR policy by following the challenges defined by the Group, namely: feeding everyone sustainably. This also includes respecting human and environmental values and developing trusted partnerships with our suppliers and customers."

WHAT ARE THE INITIAL RESULTS EXPECTED IN 2021 FOR EACH OF THE THREE DEFINED PILLARS?

"In terms of human resources, we are going to develop the continuing training provision through our in-house training body. We are working on the digitalisation of safety integration materials for new recruits: drivers, preparers, etc. They will have e-learning integration modules with, at the same time, on-site support from their point of contact manager. As regards customer service, we are going to draw up an inventory of all the existing product sectors within our companies: Réseau Krill, the Atlanterra alliance, SovéFrais and Argel. This snapshot will enable us to identify our differentiators, and then define improvement levers in line with the expectations of our customers and consumers. As regards the environment, the first action will be to train drivers on proper use of the refrigeration units to limit our consumption and releases of greenhouse gases. In a word, there is no shortage of projects!"



MOVING FORWARD TOGETHER AT THE RIGHT PACE"

MICKAËL LE RU,
Even Distribution CSR Coordinator

EVEN IN ITS ECOSYSTEM



While respecting their environment, serving their customers and the regions in which their businesses are established, the member milk producers and employees of Even adopt responsible daily practices, in line with sustainable development.



← OPEN TO → IN ACTION WITH ... HOW WE ACHIEVE OUR TRANSFORMATION

Fostering the cooperative spirit

Even is built on firmly modern cooperative values and belongs to Breton farmers. Its mission? Sustainably collect and process the milk produced by its member farmers to secure a long-term future for their farms, the vitality of the local areas and of future generations. The Cooperative's two social groups, farmers and employees, are driven by a shared corporate project that gives meaning to their daily activities: provide the best, healthy food for our fellow citizens at every stage in their lives, by creating wealth which serves farming and society. However, feeding humanity in a context of exponential population growth and scarcity of resources requires producing more and better, with fewer raw materials and lower environmental impacts. These challenges motivate Even members and employees who take on the challenges of sustainable development with determination and energy.

COOPERATIVE DNA

Even Cooperative, the group's parent company, belongs exclusively and collectively to its member farmers, i.e. Breton dairy farmers, who hold the members' shares. Based on a contract of trust, Even Cooperative's operation calls mutual commitments into play. Farmers are required to deliver all their milk to the Cooperative. This is an exclusivity agreement. In return, the Cooperative undertakes to collect, process and pay for all the milk that it is offered. As a Cooperative, Even cannot be sold or transferred. It may not be relocated or offered for public sale. Its own capital may not be sold or shared. A percentage of the Cooperative's profits are redistributed to members, another portion is reinvested, and the remainder is placed in reserve for use in future projects.

SUCCESSING TOGETHER

By electing their representatives according to the principle of one person/one vote, the member farmers actively contribute to building Even and its strategic orientations. The cooperative model fosters a non-speculative, distinctly human type of capitalism focused on the long term. Rigorous management creates Even's results, which are constantly growing and are proof that by remaining true to humanist values, a company can succeed, innovate and stand the test of time.

CULTIVATING STRONG VALUES

Even's cooperative values are a factor in the Group's individual, collective success and help it forge ahead.

- **Responsibility** involves working in a way which respects farmers, employees, customers and consumers while ensuring animal welfare and environmental protection.
- **Team spirit** enables relationships of trust to be built in order to last and grow together.
- Combined with honest communication, **simplicity** guarantees constructive and harmonious interpersonal relationships.
- **Profitability**, the key prerequisite of current and future economic development, relies on our team's ability to ensure innovation and performance.

Ronan

DAIRY PRODUCER,
EVEN MEMBER

📍 BODILIS (FINISTÈRE)

"When I took over the farm from my parents, like them, I chose to join Even. Why change when you feel good in your Cooperative? Four years ago, I agreed to become a local delegate. I consider it important to have two-way, upward and downward exchanges so that the world of production and processing stay in phase with the objectives and strategy. We need our Cooperative to continue to get the most from our milk, but it also needs the know-how of its local producers to produce quality products. I regularly take on the role of spokesman for my dairy industry colleagues when they have questions or opinions to share. Even's administrators listen to what we say. They work, with the salaried teams, to find solutions when needed. Being a delegate also allows me to stay informed about the Cooperative's projects as well as market price trends and prospects of dairy commodities. Thanks to the meetings and training offered, I have an opening, not only onto the environment of my profession, but also onto society."





1ST CHALLENGE

Guaranteeing the future of farms

Even's future is built first and foremost with its dairy producers, who are its members. To renew its workforce in an ageing demographic context, the Cooperative implements a proactive instalment policy for young farmers. It also assists its members deal with changes in agriculture and supports their income in a spirit of equity.

SUPPORTING A NEW GENERATION

Proud of its cooperative origins and history, the Group works on a daily basis to share essential human values, the unchanging foundation of sustainable and meaningful construction. To encourage young people to begin farming and ensure long-lasting dairy activities in the region, Even supports the installation of young farmer members: financial aids, technical & economical assistance from the French farming consultancy and training body, Bureau Technique de Promotion Laitière (BTPL), volume allocation in line with their projects, etc. All these measures highlight the Cooperative's commitment to ensuring a turnover of milk producers in Brittany. Since the end of milk quotas in 2015, 128 young people have joined the Cooperative, 18 of them in the past dairy year. The average milk benchmark on the farms which Even's young member farmers operate is over a million litres of milk. In 2020, the assistance allocated by the Cooperative to young members totalled €136,453.

ENHANCING MEMBER FARMER COMPETITIVENESS

Even invests for members to remain competitive amid the new agricultural, societal and market context. An expert engineer from the BTPL adds to strategic thinking among members and reinforces Even Usptream teams. He develops innovative methods making it possible for each producer, including young farmers, to be given markers to help guide them in properly managing their farm. Among the support offered, Ecolait is an improvement initiative that encourages the sharing of feedback on various themes: evolution of production systems, reducing inputs, managing food costs, etc.

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ELECTED OFFICERS COMPRISE EVEN'S BOARD OF DIRECTORS.

Gérard and Xavier

DAIRY PRODUCERS,
EVEN MEMBERS
SAINT-MÉEN (FINISTÈRE)

"In 2019, we put a new accommodation system into operation equipped with stalls with straw mattresses, a feed alley, a massage brush and people passageways by the yokes. This pleasant and functional building has improved our working conditions and the welfare of the herd. The cows are healthier. The number of cases of mastitis has been reduced by 80%, reducing the use of antibiotics and improving our milk quality results. We have also renewed all the calf crates. They now have more space as they are now housed in the old accommodation. Since all the conditions were met to go further, we've opted for the differentiated Laïta non-GMO Pasture sector. In this way, we are counting on increasing the value of our milk, while meeting consumer expectations. On the farm, each cow has 40 ares directly accessible for grazing. Enough for them to enjoy being outdoors and good quality grass as soon as the weather permits."





In 2020, 62 member farmers joined the initiative. The comparison of results across the groups allows farmers to change their practices to improve their working conditions and make their farm profitable. The Cooperative is keen to help member farmers by offering them training which is always aimed at improving the quality of their milk production.

NEW OPPORTUNITIES AND GROWTH DRIVERS

At Laita's request, Even Production Laitière, Even Agri and Even Nutrition Animale have built a certified channel to promote the milk of GMO-free (<0.9%) cows, pasture fed for 150 days per year on average. This differentiated milk is used for Emmental, soft cheeses and ultra-fresh products marketed since the end of 2019, as a private label. The producers involved in the process receive a premium of €15/1,000 litres of milk for GMO-free fodder (<0.9%) and grazing. An animal welfare diagnosis completes the mechanism.

SHARING PROFITS

In 2020, Even paid its 669 member farms the same price for its milk as the major French dairy generalists: €337.95/1,000 litres. Better still, the Cooperative supports its producers beyond the base price by allocating, each year at the end of the General Meeting, a substantial return on result, the fruit of a sharing of the added value created in the sector. This year, producers should receive on average, €17.44 per 1,000 litres of milk delivered. This price supplement, which represents nearly €7.3 million at the level of the Cooperative, is a real breath of fresh air for the farms' funds.



CSR FUND

To accelerate CSR deployment on the ground, Even Board of Directors decided to create the Even CSR fund to promote sustainable practices among member producers: actions to reduce the carbon footprint of their farms (creation of hedges, energy savings, etc.), to ensure the well-being of both members (help with holiday cover, training, etc.) and animal welfare (improvement of access paths to the fields, purchase of equipment promoting animal welfare, etc.). Members able to prove that they have implemented CSR projects can receive an additional return on result of €4/1,000 litres of milk through this fund.

INDICATORS

419 ML

Volume of milk collected from Even members

128

Number of young Even members installed since the end of quotas

€13,500

Amount of aid to install young Even members

62

Number of farms included in the Ecolait improvement initiative

33%

Percentage of farms having attended at least one information meeting or technical and economic training

€19.2 M

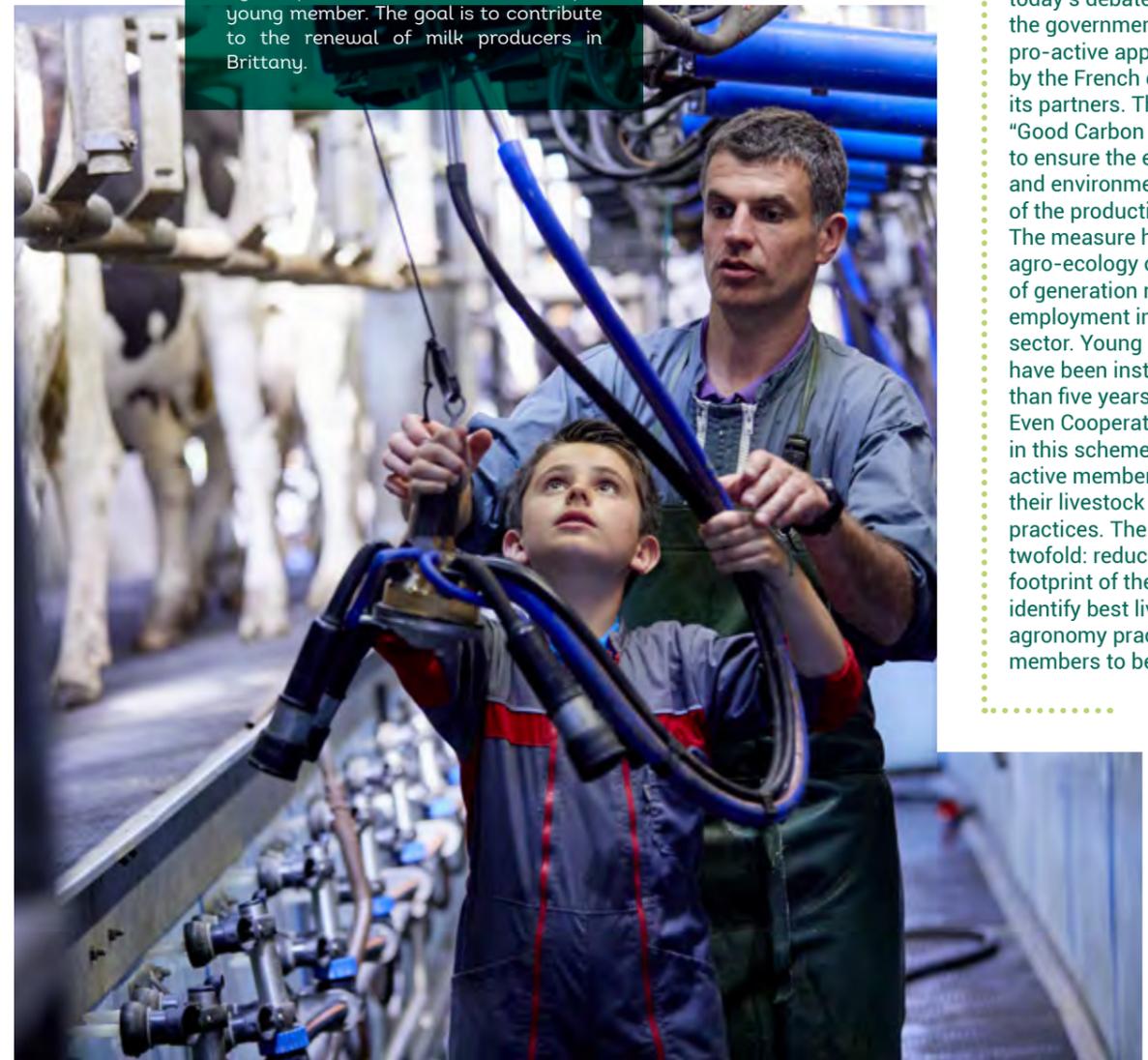
Net income for Even Cooperative



POLICY

Support for the new generation of members

Since 2017, the Cooperative has implemented significant measures to help install young farmers, administered on a daily basis by the dairy production unit. The Board of Directors thus allocates a grant worth €13,500 to eligible young members on installation. This aid is available in two forms: financial aid of an inclusive amount and technical and economic support with two services provided by the BTPL, Écolait and Pistil. These measures are accompanied by a right to produce 200,000 litres of milk per young member. The goal is to contribute to the renewal of milk producers in Brittany.



1,370

MEMBER FARMERS

Owners of the capital • Milk suppliers cereals and cattle, Buyers of products required for operation of their farm



"GOOD CARBON FOOTPRINT"

Agro-ecology is at the heart of today's debates. To answer them, the government is deploying a pro-active approach, supported by the French dairy sector and its partners. The latter, entitled "Good Carbon Footprint," aims to ensure the economic, social, and environmental sustainability of the production systems. The measure helps to make agro-ecology one of the levers of generation renewal and employment in the farming sector. Young members who have been installed for less than five years are eligible. The Even Cooperative participates in this scheme to enable the active members to develop their livestock and agronomic practices. The objective is twofold: reduce the carbon footprint of the farms and identify best livestock and agronomy practices to allow all members to benefit from them.

**2ND CHALLENGE**

Developing our human capital

Even has created more than 6,100 jobs in the sector downstream of the farms, meaning that over a thousand net jobs have been created in the past 10 years. The Cooperative and its subsidiaries contribute to the well-being of 10,000 families throughout the territories in which their businesses are established.

ENCOURAGING EMPLOYEES TO EXPRESS THEIR TALENTS

Since 2015, Even group has been engaged in human resource planning, recruitment, annual interviews, training, etc. In concrete terms, human resource planning optimises training measures, enhances individual skills, and improves career management. Professional mobility across the Group is encouraged. It helps match internal skills and the promotion ambitions of employees with the needs of jobs that arise.

At Even, the small number of hierarchical levels is a deliberate choice for organisational simplicity. Everyone can contribute to change, express their ideas and follow their career path.

**DEPLOYMENT OF AN EXTRANET**

The Even Group acquired a new extranet in May 2020 to keep in contact with its teams. The emergence of this new tool was accelerated by the Covid-19 crisis and by the increase in the number of workers teleworking or on part-time working.

FOCUSING ON TRAINING AND EQUAL OPPORTUNITIES

More than 45% of Even's employees undertook training in 2020, despite the health context, for a total budget of €2.2 million, i.e. more than 40,000 hours of training provided over the course of the year.

Even is careful to promote equal opportunities and works in favour of diversity: the fight against discrimination in recruitment by drafting job offers in gender-neutral language, the provision of around twenty places in subsidised nurseries, the reduction of pay gaps between men and women, the promotion of women to positions of responsibility, etc. The direct employment rate of disabled workers in the Even group amounts to more than 3%. This rate is within the national average. In the event of partial or total incapacity for the job, the human resources teams actively seek to redeploy the employee or adapt their job. An in-house awareness campaign has just been launched to enhance access and the retention of disabled workers.

Sylvain

HUMAN RESOURCES ASSISTANT, EVEN GROUP

📍 PLOUDANIEL (FINISTÈRE)

"I joined Even in 2018 on an internship as part of a Master's 1 degree in Human Resources. My mission was to support the Group in developing e-skills, a digital tool for human resources management and job and skills forecasting. This project continued with a one-year work/study programme, finalised on completing my Master 2's degree, which was a great source of satisfaction. The Group then offered me a fixed-term contract as HR Development Officer at Laïta, where I was working on cross-functional projects applicable to the three production areas. In early 2021, my job was made a permanent position and I will now work as an assistant to the Group Human Resources department. My mission will be HR operational management of the Even and EVA economic interest groups as well as support for the Group in various projects, with regard in particular to the digital transformation. My missions are varied, concrete and interesting. I am only 24 years old, but Even has placed its trust in me and offered me opportunities. I could not have dreamed of anything better when I joined the Group three years ago. Today, I am going to focus on mastering my new missions, demonstrating energy, adaptability, goodwill and, above all, participating in the Group's development."





CREATING SUSTAINABLE JOBS

Even's dynamic in favour of employment and the economy of the regions remains strong in 2020, with a hundred jobs created by Laïta, offsetting the fall in recruitment of the Distribution division, particularly affected by the health crisis.

The launch of the new bottle line for Laïta Nutrition at Ploudaniel (Finistère), created about twenty new jobs. To fill some of these positions, Laïta working with Pôle Emploi screens applicants, using a simulation recruitment method to assess their skills and motivation rather than their qualification levels.

Training has been provided for the acquisition and increase in skills of the successful applicants, in particular in terms of health and safety, with the introduction of individual courses according to occupation leading to Occupational Qualification Certificates (CQP).

At the same time, partnerships with local actors are bearing fruit. They meet the Group's recruitment needs in occupations experiencing shortages: line supervisors, remote operators, maintenance technicians, etc.

ENHANCING ATTRACTIVENESS

Even's internship and apprenticeship policy with local schools and universities provides students and young graduates with access to rich learning experiences and employment opportunities. Alongside this, human resources teams are involved in many job fairs and forums to promote the diversity of the Group's activities. In seven years, the number of apprenticeships has doubled in Even teams, the Group favouring support of tutors in passing on know-how and supervising these young people.

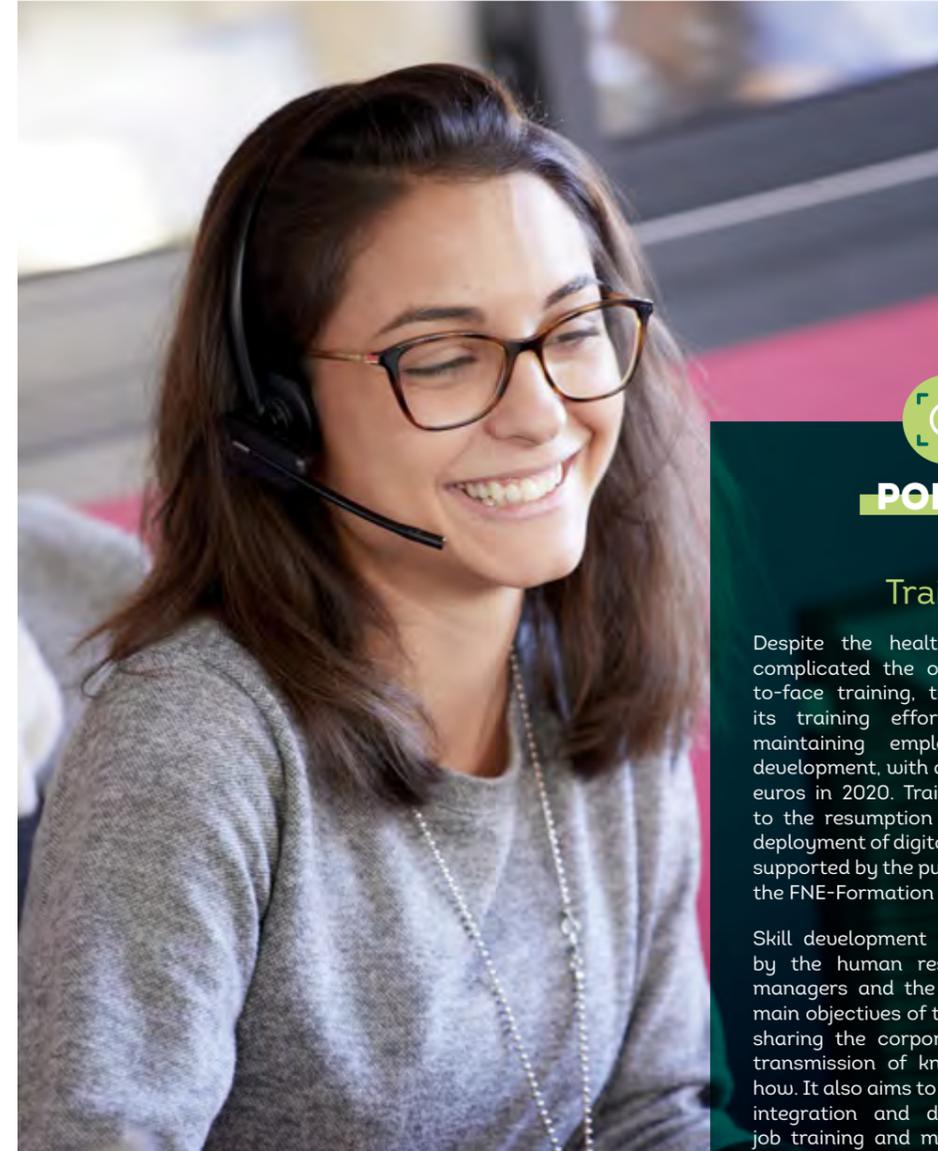
Since 2017, the Even group has joined the "Employment and Training Objective" operation organised by the daily Breton newspaper Le Télégramme. Supported by the Brittany Region, this operation aims to mobilise all the different energies to develop employment in the region. The publication of articles about sectors that are hiring or videos of employees presenting their occupation, contribute to a dynamic economy which creates jobs.



EQUAL PAY FOR WOMEN AND MEN

For the second year of the calculation of the Gender Equality Index*, Laïta obtained a score of 88/100. On the distribution side, Argel had a score of 89/100. These improved results exceed the 75/100 requirement set out in the law on career choices. This strengthens the policies implemented within the Group's companies to promote diversity and equal rights.

*Index for businesses with more than 1,000 employees on 1st March 2020.



POLICY

Training

Despite the health crisis which has complicated the organisation of face-to-face training, the Group continued its training effort with respect to maintaining employment and skills development, with a budget of 2.2 million euros in 2020. Training actions relating to the resumption of business and the deployment of digital solutions have been supported by the public authorities under the FNE-Formation crisis mechanism.

Skill development plans are drawn up by the human resources teams with managers and the social partners. The main objectives of the training policy are sharing the corporate culture and the transmission of knowledge and know-how. It also aims to increase professional integration and development through job training and management sessions. 41% of training actions have been about workplace safety or road safety awareness. Technical occupational skills have accounted for 30% of training activities, and managerial practices 6%. For the latter, eight training courses have been offered to Group executives and managers since 2015. The themes emerge from the needs expressed by employees during business and professional development interviews and are then listed in the development plans of each division. Details of these eight training courses are available in a catalogue posted on the Even extranet. Most of the training takes place at the four annual Even universities, which are important moments for exchanges and meetings between employees, the business lines and the companies of the Group. Since June 2015, the Group collective agreement on skills and training has set the participation of each of the companies of the Even group at 1% of the payroll for the development of vocational training and apprenticeships.

WORKPLACE WELL-BEING

Every year, initiatives on quality of life at work flourish within the Group's companies: employee satisfaction surveys, the organisation of events gathering people, new spaces for collaborative work and relaxation, as evidenced, for example by the new Creative Hub at the Group's head office in Ploudaniel (Finistère), the Even Distribution fitting-out project at in Plouédern (Finistère) and the animal nutrition teams moving into shared offices in Landivisiau (Finistère). All of these actions lead to a dynamic aimed at fostering development and well-being at work. They are accompanied by changes in managerial practices and processes: digitalisation and the virtualisation of work meetings. In order to adapt quickly to the health context, but also to respond sustainably to new



uses, the Even group, in 2020, is deploying a new collaborative platform. Accessible to all employees, it provides easy, fast, and mobile access to the applications and information the teams need every day to increase individual and collective efficiency. In addition, the collective agreements negotiated within the Group's companies are the concrete expression of a decentralised human resources policy that takes into account local realities. In 2020,



A YEAR MARKED BY COVID-19

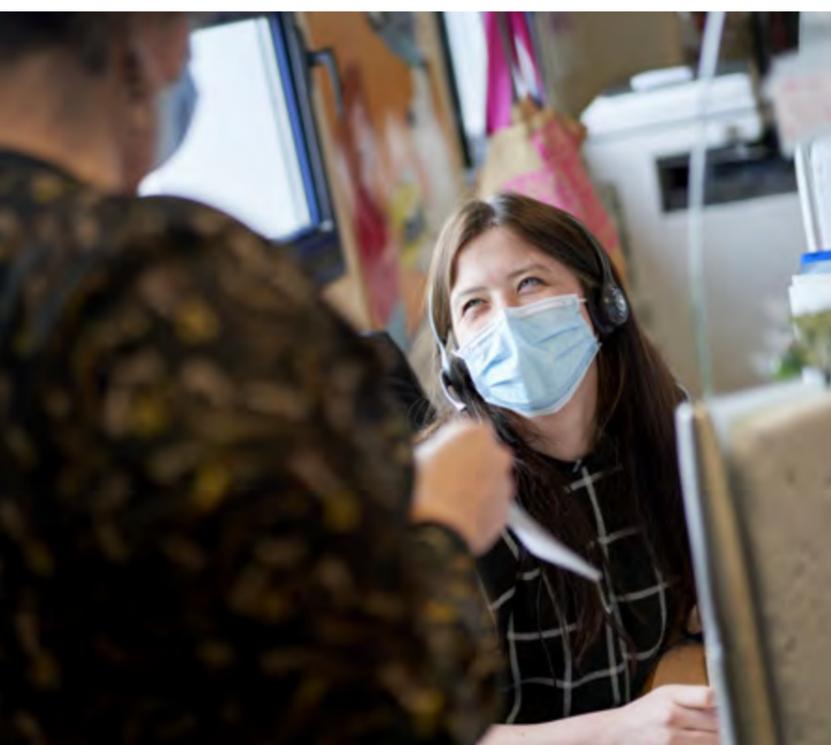
Since the beginning of the health crisis, nearly 2,000 employees of the Even group have been subject to short-time working. This measure has helped preserve employment. At the end of 2020, the number of persons placed on short-time working remained substantial, with almost 20% of the Group's workforce, or 200 employees affected.

19 collective agreements were concluded, particularly aimed at improving working conditions, hygiene, health and safety, as well as the organisation of working hours.

AGILE AND RESPONSIVE TEAMS

The global pandemic environment has shown that our employees ability to adapt is impressive. All the occupations of the Group were called on to ensure continuity of the services for the members and customers. In record time, the employees

learned how to comply with the new constraints (protective measures and safeguards) and work differently (the widespread implementation of telework for compatible occupations).



INDICATORS

2,750

Number of employees trained, i.e. 45% of the workforce

€2.2 M

Amount allocated to training

1,397

Number of people recruited (permanent, fixed-term contracts and apprenticeships)

88/100

Laïta Gender Equality Index

89/100

Argel Gender Equality Index

10.6 years

Average seniority

3.5%

Turnover rate linked to resignations

5.5%

Absenteeism rate



A PARTNERSHIP OF MORE THAN 20 YEARS

Since 1997, the operators of ESAT, which supports disabled people through work, assisted by a specialised technical instructor, have worked in one of Laïta Nutrition's packing workshops. The team is an essential link in the product's value chain and fully meets the company's quality and productivity requirements. Besides its skills, it also provides its simplicity and great human values that contribute very positively to the atmosphere of the site.

ETHICS, CYBERSECURITY AND GOOD CONDUCT CHARTER

The values, communication and behaviours that guide the actions of Even Group employees are set out in the Code of Conduct and the IT Charter. These guides enable each employee to remain vigilant within a framework that lays down collective rules and benchmarks. Given to all employees, the ethical and IT charters encourage everyone to reflect on the basic rules to be respected for social well-being, protection of the company's interests and to ensure cybersecurity.

In line with the e-learning training provided to all executives in 2018, new hires and promoted executives are automatically enrolled on a training course on the topic of combating corruption organised by Even universities. Adhering to these fundamentals contributes to the Group's individual and collective success and progress.





3RD CHALLENGE

Serving customers and consumers with dedication

From upstream to downstream, the Group guarantees the quality and safety of its products for its customers and consumers. In 2020, more than ever, the population was able to rely on the remarkable ability of farmers and agri-food workers to adapt. Their combined efforts have filled the shelves, contributing to reassuring the French during this health crisis.

ENSURING PRODUCT SAFETY

Food safety is based on recognised and certified management systems: ISO 9001, IFS, BRC, FSSC 22000, etc.

Laïta's latest industrial investments are great illustrations of the special attention Even pays to its products. The Créhen infant unit (Côtes d'Armor) meets the highest international food safety standards. Similarly, the new Laïta

Within the Distribution division, the requirement for quality permanently mobilises a team of engineers and quality managers: checks that the products comply with the specifications and regulations in force, regular audits of the manufacturing units, bacteriological analyses, etc. At the end of 2020, and despite a difficult context, the Superhalles raw and processed meats workshop at Bréal-sous-Montfort (Ille-et-Vilaine) obtained ISO 22000 certification for the highest "safety" and satisfaction of its customers supplied by A2S.



EXPERTISE

A local actor, Even Upstream forms partnerships with national and international leaders to provide the best expertise to each of its activities for farming and the consumers of tomorrow, such as those that the division has built over the years, with the Loire-Bretagne Water Agency, the Technical Bureau for Dairy Promotion (BTPL), Cocorette, Topigs Norsvin International, Provimi, and many others.

Nutrition line at Ploudaniel (Finistère) dedicated to complex nutritional products meets the increasingly demanding quality standards set for infant and medical food products. The facility comprises a sterilisation module, an aseptic packaging unit and an over-conditioning line. Another example, on start-up of the new pre-packaged workshop at the Ploudaniel cheese factory, strict zoning has been deployed, with strengthened health and safety standards, in those areas where the product is most sensitive.

Everything is tracked and controlled, from the raw materials to the finished products, including packaging, in the manufacturing process. Across Laïta, more than two million analyses are carried out annually.

Solenn

OPERATIONAL MARKETING MANAGER, ARGEL

📍 PLOUËDERN (FINISTÈRE)

"Our marketing department houses the customer service which centralises, via the "Argel à l'écoute" application, all the questions, comments and complaints collected by our remote teams. This field feedback is categorised thematically: product quality, order error, late delivery, price positioning, etc. An employee is dedicated full-time to processing and analysing complaints to which we usually reply in a personal letter. We publish statistics every six months that help us continuously improve the quality of our products and services. In 2020, out of 1.9 million orders, we recorded 36,000 complaints, representing a rate of 1.89%. For each published product catalogue, as soon as we receive ten complaints for the same product and this reaches 0.3% of sales, we inform the quality department of this, which checks whether the information fed back by our customers is indeed true. If this is the case, sale of the product is stopped. We then contact the supplier to understand what has happened."





RECOGNISED PRODUCTS

The products that Even sells are subject to taste tests involving panels of experts and consumers. In the last five years, fifteen of Laïta's products have won awards in the General Agricultural Competition. The moulded butter with Guérande salt and the Madame Loïk natural whipped cheese stand out, winning the gold medal at the 2020 edition. For the first edition of the Lyon International Competition for cheeses and dairy products, the Madame Loïk natural whipped cheese with Guérande salt and the Label Rouge Brie received two silver medals. The Paysan Breton cooperative brand is strengthening its image of authenticity and its reputation among consumers. The customer base is growing particularly in the butter and fermented milk categories. Although butter is the first pillar of Paysan Breton with 13.6% market share by volume (32.1% for moulded butter), Madame Loïk whipped cheeses are now a real challenger with 10.1% market share, thanks in particular to the plain variety (13.4% of market share). In other segments, Laïta is also a leader with the Mamie Nova brand for the "Premium fruit yoghurts" range and in the French grocery store milk market with Régilait. Product recognition is also high on the customer side. At the beginning of the year, Epi Ingredients received "sustainable development supplier" approval from Barry Callebaut, one of its chocolate-maker customers. Nationally and internationally, the dairy expertise and the quality of the products produced by Laïta are acknowledged by its customers and consumers.

Since April 2018, Even Distribution has been Aquaculture Stewardship Council (ASC) and Marine Stewardship Council (MSC) certified. These international bodies ensure that seafood products have been harvested sustainably, respecting fish stocks and marine ecosystems, while allowing fishermen to make a living from their work. The out of home catering specialists Réseau Krill and the Atlanterra alliance offer their customers around 100 products bearing these labels. In 2020, the number of MSC products increased by 19.5%. As part of this same trend, Argel, a home delivery specialist, is developing its branded product offering, which in 2020 accounted for almost 30% of its overall offering.

Even group companies are increasingly expanding their offerings with products which bear official quality certifications: Label Rouge, Protected Designation of Origin (PDO) or Registered Designation Of Origin, (RDO), Organic, Protected Geographical indication (PGI) and origin identifications: French Meats, Périgord Black ham, etc. These awards meet the demand of customers and consumers who value products that combine craftsmanship, quality, terroirs and gastronomic traditions. Thus, despite this year's exceptional health context, the companies in the Distribution division saw the number of organic products offered to their customers increase by 8%. PAM has, for its part, completed its organic product line with three new products for frozen distribution and collective catering networks.

Marco

LAÏTA ITALIA DIRECTOR
 MELZO, ITALY

"Laïta Italia, a 100% subsidiary of Laïta, has been present in Italy for 20 years. We have earned the trust of our retail and catering customers thanks to quality products, the widest range of soft and pressed cheeses on the market, and an efficient logistics service. Thanks to a storage and distribution platform located near Milan, we supply northern Italy within 24 hours, and Sicily in three days. We are proud of our 99% service rate! Italy has a structural deficit in dairy products, about a third of which it imports for its consumption. Our flagship products are Brie, Camembert and Emmental which enjoy a good reputation. However, we are not resting on our laurels. In 2021, we are launching Fior di Crema, an italicised line of three soft cheeses, square, round and oval, whose recipe was specially designed by the R&D and Paysan Breton marketing according to local consumers' tastes."





POLICY

**Industry initiative:
Passion du Lait®**

From upstream to downstream, Laïta co-builds its sustainable development commitments with its internal and external stakeholders to manufacture traced, safe and transparent products that meet its customers' demands and taking into account societal expectations in terms of well-being, the environment and the development of the territories.

Food safety and security in Distribution

A prerequisite of the quality of the products purchased and distributed by Even Distribution, food safety is at the heart of the quality processes put in place. From their listing to delivery on the customers' premises, products must meet the highest health standards and increasingly strict regulatory requirements. To ensure this, the Distribution division relies on a quality team composed of more than 20 people and on the teams within the subsidiaries to implement the various control plans. In addition, in the past few years, the companies have embarked on ISO 22000 certification processes, which officially recognise the high level of control over product safety.

FRENCH-MADE PRODUCTS

Since 2015, Réseau Krill has been working alongside the Bleu-Blanc-Coeur association on a national range of fresh meat and poultry produced in France. Réseau Krill has been the first distributor to offer a Bleu-Blanc-Coeur fresh products range, thus supporting the reintroduction of natural Omega 3 sources into the food chain. Since the beginning of the year, the cured meat activities have also been active alongside the Bleu-Blanc-Coeur association, marketing a range of dry and superior hams of French origin, under private labels.

Drawing on the same momentum, Bernat, Boncogel'Adour, Charles Martin and Kenty, combined under the Atlanterra alliance, are partnering with fishing industry stakeholders around a new brand, Pavillon France. In 2020, the number of Pavillon France products increased by 8.5%. This initiative guarantees consumers that the products are fresh, that the fish is seasonal and of French origin. A sensitivity that is also found within Réseau Krill with 500 local products and 88% from French suppliers.



INDICATORS

6

Number of Laïta Food Defense industrial sites

1,009

Number of certified products for the Distribution division

72.6%

Percentage of Even farms audited as part of the Passion du Lait® initiative in 2019 and 2020.

15.5 ppm

Level of complaints per million kg of frozen products sold to OHC customers (excluding Boul'Pât) of the Distribution division

15.5 ppm

Level of complaints per million kg of fresh products sold to OHC customers (excluding Boul'Pât) of the Distribution division

The origin of ingredients is becoming an essential factor for consumers. Aware of this issue, the Paysan Breton brand provides more information on the origin of its products. Thus, the packaging of Madame Loïk whipped cheeses indicates the origin of the herbs – 100% are French –, the origin of the milk from Western France and the place of manufacture at Créhen (Côtes d'Armor). Similarly, on the packaging of Paysan Breton stuffed crêpes, the clean origin and clean label information appear, accompanied by 100% Brittany origin for the milk, flour, butter and eggs ingredients.

MAKING SURE CUSTOMERS ARE LISTENED TO

Every year, Paysan Breton's marketing departments carry out surveys on customers and consumers to ensure their needs are better met: sensory analyses, monthly tests with a consumer panel, tasting days, reputation surveys, etc. These precious meetings are used to identify consumer demands and desires in order to adapt the product offerings accordingly.

On the dairy ingredients side, consideration of customer complaints is enhanced with the deployment of a new qualitative criticality indicator, which supplements the existing system.

On the distribution side, the focus is put on training and improving delivery customer service. To become more efficient in this area, e-learning courses have been offered to the delivery drivers of the Atlanterra alliance, taking advantage of the year's slowdown in business. Argel, for its part, processed 134,140 customer feedback items via the "Argel à l'Écoute" (Argel listening) app in 2020.



CONTINUITY OF THE SERVICES ASSURED FROM UPSTREAM TO DOWNSTREAM

Continuity of the activities has been assured from the start of the Covid-19 crisis. Upstream, supply of the farms is maintained, thanks in particular to the mobilisation of the drivers and logistics services. Downstream, Laïta honours customer orders as far as possible, in particular those from supermarkets which exploded during the first few weeks of the lockdown. Likewise, Argel has dealt with a sharp increase in activity, with the French rediscovering the convenience of home delivery and the culinary interest of frozen products. Even Distribution, despite the sudden stop put on its catering activities, is committed to delivering to nursing homes and hospitals.

**4TH CHALLENGE**

Ensuring occupational health and safety

Guaranteeing health and well-being at work are the spearheads of Even's social responsibility policy. The Group works proactively to ensure the safety of people and goods. The objective is clear: stimulate a safety culture that tends toward zero accidents.

ALL COMMITTED!

On a daily basis, the occupational health and safety policy is shown by:

- considering the health and safety of employees and goods as a value and a performance criterion for the Group
- a training and awareness programme for teams designed to reduce and control risks and therefore workplace accidents and occupational illnesses;
- the implementation of an efficient prevention policy: systematic analysis of accidents, incidents and feedback, continuous improvement of facilities, etc.;
- and regular communication of safety objectives and results to employees.

The PHARE approach (Human Prevention of Accidents linked to Power Risks) is one example. This approach to prevention is being deployed at Laita's industrial sites, allowing operators to train and organise themselves to work in complete safety on the machines. It also helps improve the health and safety culture, to better control the intervention conditions (coordination of the different departments), to upgrade the facilities and equipment, etc.

Another practice set up at Even Usptream to reduce the risk of incidents and accidents with orders, on loading, on the road and on the farms: the optimisation of rounds. In consultation with customers, food deliveries are spread out throughout the week to avoid peaks of activity, on Friday in particular.

Regardless of the division to which they belong, the new supervisory staff at Even universities are systematically presented with the Group's health and safety policy.

Katia

QUALITY HEALTH SAFETY ENVIRONMENT MANAGER (QHSE), EVEN USPTREAM

📍 LANDIVISIAU (FINISTÈRE)

"After five years as Quality Manager for the Cobrena plant, I accepted the position of Even Usptream Quality Health Safety Environment Manager in September 2020. In the Covid-19 context, I have set up and adapted, as and when regulatory changes have been made, the health measures and protocols to preserve the health of the division's employees. Masks and hydroalcoholic gel are now, like hearing protection or safety shoes, an integral part of the equipment provided to employees. My missions also include updating the Risk assessment single document, analysing workplace accidents and implementing corrective actions to prevent them from recurring. I'm responsible for monitoring fire safety, managing classified installations, the Atex regulation for the plants and monitoring certifications such as, for example, crop protection product audits for Even Agri. I lead the health & safety and working conditions committees where, in consultation with the staff representatives, we develop action plans. Being proactive on health and safety is a shared priority in the Even group. I hope, through substantive work, to advance the safety culture upstream, by getting all of my colleagues to sign up to it."





ROAD SAFETY MANAGEMENT

The Group has been committed to a road safety management plan since 2015. On the one hand, it is based on the skills of external service providers and, on the other, on those of the network of 80 internal coordinators, road safety contacts. Training courses are regularly offered for drivers of light vehicles and HGV drivers.

Between 2014 and 2020, the frequency of HGV traffic accidents fell by 35% and those involving light-duty vehicles by 43%. This represents a total of 80 accidents avoided in 2020 compared to 2014, when the safety management plan was first implemented. There is still room for improvement, especially to limit the severity of accidents.

PROMOTING HEALTH AND WORK STATION ERGONOMICS

Ergonomic studies are conducted on most of Laïta's production sites to reorganise certain workstations and thereby reduce adverse conditions. User involvement in designing the workstation takes into account their needs and the realities experienced in carrying out their tasks.

A study carried out in the workshop of the infant's tower at the Créhen site (Côtes d'Armor) resulted in a storage and order preparation warehouse being created which takes into account the needs related to truck unloading, the quantities to be stored, the flows of warehouse trucks and pedestrians, handling for order preparation, and the requirements of

ensuring the hygiene of the products. The changes have resulted in a reduction in the risks of collisions between warehouse trucks and pedestrians. On the Ploudaniel (Finistère) and Landerneau (Finistère) sites, two studies have been undertaken to optimise working conditions in the future chemistry and microbiology laboratory.

At Ancenis (Loire Atlantique), employees take part in a physical warm-up session before starting their work. Trained by a sports coach, volunteers do a series of practical exercises that help them prepare their bodies for physical exertion in order to limit muscle, tendon and joint accidents. After more than three years of daily exercises, feedback from employees regarding this initiative is positive. The number of



MOBILISED TO HELP THE STAFF

The Group's Purchasing team managed to obtain personal protective equipment from the outset of the pandemic. In total, more than one million masks, several tens of tonnes of hydroalcoholic solution, overcoats, overshoes and thermometers, have been purchased to ensure the employees' safety. Besides this equipment, a preventive communication campaign was carried out by the quality and prevention teams to raise awareness among employees, recalling the preventive measures and best daily health and safety practices. Special Covid-19 information notes are published according to business and occupation.

INDICATORS

12

Number of employees trained in road safety

€2.9 M

Amount of investments in the safety of people

€3.2 M

Amount of investments in the security of property

1,121

Number of employees who have benefited from a TOP visit

36.77

Frequency rate

1.81

Severity rate

POLICY

Cap Even

The Even health and safety policy, implemented by the Management Committee, is coordinated by a Group-wide steering committee. This committee is supported by a network of facilitators and safety representatives in each division, called the Cap Even network. It is composed of about forty people. Their mission is to implement the Group's health and safety policy and roll it out in its business units. This policy is based on shared common practices and action plans adapted to each organisation with a common objective: instilling a safety culture to achieve zero accidents. For 2021, the Even group has maintained its ambitious objective of reducing its lost-time occupational accident frequency rate to a level less than or equal to 20.



accidents has fallen. In the light of this positive effect, warm-up sessions are increasing on the Group's various sites. Like the SovéFrais, FMB and Achille Bertrand teams who, after a successful test period, adopt daily warm-ups before starting at their workstations, a practice made difficult in recent months given the health context.

TOP!

Laïta organises safety visits, known as TOPs (Preventive Observation for All). To preserve the health and safety of all employees, managers are trained in an observation method based on positive dialogue regarding working conditions and safety rules. Trained employees can then pass on these skills to their colleagues so that everyone is kept safe.

Laïta has set ambitious targets: a TOP visit at least once a year for 100% of non-tertiary workers with each trained manager having to carry out ten TOP visits per year. 1,121 visits were made in 2020. An assessment of the TOP visits, consolidated since 2018 is being prepared to get the most from the method. Behavioural safety visits are also conducted at Even Distribution: A2S and Achille Bertrand have launched the process. At the beginning of 2021, this practice was extended to new companies of the division (Boncogel'Adour, Charles Martin, Bernat and Sobraquès) for the same purpose: targeting zero accidents.



PROPERTY PROTECTION

Even has updated its property protection guidelines. These apply to all sites of the Group – for which the insurance value of the assets (buildings, equipment, stocks) is greater than five million euros (category 1) – and is used when upgrading existing facilities or new facilities. The protection guidelines are integrated into the risk and compliance audits. For companies for which the value of insured assets is less than five million euros, compliance with security measures is respected according to their capital and categories (2, 3 or 4). The current level of protection of our working tools contributes to covering the damage risk and to the assets by insurance companies, cost control and the sustainability of the Even group of companies.

Recognition of the work achieved, the development of shared vigilance and the prevention of unsafe individual and collective behaviours are the main progress focuses of the approach.

5TH CHALLENGE

Reducing our environmental footprint

In order to reduce the environmental footprint of its industrial activities, the Even group has set itself priorities: preserve water resources, limit energy consumption, promote the circular economy, fight food waste.

OPTIMISING ENERGY CONSUMPTION

From the routing of raw materials to the delivery of finished products, a single watchword: the optimisation of energy consumption. In order to calculate its greenhouse gas (GHG) emissions and take action to reduce them, in 2020 Laïta carried out a complete carbon footprint® assessment (scopes 1, 2 and 3). This assessment highlights a number of progress areas, which will be the subject of action plans in future years. The energy efficiency of Laïta industrial sites is already a matter of concern. Different technologies respond to this issue: heat recovery and control systems on cold units, high-efficiency condensation systems, biomass boilers, etc. Créhen's premium formula and powder unit (Côtes d'Armor), one of Laïta's latest major investments, has been designed to combine technical and environmental performance, including the use of mechanical vapour re-compression (MVR), the use of bag filters to limit flue losses and the installation of meters on the main flows.

Within Even Distribution, vigilance is also necessary: routine inspections of the cooling facilities, use of more cost-efficient solutions for the design of new units, optimisation of the energy efficiency of the lights, systematically replaced by LED lights, installation of geo-positioning devices in the delivery vehicles, etc.

Several illustrations point in this direction. The new Bondu site at Morlaix (Finistère) uses CO₂ as a cold fluid. In the same spirit, in Achille Bertrand's new cutting workshop at Les Herbiers (Vendée), the heat of the cold units is recovered and then reused to produce hot water to wash vehicles. Similarly, through a heat recovery system, for 2020, PAM covered 80% of its domestic hot water needs. The drying processes of the curing workshops (the Saloir du Périgord and Languedoc Salaisons) have

Yann

OPPORTUNITIES NETWORK MANAGER, LAÏTA

📍 BREST (FINISTÈRE)

"Through the Opportunities network, which I have been coordinating since 2016, Laïta is taking a structured and proactive approach to combating food waste. With my colleague, we are in contact with all the company's networks - industry, sales, export, out of home catering, warehouses - to centralise products past their shelf life*, rejects and non-compliant products. We recycle these consumable products through a network of food wholesalers, surplus goods dealers and donations to charities with which we have signed agreements: The Restos du Cœur free meals service, the Food Bank, the Secours Populaire and certain social action community centres (CCAS). We ensure that we serve their local branches, close to our production facilities and warehouses, to focus on local people and minimise our environmental footprint. Thanks to this mechanism and despite the Covid context, we only had to destroy a very small part of the consumer products produced by Laïta in 2020. To do even better in the future, last year the company created a cross-functional working group that considers all solutions that could be implemented to cut out waste even further and thus minimise this destruction."

* Shelf life: an indication of the duration for which a supplier guarantees to its retailer the number of days of consumption for a limited lifetime product. It is the time between the delivery date to the store and the use-by date (UBD) or best before date (BBD).





been completely redesigned; an upgrade that is accompanied by more environmentally-friendly technologies to better control the quality of the cold and to eliminate the use of HFC (fluorinated) gases. Started in 2019, the work on the refrigeration facilities was completed in 2020 for Le Saloir du Périgord and in early 2021 for Languedoc Salaisons. These investments of almost four million euros should reduce the energy costs of the workshops by 20% in the medium term. After one year in operation, the target has been reached for Le Saloir du Périgord.

PRESERVING WATER RESOURCES AND REDUCING OUR DISCHARGES

For Even, preserving water –both in terms of quality and quantity– is always a great way to increase the quality of its finished products, for the benefit of consumers. Within the Group, each investment is now analysed from the angle of its impact on water, whether upstream with a control of consumption or downstream with improved wastewater management.

For this purpose, the Laïta site at Ancenis (Loire Atlantique) in 2020 created a new buffer pond of 6,000 m³, designed to homogenise discharges to improve the purifying efficacy of the physico-chemical pre-treatment of its industrial effluents. This investment is an important step towards creating an independent effluent treatment sector. As part of the same movement, the Ploudaniel site (Finistère), in 2020, set up automation and online monitoring of stormwater discharges, thereby increasing the safety of discharges into the natural environment. These actions

are part of the continuation of the partnership signed in 2017 with the Loire-Bretagne water agency to reduce the impact of the Group's livestock and industrial activities on the water resource in the coastal basins.

REDUCING PACKAGING

At Even, different departments are involved in the eco-design of the packaging: research and development, purchasing, industry, marketing and logistics around a simple set of guidelines: maximum product protection, improved organoleptic quality of the product, minimum usage of raw materials and optimisation of storage and transport.

Initiatives are growing in the various companies of the Group. Laïta is working on designing the packaging of its products differently, with the aim, by 2025, of guaranteeing 100% recyclable, reusable or compostable packaging. In 2020, Madame Loïk's whipped cheese pots were freed from their cardboard overpack and the plastic of the Paysan Breton filled crêpes was replaced by recyclable paper packaging from responsible FSC® certified sources. In 2020, the company has entered into an agreement with its suppliers to ensure that 100% of the



AN ENGAGED AND MOBILISED ACTOR

The regulatory aspects of Laïta's industrial sites are organised on a daily basis by dedicated teams trained to respond to changes in environmental standards and rules. An engaged and mobilised actor, Laïta participates in debates on issues related to water, climate, discharges, biodiversity, with government authorities and the inter-professional community.

Eddy

GARAGE AND VEHICLE PURCHASES MANAGER, EVEN GROUP

📍 PLOUDANIEL (FINISTÈRE)

"In 2020, Even Group began the structuring Smart project. This involves implementing fleet management software for the Group's 2,400 vehicles: service and company cars, utilities and HGVs. This software is currently being tested over the Laïta Bassin 22 scope and it is then planned to deploy it at Group level from the second half of 2021. Smart will allow us to have a mapping of the fleet to guarantee regulatory compliance for all the vehicles, and to control the costs of ownership, from purchase to resale. We will be able to adapt the fleet to tomorrow's challenges, in particular the gradual integration of clean vehicles enabling us to reduce our environmental footprint. Being able to effectively manage our fleet as close as possible to the actual situation is essential to improving our competitiveness and our carbon footprint. In the future, Even is moving towards an energy mix with a fleet of diesel, electric, hybrid, and biogas vehicles, a green energy that would enable us close the virtuous circle between our upstream activities and our mobility. This list is not exhaustive. We are attentive to market changes."



corrugated cardboard delivered is FSC (Forest Stewardship Council) certified. Similarly, the cured meat activities are investing in the management of their packaging, through the purchase of cartons that are 100% recycled or from sustainable PEFC or FSC forests.

Another example of a circular economy, PAM use of fully recyclable trays with a lid, as well as the lower films of the used for cured meats, in recyclable rPET.

FIGHTING AGAINST FOOD WASTE

For several years, Even group companies have been working to reduce food waste. Throughout the entire value chain, best practices contribute to this commitment. Extending the lifespan of consumer goods, recycling products past their sell-by date, and the work upstream to limit waste are all actions taken by all of Laïta's business lines. At the same time, food donation agreements are being organised with certified bodies such as the Banque Alimentaire (food bank) and Restos du Cœur.

To reinforce its commitment to this issue, Paysan Breton joined the Too Good To Go movement in 2020. Even Distribution is also a partner of Too Good To Go to support restaurateurs fight food waste. Another partnership has existed since 2018 between the start-up Framheim and Réseau Krill.

Suppliers' awareness on the subject is also systematically raised.



COLOSTRUM

ECI, a subsidiary of Laïta based at Marloie (Belgium), is at the cutting edge of the highly coveted colostrum market. From a technological point of view, the company has developed innovative processes for filtering and drying colostrum. This new plant also focuses on reducing energy consumption thanks to the development of technologies for cold production and energy recovery.



POLICY

Bilan carbone®

In 2020 Laïta carried out the Bilan carbone® or carbon footprint of scopes 1, 2 and 3 of all its activities in order to build its greenhouse gas reduction strategy. Forty people, from all of Laïta departments, contributed to this Bilan carbone® process.

The aim:

- ensuring the accuracy of the roadmaps of the working groups already in place with defined objectives,
- and the establishment of new working groups on the themes that have been shown to be essential.



INDICATORS

€932,000

Investments related to reducing discharges into water and air

5

Number of sites in the Distribution division undergoing a Bilan carbone® and/or energy audit

2,692 tonnes

of products sold to wholesalers, surplus goods dealers and/or smelters, to combat food waste

2.24 m³

Water consumption by volume of processed milk equivalent

0.35 MWh

Energy consumption per tonne of processed milk equivalent

27.61 kWh

Electrical energy consumption of animal nutrition factories per tonne of manufactured feed

51.3%

Percentage of Euro 6 HGV and LCV/LV vehicles in the Even Distribution fleet

REDUCING FUEL CONSUMPTION

Within the Even group, all the divisions are involved in reducing fuel consumption. For this purpose, all milk collection drivers, distribution drivers or Even Usptream drivers receive eco-driving training.

Since 2009, Laïta has been increasingly taking measures to reduce its fuel consumption during milk collection processes: significant savings have already been made, including increasing tank capacity, tanks with electric pumps, formalising milk collection agreements with cooperatives in north-west France, modernising the truck fleet. The savings are significant. In two years, the collection truck fleet rejuvenation programme has saved 2 litres/100 km.

Diesel fuel consumption fell to 1.68 litres per 1,000 litres of milk collected in 2020 compared to 1.87 litres in 2009, thus generating savings of over 272,580 litres for 2020 alone. This represents more than 886 tonnes less CO₂ released into the atmosphere every year in comparison with 2009.

The efforts made by Even's upstream activities have been just as important. As well as optimising delivery journeys and truck fill rates, performance bonuses incentivise Even Agri and Even Nutrition Animale drivers to reduce their diesel fuel consumption through energy-efficient driving.

Delivery is a key issue in food distribution. In 30 years, Even Distribution has developed expertise in this field and structuring projects are multiplying. At the heart of the concerns:

- the reduction in diesel consumption, thanks in particular to the optimisation of the delivery circuits with the geocoding of customers from the logistics platforms, covering of the territory by a network of optimally-positioned logistics platforms,
- the renewal of the truck fleet to the Euro 6 standard,
- and transport energy audits.

As part of the same movement, the companies of the Distribution division, in 2020, began driver training in the use of cold units in order to limit their GHG emissions.



A LOW-CARBON ENERGY PROJECT

In 2020, Laïta developed a partnership with Guyot Environnement, the independent regional leading company in recycling materials, regarding a project to install a biomass boiler room at the Créhen site (Côtes d'Armor). This boiler, supplied with recycled wood, collected and sorted in the recycling centre of Guyot Environnement at Ploufragan (Côtes d'Armor), would supply the processing workshops of the Créhen site with renewable energy. Thanks to this project, the industrial site would reduce its CO₂ emissions and thus its dependency on fossil fuels by up to 60%.



6TH CHALLENGE

Promoting environmentally-friendly agriculture

Even promotes environmentally-friendly farming and supports farmers in reducing their farms' environmental footprint. 99.4% of member farms have joined the Fermes Laitières Bas Carbone® programme and 72.6% of them were audited in 2019 as part of the Passion du Lait® progress initiative.

CREATOR OF SUSTAINABLE PERFORMANCE

Under the "Delivering sustainable performance" slogan, Even Usptream teams have built up an offer of high-tech services based on a set of core values: profitability, performance, progress, local production and the environment. Even Agri, for example, makes it possible for farmers to optimise the nitrogen fertilisation of their cereal crops using drones and satellites. The technicians also recommend the use of plant-based mulches, mechanical weeding, biostimulants, etc. as alternatives to pesticides. This leads to optimal and homogeneous crop yields, without waste or harming the natural environment.

As regards animal nutrition, alternatives to imported proteins are being developed through a sustainable rapeseed channel. The Sabrilactis cattle feed range - formulated using efficient amino-acids - improves protein digestion in dairy cows, whilst limiting discharges into the environment.

As regards pig genetics, Topigs Norsvin International dedicates more than 10% of its turnover to research and development. Advances in growth rates, consumption indices and animal longevity contribute to reducing the environmental footprint of pig production.



ANIMAL WELFARE

Animal welfare is a major societal issue. Laïta supports producers in improving their farming practices: animal welfare, health promotion, pain management, etc. Since 2019, 100% of producers who deliver their milk to Laïta have access, via their Cooperative's extranet, to training and animal welfare awareness videos.

Laura

QUALITY AND ENVIRONMENT TECHNICIAN, EVEN COOPERATIVE

📍 PLOUDANIEL (FINISTÈRE)

"We regularly carry out livestock monitoring visits to support our members with improving milk quality and their farming practices. Every two years, each farm is audited in several stages: the livestock best practices charter; the Cap'2ER® Level 1 audit to measure carbon footprint; the Agri Trust charter including Passion du Lait®. The audit summary is used to establish a personalised progress plan with each member. It includes proposals for actions that constitute improvement levers in terms of sustainable development. Examples include the introduction of an energy-saving method such as a milk pre-cooler, the installation of a solar water heater or water meters on a well, the planting of hedges, the acquisition of a double-skinned tank for storage of fuel oil, the use of specific channels for recycling farming waste, etc. In addition, we organise training for members, which address environmental issues in particular. Information to producers is also provided through the monthly magazine Even Infos, the extranet and section meetings."





PRODUCING MORE AND BETTER WITH LESS

Farmers have been working hard to reduce their impact on the environment since the 1990s: rationalising inputs, improving feed efficiency, controlling and managing waste and discharges, landscape preservation and improving water quality. The Even group encourages member farmers to adopt best practices with the



REDUCING AND RECYCLING WASTE

For over 10 years, as part of an agreement with the environmental organisation Adivalor, Even has operated a farm waste collection and recycling service in its self-service agricultural supply stores. In 2020, 158 tonnes of non-usable phytosanitary products (PPNU), empty packaging of phytosanitary products (EVPP), empty packaging of fertiliser products (EVPF), empty packaging of dairy farming hygiene products (EVPHEL) and used plastic sheets were collected. In 2020, Ouest Elevage established a waste recovery channel for packaging waste of animal feed products with this same partner.



POLICY

Cap'2ER®

Committed for some twenty years to the collective progress approach based on the reference standard NF V01 007, the Even Cooperative has equipped itself with a reliable and objective audit tool: the Cap'2ER®. This is the Automated Calculation of Environmental Performance in Ruminant Livestock Farms. Deployed by the dairy production unit teams, this audit check list evaluates the impacts of each milk workshop on greenhouse gas emissions and biodiversity, by collecting 27 data items. The results of these audits are summarised and sent to the farmer. After this awareness-raising phase, the member producers are guided by their technician in implementing action plans for improving their environmental performance.

MEASURING AND IMPROVING THE ENVIRONMENTAL FOOTPRINT

Most Even dairy farms have joined the Fermes Laitières Bas Carbone® programme and 93.4% of farms are NF V01 007 certified. The carbon footprint measures introduced in the spring of 2015, have been deployed on 99.4% of farms using the Cap'2ER® level 1 diagnostic tool (developed by the Institut de l'Élevage as part of the Life Carbon Dairy programme). The outcome is that the Even farm, with a relatively dense field network (on average 1.03 ha biodiversity equivalent for 1 ha dedicated to dairy production), has an average carbon footprint of 0.86 kg CO₂eq/litre of milk.

At the end of the year, the government is launching a "Good Carbon Footprint" scheme to encourage younger generations of farmers to take action to fight climate change. This help will enable the Cap'2ER® level 2 diagnostics to be deployed in 2021. More detailed than previous ones, they identify the levers for reducing the carbon footprint and develop an action plan supplemented by technical guidance.

Beyond the indicators, Cap'2ER® diagnoses have raised producers' awareness of their impact, and allow these producers to identify the levers to reduce them: changing agronomic practices, controlling inputs, waste recycling, energy savings, herd management and preservation of biodiversity. Audits carried out as part of the Passion du Lait® sustainable development approach also show that more than half of the producers have an energy saving method. 92.5% of farmers audited in 2019 and 2020 use food supplements that do not contain palm oil. The herds are mainly fed on fodder produced on the farm. Finally, all the producers use quaternary ammonium-free cleaning products for milking hygiene.

INDICATORS

€3,300

Cap'2ER® level 1 diagnostic budget in Even farms

158 tonnes

of empty packaging and plastics collected at Even Agri and recycled through Adivalor

1.03 ha

Preservation of biodiversity (for 1 ha dedicated to dairy production)

0.86 kg eq. CO₂/litre of milk

Average carbon footprint of Even dairy farms

93.4%

of collected milk is NF V01 007 certified

99.4%

of Even farms having completed the Cap'2ER® level 1 diagnosis

FROM GOOD GRASS TO GREAT MILK

In a region where cows spend more than 200 days a year in the fields, on average, pasture management is key to all production systems. The test platform 'Fodder blends: produce more protein on your farm', set up by Even Usptream in 2018 has enabled producers to explore ways of improving the grassland potential of their farms and the feed self-sufficiency of their livestock. Combinations of grasses and legumes have a higher dietary value than pure grass mixtures. They help improve the protein autonomy of dairy workshops. Another advantage is that legumes have the particularity of fixing the atmospheric nitrogen contained in the soil thanks to bacteria living in the nodules of their roots, which limits the necessity for fertilizer inputs on the land.



PASSION DU LAIT® UPSTREAM

Since 2020, work supervised by specialised external consultants has been carried out with Laïta's internal stakeholders (producers – cooperatives – Laïta), and its external stakeholders (technical institutes, NGOs, chambers of agriculture) to define a carbon strategy for the sector at the level of the farms. A similar approach has been initiated to define the animal welfare roadmap. A comprehensive diagnosis based on the five fundamental animal freedoms recognised by the World Organisation for Animal Health (OIE) has been carried out on 88 Laïta farms.

Another example: Ouest Elevage et Tecnor-Sofac have signed the Duralim Charter, a progress initiative for the sustainable feeding of livestock, whose goal is to reach 100% sustainable supplies with zero deforestation by 2025. Finally, Even Nutrition Animale, in partnership with Provimi Services, has developed a complete range of GMO-free dairy cow feeds (<0.9%) manufactured in the Cobrena de Loperhet (Finistère) factory, which is STNO certified (GMO-free Feeding Technical Platform).

EXPERT ALLIANCES

The Even group is involved in developing an alternative egg-laying sector in Brittany. Even has a free-range hen eggs and egg products offering. In addition to this example, Even Usptream builds alliances with leaders in their field of activity, thereby developing high-level expertise in all areas that are key to the future of farms and the sustainability of farming.



7TH CHALLENGE

Developing an innovative and socially responsible agri-food offering

Even develops a competitive, innovative agri-food industry, respectful of people and the planet. Its strategic areas are clear, coherent and consistent: develop in the growing areas of dairy, nutrition, services and therefore innovate, internationalise, invest and improve efficiency.

PROMOTE RESPONSIBLY-PRODUCED FOOD

The Group's business lines and brands remove as many additives as possible from their recipes. They diversify their ranges with products from differentiated sectors (certified, Organic, GMO-free, etc.) to respond to the demands for naturalness and authenticity. For example, Laïta and Even Usptream have constructed a certified channel that promotes the milk of cows fed without GMOs (<0.9%) grazing on average 150 days a year, for Emmental, soft cheeses and fromage frais. These products marketed under a private label, are the result of a collaborative approach that responds to the demands of French and export customers. The producers receive a premium of €15/1,000 litres of milk for feeding the cows with GMO-free fodder (<0.9%) and grazing and also benefit from an animal welfare diagnosis.

In PAM, the ranges of sea, land, organic and conventional products contain no additives, artificial flavours or flavour enhancers. They respond to the requirements of the Clean Label approach.



TRENDING

EPI Ingredients launches So Crispies!, a crispy ingredient containing at least 80% milk protein. Unique on the market, it is available in two formulations, one of which based on yoghurt powder. This new concept, honoured by the Laïta Innovation Award 2020, joins So Benefik, a high-protein yoghurt with low lactose content. These products, made from ultra-filtered milk powders, have optimal functional and nutritional properties.



Marie-Laure

RESEARCH & DEVELOPMENT MANAGER, PAM

📍 PLOEMEL (MORBIHAN)

"At PAM, we create bespoke products for our customers. They are tasty, clean and innovative to match consumption trends. Our company is IFS, Bio (organic) and MSC certified and is a member of Made in Brittany. We offer over 200 products, with innovations every year, in our four main ranges: shellfish dishes, sweet and savoury flaky pastries, wheat and buckwheat pancakes, ready-made meals. Since 2016, we have been developing an organic offering under the "Les Toqués Bio" brands for supermarkets and Réseau Krill, "Les Vagues Gourmandes" for specialised organic channels and under private labels. It has 28 products, the last created in 2020 are an organic emmental pancake and an organic flaky-pastry vegetables mozzarella braid. For a network of Freezer Centers, we have developed marzipan and apple Epiphany cakes, whose ingredients are of 100% French origin, because local and sustainable supply is an important focus of PAM's work. Last year, we also began to design vegetarian recipes, which will be materialised in 2021 with the launch of a vegetarian dish cooked with winter vegetables, pulses and cereals."



ENSURING A CONSTANT DRIVE FOR INNOVATION

Customers and consumers expect innovative and sustainable, user-friendly products with high nutritional value and high quality taste. Even invests in research and development, upstream and downstream, to meet these requirements. Paysan Breton is a good example which fosters the know-how, authenticity and unique taste of its products, and Laïta Nutrition which designs about fifteen new products every year in the field of medical, infant and dietary nutrition. In 2020, for consumer products alone, Laïta launched 55 new products. Among them is Madame Loik's aperitif snack recipe with tuna and salmon, organic yoghurt drinks, and NOP Emmental, made from milk from GMO-free fed herds (<0.9%) that graze more than 120 days a year. Innovations, in all markets, are

opportunities for the sales and R&D teams to communicate about responsible nutrition and consumption. At Laïta, Lab Inno enables the teams to develop synergies between occupations and activities, and the Inno Challenge to share their ideas about the food of tomorrow. These collaborative tools have resulted in concrete actions. The Innovation Award launched at the beginning of 2020 supports Laïta's dynamism and its innovation culture, while highlighting collaborative work.

On the Distribution side, more than 600 products are tested every year, the opportunity to market new flavours and innovative products. The various sectors benefit, among other things, from the largest ice-cream offering on the market.

The cured meats meet current consumption trends. The development of culinary aids is growing in success. This range now accounts for a quarter of the company's business volume. Another new addition is a ham without preservatives and without additives, which has an additional two months drying time. This product will arrive on the shelves in January 2022.

PROTECTING OUR KNOW-HOW AND INNOVATIONS

Even Group's intellectual property (IP) policy covers industrial, literary and artistic property equally and is used to defend the Group's innovations. Beyond identification of all of the Group's know-how and training, the deployment of the IP policy is continuing through digital consultation of IP relays throughout the business lines to define their needs and expectations. Several community activities have already been decided: the provision of e-learning modules and tool and reflex sheets.

Under the impetus of the relays in Laïta's R&D and marketing teams, innovative projects are now regularly covered by Soleau envelopes or benefit from creation reports produced by bailiffs. Patent filings are also made, in coordination with Laïta's innovation approach.

The Distribution and Development divisions are also active in intellectual property matters. Several objections thanks to monitoring of their numerous trademark filings have protected the exploitation of their previous rights.

The Group's upstream activities boast a significant portfolio of brands, products and services. They organise their development into

innovative and technical projects requiring the implementation of appropriate protection in order to always stay ahead of the game.

A FOCUS ON HEALTH AND ENJOYMENT

Chefs and culinary advisors have been working with Even Distribution for several years now, sharing their expertise to help create product solutions for the catering sector. These collaborations, in particular with a Meilleur Ouvrier de France (best craftsman title) enable the teams to adapt their offerings to the new consumer trends in health, well-being, naturalness, search for meaning, practicality, etc. In order to reassure consumers, the Atlanterra alliance companies and the Réseau Krill favour local purchases. They diversify their offers with protected designation of origin and organic local products, as well as seafood products from sustainable fishing. The customer advisors receive training on how to support their customers in making these changes: digitisation and segmentation of the offering, promotion and use of the products. The catalogues of the Réseau Krill network and Atlanterra Alliance companies illustrate these new consumer trends: aperitif boards, finger and street food, etc.



TOWARDS GREATER PROJECT AGILITY

In 2020, Laïta introduced a new, more agile project management method based on iterative loops. It aims to increase efficiency and focus on what provides value.



POLICY

Laïta innovation initiative

Laïta's innovation initiative, supported and managed by the Executive Committee, aims to be a source of value creation for the company, its producers and consumers. Innovation is a mindset, a culture of openness, pleasure, sharing, empathy, risk-taking, and the right to make mistakes. It is an overall approach that concerns not only the products but all the functions of the company. Five steps structure the creative process: get inspiration, generate ideas, experiment, develop, launch. On a daily basis, this approach is integrated into Laïta's operations: in the Executive Committees of the departments and in the sectors (development plans and animation of the sectors). Methods and tools make it possible to structure the approach: Défi Inno to generate ideas, Inno Lab to develop the ideas selected and try out the concepts and the innovation funnel to share the progress of the projects per activity. The objective by 2030 is to generate 5% of Laïta's overall turnover with products less than three years old.



INDICATORS

55

Number of new consumer products placed on the market by Laïta

100%

of the staff concerned trained in intellectual property rights



8TH CHALLENGE

Investing to stay ahead of the game

Even continues its momentum of tangible and intangible investments at a steady pace: modernisation industrial tools, digital transformation, internationalisation, training, etc. These investments support an open and collaborative innovation for tomorrow's agriculture and food.

INVESTING IN INDUSTRIAL TOOLS

Thanks to its efficiency and own capital, Even finances its activities itself. The Group remains in control of its investments because it is not subject to the short-term profitability requirements of investors or financial institutions tempted by speculation. In 2020, despite the health situation, Even invested nearly €60 million in modernising and diversifying its tools. The teams have carried out many processing projects in the dairy sector. Two major investments marked the year:

- the creation of a new workshop at Laïta Nutrition at Ploudaniel (Finistère) to increase the manufacturing and packaging capacity of clinical nutrition and infant food products presented in bottles, costing €22 million.
- completion of the 5,000 m² extension of the cheese factory in Ploudaniel (Finistère), aimed at increasing the production capacity of pressed cheeses, to meet the demands of customers and to secure the production environment, for a cost of 25 million euros.

The Distribution division has not been left out with the 2,700 m² extension of office space and the Achille Bertrand production workshop on the Herbiers platform (Vendée), the completion of the 1,200 m² expansion of the SovéFrais warehouse in Ploudaniel (Finistère) and the construction of a 2,665 m² logistics platform for the Bou'Pât focus in Morlaix (Finistère).

Gaëlle and Sébastien

DIGITAL PROJECT MANAGERS, LAÏTA
BREST (FINISTÈRE)

"We support Laïta's digital transformation by identifying the business line needs to co-build targeted solutions with users meeting their expectations. Massification of data, the cloud and collaborative tools are all developments resulting in new ways of working as regards customer relations, the workstation, team collaboration, use of Big Data, etc. They require us to rethink the services that we can offer our core market so as to develop our business models. At the industrial level, Industry 4.0 will gradually become a reality with information systems connected to each other, where new technologies will simplify the work of the teams, increase agility and improve operational excellence. Major digital transformation projects under way include the Galileo project, which provides for the gradual migration of employees to the Microsoft 365 collaborative suite; the dematerialisation of audits, reports and Quality Health Safety and Environment action plans; the creation of shared digital training tools for operators, etc."





TOWARDS AN ECOLOGICAL TRANSITION

The ecological transition is under way at Even. Many initiatives are developing at the level of the subsidiaries to change the ways of thinking, producing, operating and consuming to best respond to the ecological challenges.

Within Ouest Elevage, a subsidiary of Laïta, this positive change is guided by a group of employees from all departments and managerial levels. This collaborative approach follows the principles of the FSSD (Framework for Strategic Sustainable Development) to define a vision of the desired future; shared by the teams. This is structured around five main areas: sustainable and local procurement, sustainable and renewable energies, well-being and the recognition of the employees' work, animal-welfare-friendly calf production, and a successful company which is a leader in its sector.

Quest Elevage

On the animal nutrition side, the deployment of Stim'Vente, a customer relations management software, facilitates the work of the technical sales teams and strengthens the quality of service provided to the farmers.

Whether in logistics, commerce or industry, all Laïta business processes are involved in the digital transformation. A committee structures the digital projects that are connected to Industry, Corporate Social Responsibility (CSR), customer relationship management (CRM), and the Digital Workplace.

APPROPRIATING DIGITAL TECHNOLOGY

Innovation also requires new processes and equipment, such as the integration of digital technologies. Even Group is part of this movement with the launch of numerous digital projects in its division. This digital strategy is essential for the Distribution division, which develops new commercial websites to enable customers to discover offers and order online, regardless of the device used. In May 2020, Réseau Krill launched its merchant site, which was awarded the Platinum Award at the Dotcomm Awards for its user experience

and design. The Distribution division is thus adapting to the growth of e-commerce and the end of the strict separation between the three main distribution channels (supermarkets, restaurants, short distribution circuits). With Product Information Management (PIM), Even Distribution has created a unique database that optimises the product experience for all departments (quality, marketing, sales, etc.). Nearly 12,000 data sheets are available to customers. They not only list the origins, certifications and nutritional values of the products, but also provide additional advice and information such as the GEMRCN classification (Group for the Study of Collective Catering and Nutrition Markets). Thanks to these new digital tools, Even intends to develop proximity with its customers specialising in snacking and independent tabletop catering.

Marie-Frédérique

LOGISTICS MANAGEMENT METHODS AND CONTROL MANAGER, EVEN DISTRIBUTION

📍 PLOUÉDERN (FINISTÈRE)

"In 2019, at the request of the logistics business lines, we launched the TopLiu project in the Distribution division. It aims to implement a digital delivery management tool. Our transport operators and our delivery drivers are looking forward to its arrival. It will optimise the rounds, improve working comfort, customer service and Even Distribution's environmental footprint. The project team selected MapoTempo: a flexible and modular digital solution. SouéFrais has tested out the performance and ergonomics of the geo-positioned mobile terminals that the delivery drivers will be equipped with. Three pilot companies - A2S, Achille Bertrand and Bernat - will begin to operate it in the spring and summer of 2021. Deployment of MapoTempo to 13 subsidiaries, 55 sites and 520 vehicles in Réseau Krill, the Atlanterra alliance and SouéFrais will start in September 2021 and be completed in September 2022. The transition from all paper to all digital is supported by a communication and training plan for the teams involved."





INDICATORS

€458 M

Export turnover for Laïta, i.e. 34% of the turnover

99.6%

of sheets completed in the PIM, interfaced with the databases of the food service activities of the Distribution division

83.8%

Extranet visit rate by member farms with, on average, 12 visits monthly per farm

€52.6 M

Tangible investments made to support the growth strategy, i.e. 2.5 % of annual turnover



POLICY

Development plans

Since 1993, Even has defined the strategy of each one of its activities, using an efficient tool: the development plan. It measures the improvements made during the year as well as the progress of the projects, in conjunction with the teams. The objectives set, the means to be implemented and the schedules are validated by General Management during annual meetings. Besides its material efficiency, the development plan sets the direction, encourages innovation and entrepreneurial spirit, while giving priority to the expression of talents and the development of personal skills.

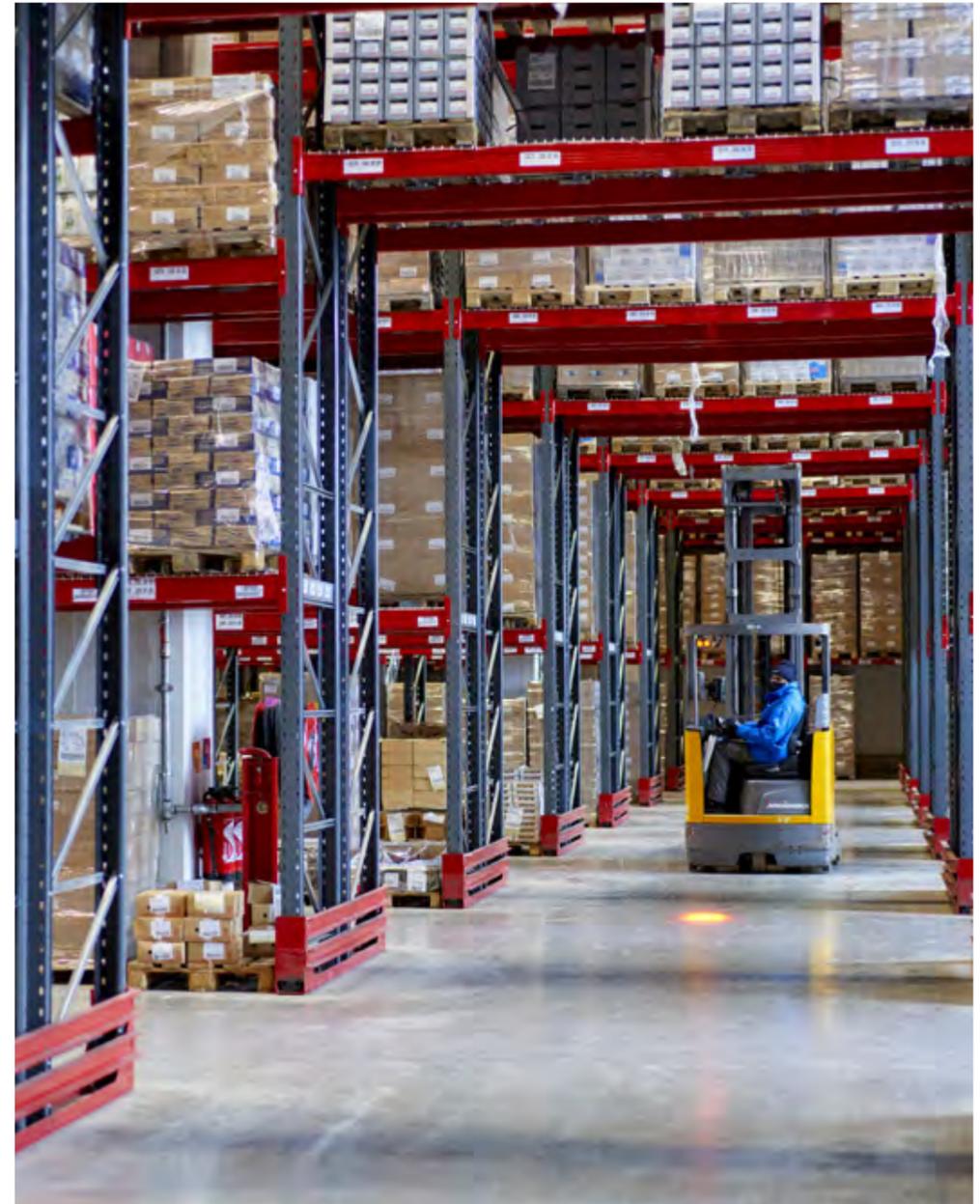
INVESTING TO WIN INTERNATIONAL MARKETS

If Even is innovating and investing, it is also to find growth drivers. The continuation of the investment plan around the theme of infant milk and protein testifies to the Group's desire to internationalise. The infant and premium powder unit at Créhen (Côtes d'Armor) was approved according to the international FSSC 22000 protocol which complements the ISO food safety standards. The plant continues to increase its production. In 2020, it produced more than 2.5 million cans of packaged infant milk powders. This high-tech unit is a major investment aimed at strengthening the company's international positions, particularly in the infant nutrition market in Asia and the Middle East.

Since 2018, the consolidation of the nutrition, health, infant and adult activities under the new Laïta Nutrition banner has accompanied Laïta's expansion in these markets. At the same time, a new line dedicated to complex UHT liquid nutritional products is now operational. An opportunity to win new markets in child and medical nutrition.

The international market is also a priority for Laïta's consumer products: in Europe via its subsidiaries (Eurilait, Laïta Italia, Laïta Iberia, Iber Conseil, Marathon Food Ltd), in overseas departments and regions or major export from Laïta's offices in Rungis and those of New-Caledonia and Polynesia, China, Thailand, Vietnam or La Réunion. The specificities of each market require adapting the ranges and working on brand awareness, such as opening a Paysan Breton account on the Chinese WeChat social network. In 2020, despite the global pandemic that penalised export activities, new trade flows were opened in India, Bahrain and Rwanda. Paysan Breton also continued to expand in Europe, with the launch of the Paysan Breton Luxurious Cream Cheese range in the UK.

In 2020 Even Development expanded into new markets and countries. The superior dry ham and Périgord black ham have been successfully marketed in eight European countries. The adventure will continue in 2021 with the export of these products to three new countries (Germany, Romania and Portugal).



OPENING UP TO NEW MARKETS

Over the past few years, Even group has been multiplying initiatives for innovation and food progress. In 2017, the Group participated in the creation of the new investment fund, FrenchFood Capital, and then supported the Village by CA Finistère, a start-up nursery in Brest (Finistère). 2018 marked the launch of the Even'Up innovation contest, in partnership with the Village by CA Finistère and the Valorial competitiveness cluster. Even'Up, which has its second edition in 2021, is aimed at the holders of

innovative and sustainable projects for farming and the food industry. The winning start-ups receive personalised support, an overall grant of €80,000, membership of Valorial, integration into the Village by CA Finistère, but also easier access to the market. A fruitful collaboration for all. The young talents can thus consolidate their projects and professional networks while contributing a fresh and inspiring perspective to Even.



**9TH CHALLENGE**

Working in favour of regional development

Physical investments, job creation, local partnerships, engagement in civil society: Even participates in the attractiveness and development of the regions in which it is established.

ENCOURAGING LOCAL PROCUREMENT

Even favours local supplies. Laïta's dairy products are made from milk collected from farmers in the Brittany and Pays de la Loire regions (1.5 billion litres in 2020). The milk is then processed at

seven production sites in north-west France: Ancenis (Loire Atlantique), Créhen (Côtes d'Armor), Landerneau (Finistère), Lanfains (Côtes d'Armor), Ploudaniel (Finistère), Pont-Scorff (Morbihan) et Yffiniac (Côtes d'Armor).

Similarly, PAM receives supplies of raw materials from regional and targeted suppliers, with nearly 60% of its food purchases from Brittany and France. Even Distribution also favours short supply chains: 84% of SovéFrais' supplies

come from companies based in Brittany and more than 95% of Argel's suppliers are French. This preference for local purchasing is enshrined in their sustainable development charters.

In addition, Even is a founding member and active supporter of the "Produit en Bretagne" or Made in Brittany association. Six of its subsidiaries - A2S (Réseau Krill), Argel, Kenty (Atlanterra alliance), Laïta, PAM and SovéFrais contribute to "giving greater value to products thanks to their origin" alongside more than 400 other member companies.

100% FROM BRITTANY

By launching its So Breizh! private label at the end of 2018, SovéFrais is pursuing its strategy as a local player, established for over 50 years. So Breizh! products are manufactured in Brittany from predominantly Breton raw materials. They meet the growing demand of customers for regional products and local food. In 2020, SovéFrais continued its momentum with nearly 700 tonnes of So Breizh! products marketed.

The origin of the ingredients is also for Paysan Breton, a key distinctive sign. Thus, on the packagings of stuffed crêpes, wording highlights the products (milk, flour, butter, eggs) 100% from Brittany. Likewise, 22.6% of the sales volumes of Laïta consumer products are stamped Produit en Bretagne (Made in Brittany).

Jacques

**SALES MANAGER,
ACHILLE BERTRAND**

📍 LES HERBIERS (VENDEE)

"Achille Bertrand supports its customers by making local, regional and quality products available (Label Rouge, Bleu Blanc Cœur, etc.). Our French company, firmly rooted in its region, enjoys a good reputation in this regard thanks in particular to its wide ranges of meat and its cutting plants which are our company's DNA. Throughout the Atlantic Arc in which we are established, we develop products with regional identities: Beef from the Lower Angevine Valley, Vendée pork, beef from Nouvelle-Aquitaine, lamb from the Pyrenees, etc. This typicality of the origin also applies to our cheese offering, like Curé Nantais, and our range of ice creams, designed by a Master Artisan, in which we innovate with flavours such as Cointreau and Menthe-Pastille, specifically developed for our customers in the Maine-et-Loire department. The demand for a guarantee of origin is growing in commercial and in collective catering, where since the entry into force of the Egalim law, establishments must make available quality local products to diners. Achille Bertrand will also be a partner of the local supply platform, created at the initiative of the Regional Council and the Chamber of Agriculture of the Pays de la Loire, serving about 100 schools in the region of Nantes."

**ENHANCEMENT
OF BRITTANY'S REPUTATION**

Attached to the regions in which they are located, the Group's subsidiaries participate in local life by supporting regional, sporting or cultural events and by forming partnerships.

Paysan Breton exports the image of Brittany to the world through the "festivals of Brittany" organised in Dubai, Vietnam and Mexico and the inter-professional community.



Au nom du bon



EVEN AND LANDERNEAU BRETAGNE BASKETBALL

In the autumn of 2020, Even signed a partnership with the LBB (Landerneau Bretagne Basketball), a high-level women's club that played in the Euro Cup in 2020. The club with an associative spirit, supported by many volunteers, is keen to promote its local area.



CREATOR OF JOBS IN THE LOCAL AREA

Proud of its Breton roots, the Even group, which has maintained its head office in Ploudaniel (Finistère), has 6,150 employees, of whom nearly 4,000 are based in Brittany and Pays de la Loire. These jobs, 92% of which are permanent contracts, plus a hundred apprenticeship contracts, make Even a major player in terms of employment and training in its area. Even has been a partner in the "Employment and Training Objective" operation supported by the regional daily newspaper, Le Télégramme, since it was created in 2017.

INVESTING IN LOCAL LIFE

Even develops privileged partnerships with higher education institutions and has close relations with many professional organisations and associations. Members and employees work in favour of local development and knowledge transfer. They are involved with:

- Agriculteurs de Bretagne*,
- Association Bretonne des Entreprises Agroalimentaires (ABEA)*,
- Association de la Transformation Laitière Française (ATLA),
- Breizh Alim',
- Breiz Europe',
- Breizh Small Business Act, the association created in Brittany by public and private professionals, regarding public procurement,
- Bretagne Biotechnologies Agroalimentaires (BBA),
- Bretagne Développement Innovation (BDI),
- Bretagne Commerce International,
- Club SRE 29, the road safety club for companies in the Finistère area,
- La Coopération Agricole,
- Fédalís, the federation of specialised food distributors,
- Fondation Université de Bretagne Occidentale (UBO)*,
- Initiative Bio Bretagne,
- Investir en Finistère*,
- Nutrinoë, the professional organisation for Breton livestock feed manufacturers,
- Produit en Bretagne*,
- Departmental Fire and Rescue Services (SDIS) of Finistère and of Loire Atlantique,
- Technopôle Brest Iroise',
- Valorial, the competitiveness cluster dedicated to innovation in the future food and nutrition sector*.
- Village by CA Finistère, accelerator of innovative projects in Finistère.

* Founding member

INDICATORS

€21,100

Amount allocated by Even's "Agriculteurs Solidaires" [farmer solidarity] committee

364 tonnes

Donations of milk and dairy products to charities

98.3%

Share of taxes paid by the Group in France

88%

Percentage of French suppliers for the Distribution division

100%

Dissemination rate of the ethics charter to employees

POLICY

Priority to local purchases

To meet the growing demand for choice and transparency, Even Distribution's purchasing department is organised into product families entrusted to specialised buyers. This organisation facilitates sourcing operations for which the choice of the right product and the know-how of suppliers are the main selection criteria. Apart from the sanitary and organoleptic quality of the products, other criteria such as the location of processing factories, the origins of the raw materials and the suppliers' CSR policy are analysed. In addition, partnerships with producer organisations, associations or administrative authorities such as the chambers of agriculture are being established to promote, publicise and enhance the regional sectors.

SUPPORTING COLLECTIVE ACTIONS

In line with its cooperative values, Even encourages socially-responsible actions. Since 1979, the Group has financed farming cooperation projects for rural communities in developing countries through a solidarity fund. Since the year 2000, the Even "Agriculteurs Solidaires" (farmers' solidarity) committee has invested almost 800,000 euros in rural development projects: aid to women processing cereals in Ouagadougou, Burkina Faso, support to the Sahel children's action group, which assists women in the Kati region of Mali to create goat and sheep farms, and support to the AFDI Bretagne association for its operation and contribution to its activities in Madagascar, support to the Cœur au Mali association to promote access to drinking water for the population and establish a farming training centre, etc. This is also how solidarity is expressed and the cooperative spirit is kept alive.



TIME FOR VOLUNTEER FIRE FIGHTERS, LAÏTA EMPLOYEES

In 2020, Laïta signed agreements with the Fire and Rescue Services of the Loire-Atlantique and Finistère departments (SDIS) to free up time to train the company's volunteer firefighters without affecting their usual rest time. These partnerships contribute to sustaining their voluntary commitment, encourage the development of their skills and, of course, a culture of a collective spirit, dedication and courage, all of which are strong values for the community. In total, more than 15 employees of the Ploudaniel (Finistère) and Ancenis (Loire-Atlantique) sites are affected and for whom Laïta undertakes to release up to 10 days per year individually for their training.



PROTECTING THOSE WHO NEED IT

Solidarity has always been part of Even's DNA. During the health crisis, new examples illustrate this. After ensuring that its employees were protected, in 2020 the Even group supplied a significant amount of personal protective equipment - masks, full-length overalls, shoe covers - to the healthcare teams of the hospitals in the local areas in which its activities are located. Even group companies also increased the comfort of caregivers, nursing home residents, and the local community by donating more than 500 tonnes of food products.

PARTNER SUPPLIERS

Conscious of its economic responsibility to its suppliers, the Even group has chosen to stabilise and streamline the contracts which it has with its partners. Therefore, for the past ten years, supply agreements have been made for long periods and no longer simply for one year. As well as offering suppliers more visibility, this measure enables Even to engage in innovative industrial partnerships and Research and Development projects which benefit both parties. At the same time, Even encourages its suppliers to establish standards and benchmarks in relation to sustainable development, a step further and in line with the Code of Conduct for Even group partners. In recent years, Even teams and its packaging suppliers have worked closely towards reducing packaging at the source as well as its recyclability and eco-design.



Methodological note

| PAGE | RISKS | CHALLENGES | PERFORMANCE INDICATORS | RESULTS INDICATORS | PERIOD | SCOPE* |
|------|---|---|--|---|--|---|
| P.48 | Risks related to the competitiveness of members and passing on the Cooperative to future generations. | <p>1 GUARANTEEING THE FUTURE OF FARMS</p> <ul style="list-style-type: none"> Supporting the new generation Enhancing member farmer competitiveness New opportunities and growth drivers Sharing profits <p>CLOSE-UP Support for the new generation of members Scope: Coopérative Even</p> | <p>Net income of €19.2 million</p> <p>33% of farms having attended at least one information meeting or technical and economic training course</p> <p>419 billion litres of milk collected</p> <p>128 young members established</p> <p>€13,500 of aid to install young members <i>Detail: flat-rate financial assistance of €7,500, and financing up to €6,000 of the Ecolait improvement initiative for the farm</i></p> <p>62 farms included in the Ecolait initiative</p> | <p>Performance indicator</p> <p>Performance indicator</p> <p>Result indicator</p> <p>Result indicator</p> <p>Result indicator</p> <p>Result indicator</p> | <p>from 01/01/2020 to 31/12/2020</p> <p>from 01/01/2020 to 31/12/2020</p> <p>from 01/01/2020 to 31/12/2020</p> <p>from 01/04/2015 to 31/03/2021</p> <p>from 01/01/2020 to 31/12/2020</p> <p>from 01/01/2020 to 31/12/2020</p> | <p>Even Coopérative</p> <p>Coopérative Even</p> <p>Coopérative Even</p> <p>Coopérative Even</p> <p>Coopérative Even</p> <p>Coopérative Even</p> |
| P.52 | Risks related to the recruitment and retention of employees | <p>2 DEVELOPING OUR HUMAN CAPITAL</p> <ul style="list-style-type: none"> Encouraging employees to express their talents Focusing on training and equal opportunities Creating sustainable jobs Developing attractiveness Workplace well-being Agile and responsive teams Ethics, cybersecurity and good conduct charter <p>CLOSE-UP Training Scope: Even group</p> | <p>10.6 years of average seniority</p> <p>3.5% of staff turnover related to resignations <i>Calculation: number of departures due to resignations/workforce present at the end of the period</i></p> <p>5.5% absenteeism <i>Calculation: number of calendar days of illness/theoretical number of calendar days of presence</i></p> <p>88/100 gender equality Index</p> <p>89/100 gender equality Index</p> <p>1,397 people recruited (permanent, fixed-term contracts and apprenticeships)</p> <p>2,750 employees trained, i.e. 45% of the workforce <i>Calculation: number of employees trained (single person)</i></p> <p>Training budget of 2.2 million euros</p> | <p>Performance indicator</p> <p>Performance indicator</p> <p>Performance indicator</p> <p>Performance indicator</p> <p>Result indicator</p> <p>Result indicator</p> <p>Result indicator</p> | <p>from 01/01/2020 to 31/12/2020</p> | <p>Even group¹</p> <p>Even group¹</p> <p>Even group¹</p> <p>Laïta</p> <p>Argel</p> <p>Even group¹</p> <p>Even group¹</p> <p>Even group¹</p> |
| P.58 | Risks related to quality control and control of food safety | <p>3 SERVING CUSTOMERS AND CONSUMERS WITH DEDICATION</p> <ul style="list-style-type: none"> A commitment to product safety Recognised products French-made products Making sure customers are listened to <p>CLOSE-UP Industry initiative: Passion du Lait® Scope: Laïta, Even Cooperative Food safety in Distribution Scope: Even Distribution</p> | <p>100% of Even farms involved in the Passion du Lait® initiative 72.6% of which audited in 2019 and 2020</p> <p>Level of complaints relating to frozen products: 15.5 for 1 million kg sold (ppm)</p> <p>Level of complaints relating to fresh products: 15.5 for 1 million kg sold (ppm)</p> <p>6 industrial Food Défense sites <i>Explanation: a Food Défense site is an IFS and/or BRC certified site</i></p> <p>1,009 certified products</p> | <p>Performance indicator</p> <p>Performance indicator</p> <p>Performance indicator</p> <p>Result indicator</p> <p>Result indicator</p> | <p>from 01/01/2019 to 31/12/2020</p> <p>from 01/01/2020 to 31/12/2020</p> <p>from 01/01/2020 to 31/12/2020</p> <p>from 01/01/2020 to 31/12/2020</p> <p>from 01/01/2020 to 31/12/2020</p> | <p>Coopérative Even</p> <p>Even Distribution OHC excluding Boul'Pât</p> <p>Even Distribution OHC excluding Boul'Pât</p> <p>Laïta</p> <p>Even Distribution OHC excluding Boul'Pât</p> |
| P.64 | Risks related to employee health and safety. | <p>4 ENSURING OCCUPATIONAL HEALTH AND SAFETY</p> <ul style="list-style-type: none"> All committed! Road safety management Promoting health and workstation ergonomics TOP! <p>CLOSE-UP Cap Even Scope: Even group</p> | <p>36.77 frequency rate</p> <p>1.81 severity rate</p> <p>€2.9 million of investment in the safety of people</p> <p>3.2 million of investment in the security of property</p> <p>12 employees trained in road safety <i>Explanation: not including training of coordinators</i></p> <p>1,121 people who have received a Preventive Observation for All visit (TOP)</p> | <p>Performance indicator</p> <p>Performance indicator</p> <p>Result indicator</p> <p>Result indicator</p> <p>Result indicator</p> <p>Result indicator</p> | <p>from 01/01/2020 to 31/12/2020</p> | <p>Even group¹</p> <p>Even group¹</p> <p>Even group¹</p> <p>Even group¹</p> <p>Even group¹</p> <p>Laïta²</p> |
| P.68 | Risks related to the environmental footprint of our activities | <p>5 REDUCING OUR ENVIRONMENTAL FOOTPRINT</p> <ul style="list-style-type: none"> Optimising energy consumption Preserving water resources and reducing our discharges Reducing packaging Fighting food waste Reducing fuel consumption <p>CLOSE-UP Bilan carbone® Scope: Laïta</p> | <p>2.24 m³ of water consumed per m³ of processed milk equivalent</p> <p>0.35 MWh/t energy consumption (electricity and gas) per tonne of processed milk equivalent</p> <p>27.61 kWh/t of electrical energy consumed per tonne of food produced by animal nutrition plants</p> <p>51.3% of heavy goods vehicles, light commercial vehicles and light vehicles compliant with the Euro6 standard</p> <p>€932,000 of investment relating to reducing discharges in water and air</p> <p>5 sites having undergone a bilan carbone® (carbon footprint) or energy audit</p> <p>2,692 tonnes of products sold to wholesalers, surplus goods dealers and/or smelters, to combat food waste</p> | <p>Performance indicator</p> <p>Performance indicator</p> <p>Performance indicator</p> <p>Performance indicator</p> <p>Result indicator</p> <p>Result indicator</p> <p>Result indicator</p> | <p>from 01/01/2020 to 31/12/2020</p> | <p>Laïta²</p> <p>Laïta²</p> <p>Even Usptream</p> <p>Even Distribution</p> <p>Laïta²</p> <p>Even Distribution</p> <p>Laïta²</p> |
| P.74 | Risks related to the environmental footprint of our activities | <p>6 PROMOTING ENVIRONMENTALLY-FRIENDLY AGRICULTURE</p> <ul style="list-style-type: none"> Creator of sustainable performance Producing more and better with less Measuring and improving the environmental footprint From good grass to great milk. Expert alliances <p>CLOSE-UP Cap'2ER® Scope: Coopérative Even</p> | <p>1.03 ha biodiversity equivalent for 1 ha milk <i>Explanation: agro-ecological features on the farm contributing to the maintenance of biodiversity</i></p> <p>Dairy production carbon footprint: 0.86 kg CO₂ equivalent per litre of milk</p> <p>93.4% of collection NF V01 007 certified</p> <p>99.4% of farms have conducted the Cap'2ER® level 1 diagnosis</p> <p>€3,300 spent on Cap'2ER® level 1 diagnoses on the farms</p> <p>158 tonnes of empty packaging and plastics collected and recycled through Adivalor</p> | <p>Performance indicator</p> <p>Performance indicator</p> <p>Performance indicator</p> <p>Performance indicator</p> <p>Result indicator</p> <p>Result indicator</p> | <p>from 01/01/2020 to 31/12/2020</p> | <p>Even Coopérative out of 99.4% of farms having conducted a Cap'2ER® level 1 diagnosis</p> <p>Coopérative Even</p> <p>Coopérative Even</p> <p>Coopérative Even</p> <p>Coopérative Even</p> <p>Coopérative Even</p> |
| P.78 | Risks related to the Group's strategic vision | <p>7 DEVELOPING AN INNOVATIVE AND SOCIALLY RESPONSIBLE AGRI-FOOD OFFERING</p> <ul style="list-style-type: none"> Ensuring a constant drive for innovation Protecting our know-how and innovations A focus on health and enjoyment <p>CLOSE-UP Innovation approach Scope: Laïta</p> | <p>100% of the people concerned trained in intellectual property rights</p> <p>55 new consumer products placed on the market</p> | <p>Performance indicator</p> <p>Result indicator</p> | <p>from 01/01/2020 to 31/12/2020</p> <p>from 01/01/2020 to 31/12/2020</p> | <p>Even group¹</p> <p>Laïta</p> |
| P.82 | Risks related to the Group's strategic vision | <p>8 INVESTING TO STAY AHEAD OF THE GAME</p> <ul style="list-style-type: none"> Investing in industrial tools Appropriating digital technology Investing to win international markets Opening up to new markets <p>CLOSE-UP Development plans Scope: Even group</p> | <p>€52.1 million of tangible investments to support the growth strategy, i.e. 2.5% of annual turnover</p> <p>99.6% of product sheets completed in the PIM and interfaced with the product and sales management databases</p> <p>83.8% of Even extranet visited by member farms with, on average, 12 visits per month per farm <i>Explanation: at least once a year</i></p> <p>€458 million in exports, that is 34% of turnover</p> | <p>Performance indicator</p> <p>Performance indicator</p> <p>Performance indicator</p> <p>Result indicator</p> | <p>from 01/01/2020 to 31/12/2020</p> <p>from 01/01/2020 to 31/12/2020</p> <p>from 01/01/2020 to 31/12/2020</p> <p>from 01/01/2020 to 31/12/2020</p> | <p>Even group</p> <p>Even Distribution OHC excluding Boul'Pât</p> <p>Coopérative Even</p> <p>Laïta</p> |
| P.88 | Risks related to regional development | <p>9 WORKING IN FAVOUR OF REGIONAL DEVELOPMENT</p> <ul style="list-style-type: none"> Encouraging local procurement 100% from Brittany Creator of jobs in the local area Investing in local life Supporting collective actions Partner suppliers <p>CLOSE-UP Priority to local purchases Scope: Even Distribution</p> | <p>98.3%: share of taxes paid by the Group in France of the total (France and other countries of the world) of taxes paid by the Group</p> <p>88% of French suppliers</p> <p>100% of employees have received the Group Ethics Charter</p> <p>€21,100: amount allocated to Even's 'Agriculteurs Solidaires [farmer solidarity] committee</p> <p>364 tonnes of donations of milk and dairy products to charities</p> | <p>Performance indicator</p> <p>Performance indicator</p> <p>Performance indicator</p> <p>Result indicator</p> <p>Result indicator</p> | <p>from 01/01/2020 to 31/12/2020</p> | <p>Even group</p> <p>Even Distribution</p> <p>Even group¹</p> <p>Coopérative Even</p> <p>Laïta</p> |

* Scope: Even Cooperative = parent company of the Even Group, majority shareholder of Laïta with 50.57% of the capital
¹ French subsidiaries excluding Régilait ² Industrial sites



Conformity and sincerity report



Rapport de l'organisme tiers indépendant, sur la déclaration de performance extra-financière figurant dans le rapport de gestion

COOPERATIVE EVEN

Traon Bihan, 29260 Ploudaniel

Exercice clos le 31 décembre 2020

Aux associés coopérateurs,

En notre qualité d'organisme tiers indépendant, accrédité par le COFRAC sous le numéro 3-1055 (dont la portée est disponible sur le site www.cofrac.fr), nous vous présentons notre rapport sur la déclaration de performance extra-financière relative à l'exercice clos le 31 décembre 2020 (ci-après la « Déclaration »), présentée dans le rapport de gestion en application des dispositions légales et réglementaires des articles L. 225 102-1, R. 225-105 et R. 225-105-1 du code de commerce.

Responsabilité de la société

Il appartient au Conseil d'Administration d'établir une Déclaration conforme aux dispositions légales et réglementaires, incluant une présentation du modèle d'affaires, une description des principaux risques extra-financiers, une présentation des politiques appliquées au regard de ces risques ainsi que les résultats de ces politiques, incluant des indicateurs clés de performance.

La Déclaration a été établie en appliquant les procédures internes de l'entité.

Indépendance et contrôle qualité

Notre indépendance est définie par les dispositions prévues à l'article L. 822-11-3 du code de commerce. Par ailleurs, nous avons mis en place un système de contrôle qualité qui comprend des politiques et des procédures documentées visant à assurer le respect des textes légaux et réglementaires applicables.

Responsabilité de l'organisme tiers indépendant

Il nous appartient, sur la base de nos travaux de formuler un avis motivé exprimant une conclusion sur :

- la conformité de la Déclaration aux dispositions prévues à l'article R. 225-105 du code de commerce ;
- la sincérité des informations fournies en application du 3° du I et du II de l'article R. 225 105 du code de commerce, à savoir les résultats des politiques, incluant des indicateurs clés de performance, et les actions, relatifs aux principaux risques, ci-après les « Informations ».

Il ne nous appartient pas en revanche de nous prononcer sur le respect par l'entité des autres dispositions légales et réglementaires applicables, notamment en matière de plan de vigilance et de lutte contre la corruption et l'évasion fiscale ni sur la conformité des produits et services aux réglementations applicables.

Nature et étendue des travaux

Nos travaux décrits ci-après ont été effectués conformément aux dispositions des articles A. 225-1 et suivants du code de commerce :

- Nous avons pris connaissance de l'activité de l'ensemble des entreprises incluses dans le périmètre de consolidation et de l'exposé des principaux risques ;
- Nous avons vérifié que la Déclaration couvre chaque catégorie d'information prévue au III de l'article L. 225-102-1 en matière sociale et ;
- Nous avons vérifié que la Déclaration présente les informations prévues au II de l'article R. 225-105 lorsqu'elles sont pertinentes au regard des principaux risques et comprend le cas échéant, une explication des raisons justifiant l'absence des informations requises par le 2^{ème} alinéa du III de l'article L.225-102-1 ;
- Nous avons vérifié que la Déclaration présente le modèle d'affaires et une description des principaux risques liés à l'activité de l'ensemble des entreprises incluses dans le périmètre de consolidation, y compris, lorsque cela s'avère pertinent et proportionné, les risques créés par ses relations d'affaires, ses produits ou ses services ainsi que les politiques, les actions et les résultats incluant des indicateurs clés de performance afférents aux principaux risques ;

- Nous avons consulté des sources documentaires et mené des entretiens pour :
 - o Apprécier le processus de sélection et de validation des principaux risques ainsi que la cohérence des indicateurs clés de performance au regard des principaux risques et politiques présentés ;
 - o corroborer les informations qualitatives (actions et résultats) que nous avons considérées les plus importantes.
- Nous avons vérifié que la Déclaration couvre le périmètre consolidé, à savoir l'ensemble des entreprises incluses dans le périmètre de consolidation conformément à l'article L. 233-16 avec les limites précisées dans la Déclaration ;
- Nous avons pris connaissance des procédures de contrôle interne et de gestion des risques mises en place par l'entité et avons apprécié le processus de collecte visant à l'exhaustivité et à la sincérité des Informations ;

- pour les indicateurs clés de performance¹, nous avons mis en œuvre :

- des procédures analytiques consistant à vérifier la correcte consolidation des données collectées ainsi que la cohérence de leurs évolutions ;
- des tests de détail sur la base de sondages, consistant à vérifier la correcte application des définitions et procédures et à rapprocher les données des pièces justificatives. Ces travaux ont été menés auprès d'une sélection d'entités contributrices et couvrent entre 5 et 100% des données sélectionnées pour ces tests ;
- Nous avons apprécié la cohérence d'ensemble de la Déclaration par rapport à notre connaissance de l'ensemble des entreprises incluses dans le périmètre de consolidation.

Moyens et ressources

Nos travaux ont mobilisé les compétences de 4 personnes et se sont déroulés entre janvier et mai sur une durée totale d'intervention de 18 semaines. Nous avons mené 11 entretiens avec les personnes responsables de la préparation de la Déclaration.

Conclusion

Sur la base de nos travaux, nous n'avons pas relevé d'anomalie significative de nature à remettre en cause le fait que la déclaration de performance extra-financière est conforme aux dispositions réglementaires applicables et que les Informations, prises dans leur ensemble, sont présentées, de manière sincère.

Commentaires

Sans remettre en cause la conclusion exprimée ci-dessus et conformément aux dispositions de l'article A. 225-3 du code de commerce, nous formulons les commentaires suivants :

La description des risques est trop générique et ne permet pas d'apprécier de façon suffisamment précise les risques spécifiques au contexte de l'entité.

Les politiques relatives aux risques « assurer la pérennité des exploitations agricoles », « développer le capital humain », « s'engager au service des clients et des consommateurs », « investir pour conserver une longueur d'avance » et « œuvrer en faveur des territoires » ne mentionnent pas d'engagements et/ou d'objectifs d'amélioration.

Nous attirons l'attention du lecteur sur les sur les éléments précisés dans la note méthodologique au sujet du périmètre.

Fait à Toulouse, le 31 mai 2021

L'ORGANISME TIERS INDEPENDANT

SAS CABINET DE SAINT FRONT

Signature numérique de PAULINE DURAND COUPEL DE SAINT-FRONT ID
Date : 2021.05.31 13:26:12 +02'00'

Pauline de Saint Front

Présidente

¹ Indicateurs clés de performance et autres résultats quantitatifs :

- Turn-over pour démissions
- Taux d'absentéisme
- Nombre de salariés formés
- Pourcentage des effectifs formés
- Taux de réclamations en produits surgelés
- Taux de réclamation en produits frais
- Pourcentage des exploitations Even engagées dans la démarche Passion du Lait
- Pourcentage d'exploitation auditées entre 2019 et 2020 dans le cadre de Passion Lait
- Taux de fréquence
- Taux de gravité
- m3 d'eau consommés par m3 de lait transformé
- kWh consommés par tonne de lait transformé
- kWh d'énergie électrique consommés par tonne de produits fabriqués par les usines de nutrition animale
- Pourcentage de fournisseurs français
- Pourcentage de la collecte certifiées NF V01 007
- Pourcentage des exploitations ayant réalisé un diagnostic Cap'ER niveau 1

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