

MAÏSADOUR

2021-2022 ANNUAL REPORT



OUR CULTURE, YOUR WELL-BEING



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THE COOPERATIVE SYSTEM MAKES EVEN MORE SENSE TODAY COMPARED WITH YESTERDAY

MICHEL PRUGUE PRESIDENT OF MAÏSADOUR

The 2021-2022 fiscal year has proven the resilience and adaptability of our Group through the mobilization of its members, elected officials and employees. The agricultural and agrifood worlds are now facing new and growing difficulties: Avian Influenza, war in Ukraine, inflation rise, climate change. Every day, Maïsadour works with its members to counter these difficulties. Our collective agility and our adaptation to this changing world should give them the ability to adapt technically and economically to new challenges.

Our Cooperative Group is committed to offer an even more responsible agriculture, capable of guaranteeing our food sovereignty. This mission will be possible if the farmers' incomes allow for the sustainability of their farms. We have seen in the recent years, and even more in the recent months, that this issue is of the utmost importance for our world of tomorrow.

Facing the strongest avian crisis ever seen on the national level, Maïsadour has been working with all the actors of the poultry and palmiped chains and with the State departments. It resulted in a renewed collective ambition: a biosecurity plan on the territorial level and well-supported demands to start vaccinating in 2023.

Regarding the inflation impacting our production costs and those of our farmers, Maïsadour spoke out loud and clear to challenge the public authorities, the industrial customers and the large retailers on the application of the Egalim laws. The revaluation of the prices is essential and vital for the continuity of our activities. Despite the delays and resistance, we are heard.

The increased demand from our customers for seeds, vegetables, special maize improves the economic resilience of our farms. The finalization of all these contracts marks the confidence our customers place in our Cooperative in its agronomic, industrial and commercial processes and in the competence of its farmers. The securing of farmers' incomes has been further advanced thanks to the ever-increasing deployment of climate hazard insurance. The creation of water reserves in winter remains the most effective way to secure the quality and quantity of the productions negotiated with our customers.



Fighting against climate change is also a priority for our farmers, but it is also our responsibility as an Agricultural Cooperative. Farmers are part of the solution. Maïsadour works at all levels for tomorrow's agriculture: adapted seeds, new agronomic systems, decision support tools, natural products to accelerate carbon capture and soil life. A new common agricultural policy is being implemented in 2023, and the Group is ready to support its farmers by providing them with many diverse solutions.

All those projects are evidence of our willingness to act. Indeed, the cooperative system is even more meaningful than before. Faced with the current challenges, it is together that we can offer a virtuous and responsible agriculture with farmers able to increase their performance to feed our populations in a livable world.

With its farmers, employees and elected officials, Maïsadour is fully initiating this process.

THE BEST THINGS THAT HAPPEN IN THE CORPORATE WORLD ARE NOT THE WORK OF ONE MAN, IT IS THE WORK OF AN ENTIRE TEAM

The Maisadour Group has been through this fiscal year with a lot of determination, boldness and tenacity. We have collectively acted so each crisis could become an opportunity. The avian crisis led to a wide biosecurity plan for the territory and an acceleration on the acceptance of the implementation of a vaccine, the war in Ukraine to a redeployment of the commercial strategy of MAS Seeds, and the rise of the inflation to a specific dialog with our customers and new offerings and brands for our consumers.

In order to balance the accounts, it was also necessary to seek internal gains or savings, this was the objective of the BOOST plan which aimed to find €10 million by the end of June. It was an amazing corporate project thanks to its ability to engage all employees and members. The challenge has been met! 11.5 million have been found by the end of June. Beyond the financial meters, I believe that BOOST has really demonstrated a collective attachment to our Group.

2022 was the year that witnessed climate change more than ever. Indeed, the first heat wave did not even wait for the summer to impose itself on us; it has direct consequences on the livestock and the crops with production losses, an increase in production costs and a decrease in turnover. Thus, the urgency of a commitment to the environment is there.

Because the companies that do not commit today in sustainable development will face some difficulties tomorrow it is essential to adapt in order to last. With this will, Maisadour started in 2021 a CSR (Corporate Social Responsibility) committed labeling approach. As a reward for our work and as a result of our efforts, we had the great pleasure of receiving from AFNOR a "Confirmed" level certification in February 2022, an unprecedented recognition in France for a group of our size with such diverse activities.

This label should give a new impetus to all our actions. We need to support our farmers with the agroecological transition to go further in terms of animal welfare and we need to contribute to biodiversity. In one word, we need to become exemplary in this area.

Being exemplary in terms of sustainable development also means being a responsible employer. Today, it is clear that an exemplary employer in CSR gives a meaning to the work value, keeps its employees and attracts new talents. We will continue our work to strengthen our internal and external competitiveness.

The work done during this fiscal year is the work of an entire team, it is a collective success. I hope that we will continue to work together to find solutions to today's challenges. Because we all share the same objective: to prepare tomorrow for the future generations and to pass on to them a legacy worthy of our commitment and convictions.



CHRISTOPHE BONNO
EXECUTIVE DIRECTOR
OF MAISADOUR

DISCOVER MAÏSADOUR





€1,4
TURNOVER



4.300
EMPLOYEES*
including 17% abroad



5,000
MEMBER FARMERS



7
TERRITORIAL SECTIONS
divided in 10 departments



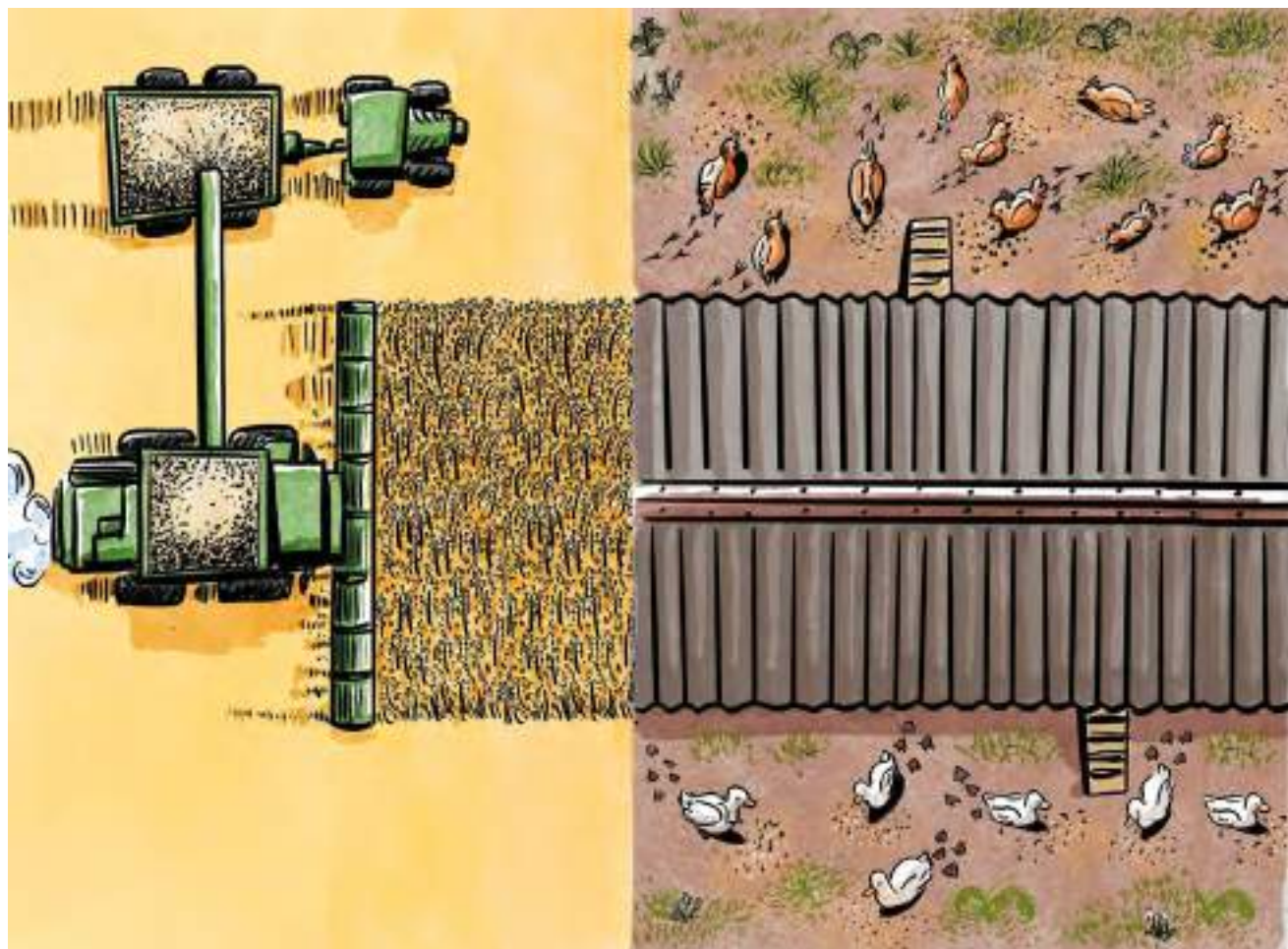
598,000
TONS OF CEREALS
collected in 2020-2021



30
MILLIONS OF POULTRY
and 3 million of fat ducks
(before the avian influenza)

*full-time equivalent

SOME CHAINS MASTERED FROM THE SEED TO THE PLATE



THE SEEDS BUSINESS LINE

The Seed Business Line has several strategic activities: the selection and the development of new maize varieties (temperate and tropical), of sunflowers and various species (alfalfa, rapeseed, soybeans, sorghum, cover crops, forage mixtures, etc.), the seed production and their marketing. MAS Seeds, one of the main European actors for maize and sunflowers is self-structured with 11 subsidiaries in Europe, 1 in Mexico and 1 in Ivory Coast. The MAS Seed Brand is marketed in more than 50 countries and offers a wide range of seeds and innovative and sustainable solutions.

THE AGRICULTURAL BUSINESS LINE

The Agricultural Business Line regroups the supplying, the production, the collection, the packaging and the marketing of raw materials and agricultural productions. It is structured around two activities: vegetable (cereals, agrosupplies, vegetables and wine products) and animals (hatching, breeding, animal nutrition and livestock equipment). It supports and advises member farmers to allow them to improve the performance of their farms.



THE POULTRY BUSINESS LINE

Fermiers du Sud-Ouest, first poultry group of the South-West of France, and third of France is a subsidiary of the Maisadour Group. From the slaughtering to the marketing of its products, it gathers some specialists of the poultry sector from the Landes, Périgord and Gers. Three regions known for the quality of their production and their gastronomic tradition. Its brands, adapted to the various distribution channels, support food professionals, but also large-scale food retailers, in France and internationally.

THE GOURMET BUSINESS LINE

This Business Line develops activities for the valorization and agrifood processing (marketing of foie gras, ducks, seafood, etc.). It brings together strong brands radiating in France and internationally (Delpyrat, Sarrade, etc.) and works in all distribution channels (Large and Medium Supermarkets, Food-Away-From-Home and direct sales with Comtesse du Barry, En Direct De Nos Producteurs and l'Amour du Terroir stores).

ACTIVITIES OF THE GROUP

From research and innovation to short distribution channels, the Maïsadour Group business model...

R&D/INNOVATION

€15.2 MILLION INVESTED

- VARIETAL CREATION OF SEEDS
 - › 10% OF THE TURNOVER INVESTED IN R&D AT MAS SEEDS
 - › 8 R&D SITES
- 1 RESEARCH STATION FOR PALMIPEDS AND POULTRY
- DECISION SUPPORT TOOLS
- LIVESTOCK BUILDING EQUIPMENT
- OVALIE INNOVATION: COMMON MAÏSADOUR/VIVADOUR R&D STRUCTURE
- AGRONOMIC PRACTICES
- PRATIQUES AGRONOMIQUES

POULTRY AND GOURMET BUSINESS LINE

- VALUATION AND TRANSFORMATION OF PRODUCTS MADE OF POULTRY?
DUCK? FRESH FISH





SEED AND AGRICULTURAL BUSINESS LINE

- **MORE THAN 1,800,000 DOSES** OF HYBRIDS OF MAIZE, SUNFLOWER AND RAPESEED
- **925,997 TONS OF CEREALS & OILSEED SOLD**
- **118,431 TONS OF VEGETABLE** (SWEET CORN, GREEN BEANS, PEAS, ASPARAGUS, SWEET POTATOE)
- **640,420 TONS OF FOOD**
- **11 MILLION OF POULTRY** (INCLUDING 10.15 MILLION LABEL AND 0.85 MILLION ORGANIC)
- **2,1 MILLIONS OF DUCKS** (INCLUDING 1.8 MILLION PGI AND 0.3 MILLION LABELL)

SERVICES FOR FARMERS

- **TECHNICAL SUPPORT** FOR FARMERS AND BREEDERS
- **COLLECTION DRYING PACKAGING**
- **MARKETING**
- **INCUBATION**
- **SETTING UP PLANNING AND MONITORING OF LIVESTOCK** POULTRY PALMIPEDS
- **GRAPEVINES & AGROSUPPLIES**
- **ADVICE**
- **ANIMAL NUTRITION**
- **CONVENIENCE STORES**

CIRCUITS DE DISTRIBUTION

- **TRADITIONAL** (BUTCHERS CATERERS)
- **BIG AND MEDIUM SUPERMARKETS**
- **OUT-OF-HOME DINING/WHOLESALERS AND COMMUNITIES**
- **EXPORT & SPECIALIZED CHANNELS**

THE COOPERATIVE GOVERNANCE

The cooperative is a corporate model founded by and for the farmers.
The economic model is based on the democratic principle
“One man, one vote”.



The members of Maisadour Bureau from left to right: Daniel Peyraube, Deputy President, Arnaud Tachon, Vegetal Production Vice-President, Chantal Brethes, Palmiped Vice-President, Jean-Luc Capes, Seed Business Line Vice-President, Michel Prugue, President, Michaël Dolet-Fayet, Poultry Business Line Vice-President, Jean-Luc Blanc-Simon, Communication and Innovations Vice-President, Bernard Tauzia, Animal Nutrition and Poultry Vice-President, Pierre Harambat, Gourmet Business Line Vice-President.

WHAT IS A COOPERATIVE?

According to the French Rural Code, the purpose of an agricultural cooperative is the joint use by farmers of all the means necessary to facilitate or develop their economic activity and to improve or increase the results of that activity. Cooperatives have been created by the farmers to jointly organize their supplies, the means of production, the collection, storage, processing and marketing of their products. But above all, an agricultural cooperative is a community of agricultural enterprise leaders who take charge of their professional destiny and invest in common. The cooperative model combines the freedom of enterprise, economic solidarity and territorial anchorage by placing farmers at the heart of the governance and business development project. By its very nature, a cooperative cannot be relocated and carries out a mission of economic revitalization of the rural territories and of guaranteeing a fair remuneration of the member farmers. For our activities focused on gastronomy, the cooperative also allows for the promotion, defense and valorization of local products and know-how. The agricultural cooperative model combines competitiveness, solidarity and equity! Cooperatives place the persons first. They aim for the long-term transfer of the business from generation to generation of farmer cooperators.

GOVERNANCE MODEL “ONE MAN, ONE VOTE”

The cooperative governance is an original business model. This economic model is based on the democratic principle “One man, one vote”. Each cooperative partner has an equal right to vote at the General Assembly, regardless of the amount of capital and product contributions.



The Board of Directors made of farmers and non-cooperative members elected by their peers, constitutes the essential decision-making body of the Cooperative and the Group. It is responsible for the management of the Cooperative, for which it validates its strategic orientations.

The Bureau of the Board studies various cases that will be presented and voted on by the Board of Directors. On a day-to-day basis, our governance model relies on pairs of directors and administrators of activities for a more effective operational management of each of the business lines.

The Executive Committee of the Group (COMEX) has the mission to organize and deploy the implementation of the strategy defined by the Board of Directors.

2021-2022 in a few figures



8

SECTION ASSEMBLIES

10

ADMINISTRATIVE COUNCILS

10

BUREAU OF THE BOARDS

1

2021 GENERAL ASSEMBLY



Cooperative and non-cooperative partners elect their section delegates each year. They are invited to deliberate on the resolutions proposed by the Board of Directors in Section Assembly

BOARD OF DIRECTORS

The Bureau



DANIEL PEYRAUBE
Deputy President



MICHEL PRUGUE
President



CHANTAL BRÈTHES
Palmiped
Vice-President



BERNARD TAUZIA
Animal Nutrition
and Poultry
Vice-President



**JEAN-LUC
BLANC-SIMON**
Communication
and Innovation
Vice-President



**JEAN-LUC
CAPES**
Seed
Vice-President



**MICHAËL
DOLET-FAYET**
Poultry
Vice-President



PIERRE HARNABAT
Gourmet
Vice-President



ARNAUD TACHON
Vegetal Production
Vice-President

The administrators



**GUILLAUME
CLAVERIE**



**JACQUES
DUFAU**



**JEAN-CLAUDE
FRANCHETTO**



**NICOLAS
GEMAIN**



**ISABELLE
HARGOUS**



**GUILLAUME
HOURCADE**



**JEAN-PIERRE
LAHILLADE**



**PIERRE
LASSALLE**



**VIRGINIE
PETIT**

INTERN ADMINISTRATORS



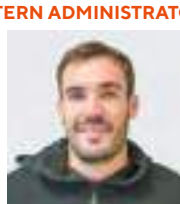
**VÉRONIQUE
PHILIP**



**BRUNO
SCHRIJVERS**



**BAPTISTE
BRÈTHES**



**CYRIL
CAZAUBON**



**THIERRY
NOIREAU**

EXECUTIVE COMMITTEE

The management team of the Maïsadour Group is made of an Executive Committee of 10 people, and of a team of 3 directors forming the Management Committee. It works in close collaboration with the Bureau and the Board of Directors to formalize and implement Maïsadour development strategy.



Maïsadour Executive Committee From left to right: Jean-Luc Lévêque, Human Resources Director, Jean-Louis Zwick, agricultural Business Line Director, Eric Humblot, Gourmet Business Line Director, Nadia Isambert, Communication and Innovation Director, Christophe Bonno, Executive Director of Maïsadour, Christelle Forzy, Quality, Health, Safety, Environment and Sustainable Development Director, Stéphane Gautier, Administrative and Financial Director, Pierre Flye Sainte Marie, Seed Business Line Director, Paul Le Bars, Poultry Business Line Director

2021/2022: A SIGNIFICANT STRATEGIC EVOLUTION

With environmental challenges always getting more important, a visible climate change, a post-COVID episode, the outbreak of a war in Europe and inflation levels never reached, the 2021-2022 fiscal year has been more than shaken for all the companies in France and abroad. To face this context, we have decided to transform this situation in a new opportunity and to adapt our strategy to create the modalities of a new harmony with the Society.



THE REVISION OF OUR “MAÏSADOUR 2026” STRATEGY

Initiated in 2017, the MAÏSADOUR 2026 roadmap had to be reviewed to face today's challenges. This strategy was a success, as it has seen the birth of beautiful projects in all the business lines and has made it possible to put Maisadour on the path of transformation. The Group capitalizes on all the actions and projects already carried out in this roadmap to evolve in line with its new ambitions.

MEET THE MULTIPLE CHALLENGES OF TODAY AND TOMORROW

Degradation of the natural ecosystems, climate change, energy shortages, food risks, rising costs and deterioration of purchasing power, new consumer expectations, international conflicts, etc. At Maisadour, we think that we are reaching the end of the economic model that resulted from the Industrial Revolution and we want to

fully take part fully in the invention of new diversified economic models that will be both resilient to all these crises and tensions and that will contribute to the construction of a sustainable world.

With our new strategy, we are aiming for a strengthened economic performance that irrigates our entire ecosystem, our members first, our employees, our suppliers and, more generally, the entire territory of implantation. For this, we call create new chain models with very high added value by taking part in the challenge of inventing a new agroecological agricultural model and in some regenerative impacts.

This ambition for new organizational and management models, our enrollment in the construction of a new harmony with the Society and our commitment to high-performance and sustainable agriculture will also strengthen the Group attractiveness and the loyalty of our employees to the service of all.

4 THEMES FOR OUR FUTURE ACTIONS

The new strategy of the Group will be around 4 themes.

1.

AN AGROECOLOGICAL AMBITION

An agroecological model integrating all the environmental and animal welfare issues in all our chains.

Those recent years our productions have greatly reduced their environmental footprint. We now need to go much further until reaching in certain sectors of industrial, agricultural and livestock production, a positive or regenerative net contribution.

On the agricultural and livestock cycle, which represents the biggest part of our environmental footprint, thanks to an ambitious innovation program, our group can become one of the most advanced European agricultural actors in agroecology.

What is regenerative agriculture?

Regenerative agriculture pushes agroecological ambition to its maximum. It is characterized by a philosophy of agricultural production and a set of techniques whose main goals are to regenerate soils, increase the biodiversity, the sequestration of atmospheric carbon by the soil, the resilience of the soils against the climate fluctuations to optimize the water cycle and to improve the provision of ecosystem services.

2.

CHAINS WITH ADDED VALUE

Innovative and quality chains, generating value for all, listening to the expectations of customers, consumers and Society.

Feeding the population with a healthy and sustainable food, preserving the know-how by transferring the farms, producing locally and also selling internationally, agriculture must continue to produce and continually adapt to offer the best in terms of food. This objective cannot be separated from profitability at all levels.

As a cooperative actor of the agricultural and agrifood world, Maisadour should develop profitable chains to preserve the members' farms and its cooperative economic model. The Group should create new form of innovating animations of its chains to reach these objectives and collectively create tomorrow's solutions.

3.

A RESPONSIBLE AND PERFORMANT EMPLOYER

An agile company that relies on committed teams thanks to a managerial culture that gives meaning and values performance.

Being a performant group goes through motivated teams thanks to local management enabling the strategy to be implemented at all levels. Maisadour gathers more than 4,300 employees and has the ambition of becoming a referent cooperative employer.

At Maisadour, we are looking to become a performant company on the economic level and to develop truly modern management methods capable of developing attractiveness and well-being at work through an exemplary HR policy, efficient and committed teams, internal communication and dialog, training, meaning, the managerial and performance culture, the relations between the cooperators, farmers and employees of the Cooperative Group, and a modern and exemplary cooperative governance.

4.

A GROUP ACTOR OF ITS TERRITORY

A Cooperative Group close to all the actors of its territories which inspires and contributes to their development through consultations.

Today, the efficient companies known for the usefulness of their activities need to be fully integrated in the economic and social structure in which they are located. Food sovereignty also comes with by a strong local presence to ensure that all parties are involved in the development of the company's mission.

We seek to become an even more committed cooperative in its territories and an actor of the social evolutions, with a very advanced dialog, with the stakeholders and a strong corporate voice on social issues in order to play a key role in the food sovereignty of France and the territories of implantation.



THE INNOVATION AT MAÏSADOUR

From the farms to the business and industrial activities, innovation is part of the daily actions of the Group. It is required for its development and its sustainability. In a world that changes every day, innovation is at the heart of all our projects.

A Constant in Our Cooperative's DNA

Innovation is a constant in our cooperative's DNA. Since the 1960s, Maïsadour has been selecting its own varieties of maize seeds used to feed the poultry. Pioneers, the producers of the cooperative were at the origin of the creation of the first Red Label in 1965 to recognize the organoleptic qualities of the yellow farm chicken of Landes raised in total free-range. Faced with the challenges of the agroecological transition and to meet the societal expectations, Maïsadour is constantly innovating on various topics from the seed to the consumer's plate: new agricultural practices, new crops, new concepts for direct sales of the products...

Seed Business Line

DEVELOPMENT OF NEW MAIZE VARIETIES

MAS Seeds and Maïsadour innovation department are working together to offer new varieties adapted to local needs. The year 2022 reminds there is not a universal solution for growing corn. This is why MAS Seeds offer a range of hybrid for various markets and agroclimatic situations.

In corn consumption, the new MAS 524A suitable for deep land and irrigated situations complements on particular the MAS 43P, the "Waterlock" hybrid (drought tolerant) early flowering and MAS 576N that promotes very high potentials.

In Waxy, the range is strengthened around our semi-late leader MAS 47WX with MAS 530WX, a little later, and the reassuring MAS 440WX.

A SUNFLOWER MORE RESISTANT TO THE OROBRANCHE

With more than half of the surfaces affected in Europe, the Orobranche has become the main threat for sunflower crops in most of the countries of the Mediterranean basin and the Black Sea. To bring sustainable solutions against this parasite, MAS Seeds has developed a range of new varieties tolerant to the most virulent breeds of orobranches, notably MAS 804.G in the launch phase.

NUTRIPLUS SAT

In 2022, MAS Seeds Agro-Service department launched the pilot of the Nutriplus SAT Service in some territories.

This new solution offers observation maps and prediction of dry matter rates in corn fodder to optimize the harvest date, a major issue for the breeders.

60 Customers are benefiting from this service in 10 countries. In the coming years, the company wants to offer Nutriplus SAT to all its breeder customers in Europe.



At Maïsadour, innovation concerns all the trades and sectors, it applies to both products and goods, services, practices and technologies.





Thanks to the Prévo-collecte tool, Maïsadour manages more effectively the collection



New beekeeping workshop for the members

Agricultural Business Line

Maïsadour wants to develop a different agricultural model, more and more respectful of the land, animals and people, while allowing farmers to live better from their trade. The Cooperative is also committed to making agriculture a major lever to fight against climate change and to preserve natural resources and biodiversity.

VEGETAL PRODUCTIONS

Experimentation in agrivoltaism: setting up the agrosolar pilot at Agrolandes in Haut Mauco for which Maïsadour is a partner. The objective of this pilot is to combine agricultural and energy productions. The role of Maïsadour is to follow the field crop part of the project.

A digital tool for collection forecasting: Maïsadour is experimenting for the second year with a forecasting tool for corn collection (class A, waxy, waxipro): Prevo-collecte. Thanks to a model, it identifies the quantities collected and the estimated harvest dates in order to better manage our activities. This tool is a great example of the use of the data in the agricultural sector.

Digital plain tour: Maïsadour has developed a prototype so the advisers can see the farmers' plots in order to ensure a more accurate and efficient technical follow-up.

ANIMAL PRODUCTIONS

Beekeeping Project: To provide additional income to the farmers while helping to preserve biodiversity, Maïsadour has been offering to its members since the Spring 2022 to implement a beekeeping workshop on their farms. The produced honey will be sold to partners for mass marketing.

Genetics of male chicken resulting from laying hens: As part of a project led by the CNPO and the ITAVI, Maïsadour teams have done some researches during more than a year to develop a high-performance genetics to enhance male chickens from spawning and mixing strains. The objective is to study the possibility to raise these male chickens.



The Cooperative works on an agrivoltaism project



Fermiers du Sud-Ouest (FSO) first poultry producer of the South-West of France

Poultry Business Line

First poultry group of the South-West of France, Fermiers du Sud-Ouest (FSO), subsidiary of Maisadour, aims to value the wealth and the know-how of its territories, a guarantee of quality for the consumer.

CONTINUING THE ANIMAL WELFARE COMMITMENT

Animal welfare is a strong societal expectation and an important ethical issue for Maisadour. The quality of life of our livestock is inherent to the quality of our products.

Since 2019, FSO has been working on the deployment of "Animal Welfare" labeling, in partnership with Casino and three non-governmental organizations. The aim is for this label to become the national standard for the animal chains. A labeling of all the FSO products is planned by 2023.

MORE TRANSPARENCY FOR THE CONSUMERS

Faced with a rising demand from the consumers who want more transparency about the origin of products, Fermiers du Sud-Ouest is committed to a better traceability of its productions.

Since 2020, FSO has been deploying with all its chains from the three poultry production basins (Gers, Landes and Périgord) a system allowing to trace back the location of the producer and the life of the chicken, from the egg to the large supermarket shelves. This information is available through a QR code on the packaging.



NEW PRODUCTS

In 2021-2022 Fermiers du Sud-Ouest offered new products to its customers in order to enhance the quality of its poultry from the South-West of France.

The new identity of the Fermiers du Gers brand, revealed in May 2022 has seduced our consumers.

The chain has changed its specifications by guaranteeing a yellow farmed chicken fed with corn from the South-West of France, without antibiotics and GMO. Thus, the focus is on enhancing the quality of poultry, establishing local roots and supporting our CSR policy.

The Poulet d'Ici Brand, a 100% local range, pays a close attention to the societal expectations of the short supply chains from the seed to the plate. This year, the range of products has been expanded and supplemented with new marinades, with the addition of Thai coating alongside the curry coating for sliced fillets and fricassees.



On the export side, the new product **mini roast with ceps from St Sever Brand** has a great success with our Danish consumers. These mini roasts are made from boneless legs from Red Label chicken are coated with ceps with a "clean label" recipe of 100% natural origin. These mini roasts are for the consumers who want "just-to-cook" because they are offered in aluminum trays that directly go in the oven and are 100% recyclable and reusable. **The success story of this product will continue in 2023 on the Belgian market!**

Gourmet Business Line

A NEW PROCESS: THE LOBES PROCESS

Resulting from 24 months of R&D research, this innovative process allows the liver to be cooked directly in its packaging, thus preserving its original qualities. This slow cooking process enhances the flavors of the liver and gives it an ultra-soft texture in the mouth. Furthermore, this recipe is guaranteed without preservative: liver, salt and spices, that's all!

SOLICITED, TASTED AND RECOMMENDED BY THE CONSUMERS

We know that the purchase of foie gras at the end of the year is complex. To reassure our consumers, we have carried out a study at the beginning of 2022 with a home delivery of the selected products from a panel of 80 men and women over 30, years old buyers of foie gras (methodology validated by bailiff's report). After tasting the products, each recipe is recommended at more than 80%, and our 2022 innovation (the lobe) obtained a 90% recommendation rate. These are illustrated on our packaging.



STRING SMOKED SALMON

Delpyrat has developed two new references to "string" smoked salmon from Norway and Scotland. Resulting from the know-how of the Brioude workshop, and following a traditional smoking method, the fillets are suspended vertically with a linen string, for a more homogeneous smoking. For high-end salmon lovers, the fish is salted with dry salt and sliced into large slices of at least 40 g: guaranteed taste experience.

COMTESSE DU BARRY FOCUSED ON SUSTAINABILITY

At Comtesse du Barry, in 2021 and 2022, reuse was given its full place to focus on responsible consumption and merchandizing. Thus, the Christmas packaging has been designed to be used as tea box, bento or tray after eating the products. The Aix en Provence Store has been given a new look with a maximum of reused furniture and fittings thought to the most optimal! The Angers and Rambouillet Store have also opened on the home staging principle.

COMTESSE BECOMES DIGITAL

To better respond to all these consumer profiles and also facilitate sales for the sales teams, Comtesse du Barry has been even more digitalized in 2021/2022. Its website has been supplemented with a company gift part, a space to recruit more franchises and the implementation of a click and collect. On short circuits, to cope with the crowds at the fairs, the sellers are equipped with tablets allowing the sales to be directly related to inventory management for an ever more fluid customer experience.



Comtesse du Barry Store in Angers

2021-2022 FISCAL YEAR RESULTS





COOPERATIVE TURNOVER

€411
MILLION



SEED BUSINESS LINE
TURNOVER

€198
MILLION



AGRICULTURAL BUSINESS
LINE AGRICOLE TURNOVER

€742
MILLION



POULTRY BUSINESS LINE
TURNOVER

€200
MILLION

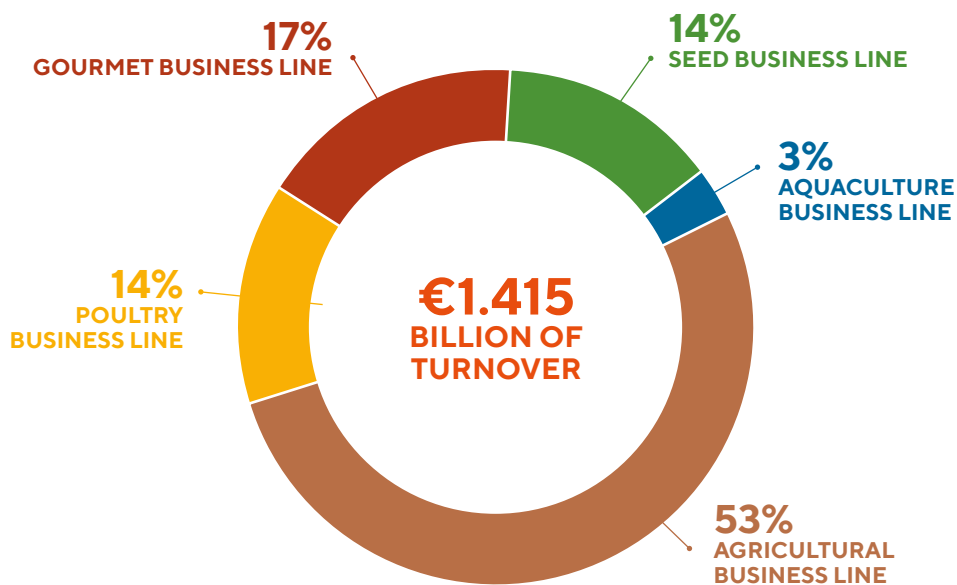


GOURMET BUSINESS LINE
TURNOVER

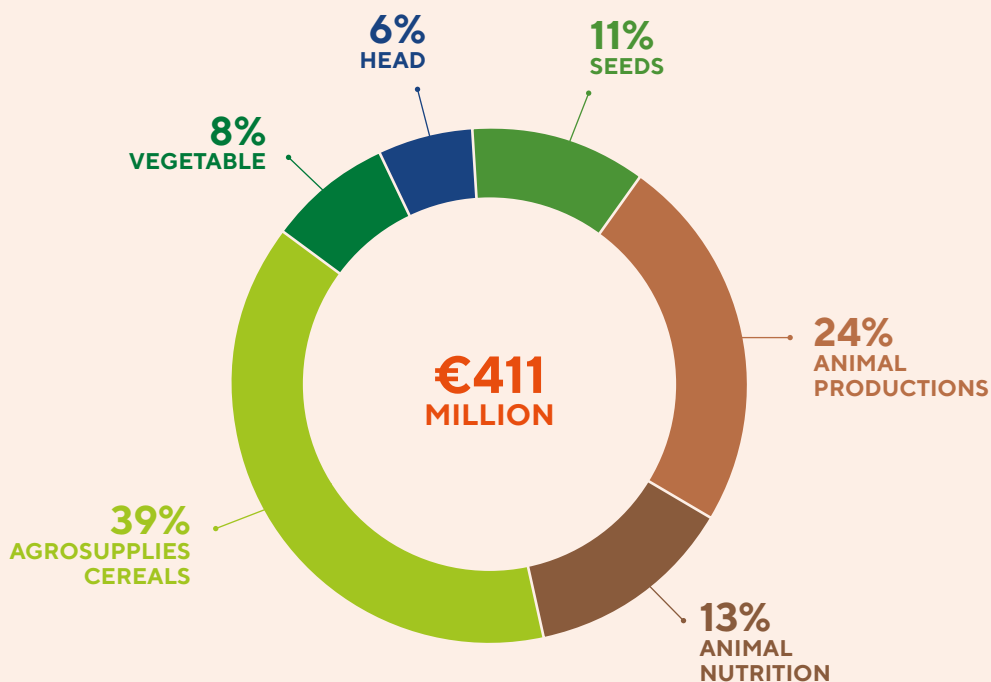
€268
MILLION

KEY FIGURES OF THE GROUP AND COOPERATIVE

Breakdown of the Group turnover

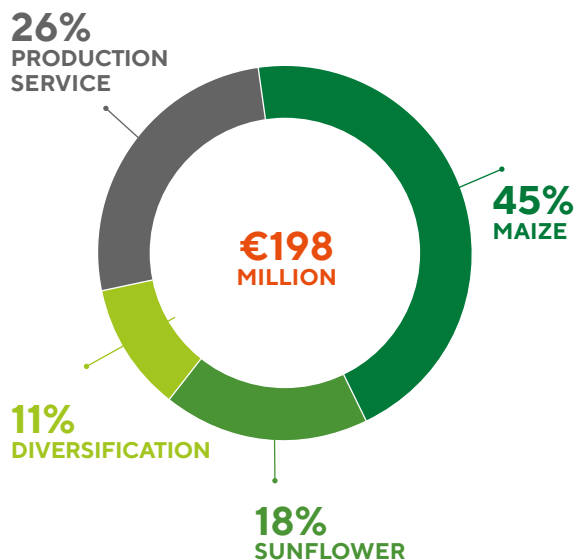


Breakdown of the Cooperative turnover

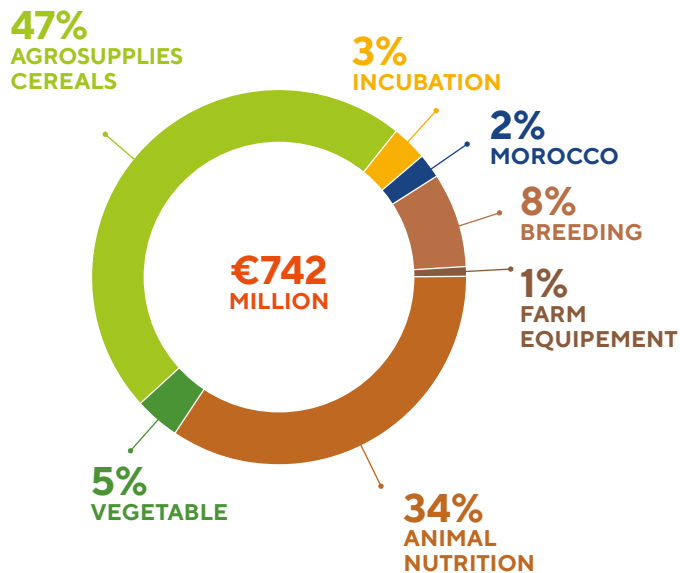


KEY FIGURES PER BUSINESS LINE

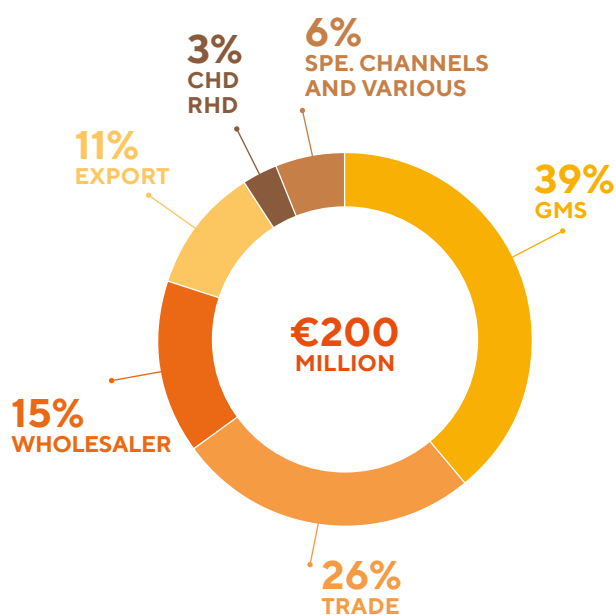
Seed Business Line



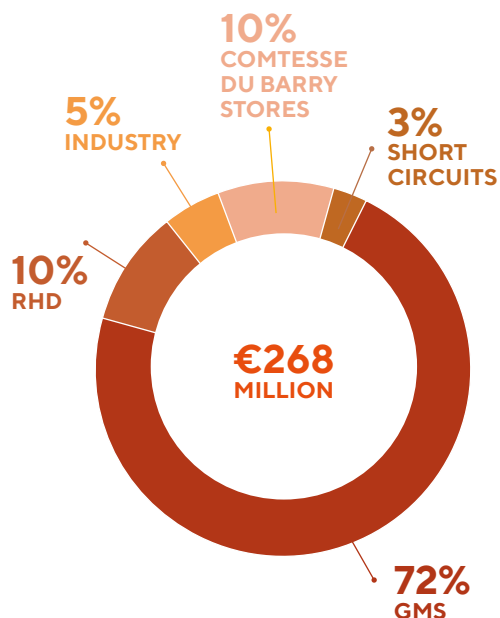
Agricultural Business Line



Poultry Business Line



Gourmet Business Line



SEED BUSINESS LINE A FISCAL YEAR MARKED BY AN IMPROVEMENT IN ECONOMIC PERFORMANCE AND THE WAR IN UKRAINE

MAS Seeds 2021/2022 campaign went well in the first half of the year. The second half was marked by the outbreak of the Russo-Ukrainian conflict which had a strong impact on the activities. The teams have been very agile in adjusting the plans to maintain the competitiveness of the business while ensuring the employee safety.



MAS Seeds Headquarters in Haut Mauco (40)

THE WORD OF PIERRE FLYE SAINTE MARIE MAS SEEDS DIRECTOR



“The harvests of the Fall 2021 globally went well for MAS Seeds and the seeds production came back to the normative averages. To develop the competitiveness of our company, we have carried out a huge transversal work with all the teams to work on the economic performance and expand our business. Of course, the war in Ukraine has strongly affected us, because our subsidiary in Ukraine is a big part of MAS Seeds turnover. Our activities had to stop during several weeks then resumed in degraded mode. But all our teams in France and in Europe got mobilized to support their Ukrainian colleagues. The employees’ security is our priority. Thanks to the agility and tenacity of the Ukrainian teams, we managed to maintain about 70% of our activity. As the conflict continues, MAS Seeds will have to continue its adaptation work in a more complex world. The collaboration, professionalism and motivation of the teams are already there for this new campaign.”



MAS Seeds Laboratory in Haut Mauco (40)

Key figures

€198 M

OF TURNOVER (+16% COMPARED WITH THE PREVIOUS FISCAL YEAR)

877

EMPLOYEES

INCREASE IN TURNOVER

MAIZE

+9%

SUNFLOWER

+34%

AGRO-ECOLOGICAL

+21%

(COVERS)

Highlights

INCREASE IN SALES OF MAIZE AND SUNFLOWER HYBRIDS

MAS Seeds has reached this year its record in terms of hybrid sales with an increase of +9% for maize and +34% for sunflower.

TROPICAL MAIZE

The development continues with a two-fold increase of the sales in Ivory Coast in particular, where MAS is a market leader in hybrid maize. Our sales team and sales network have grown. We are also investing in warehouses in Abidjan, to strengthen our import and (cold) storing capacities for the tropical maize seeds.

THE DEVELOPMENT CONTINUES IN ITALY

Sales in diversification and agroecological solutions (including cover crops) continued to increase in Italy, with a subsidiary turnover increasing by more than 10%, reaching €15 million. MAS Seeds invested to increase its capacity of cover crops and mixes manufacturing with new warehouses and a new chain. Our warehouses are getting bigger from 3,000m² to 8,000m² and our capacity increases from 3,000 T to 6,000 T of covers and mixes per year.

Focus: the cover crops: development of a range diversification for our customers

Thanks to its subsidiary in Italy, MAS Seeds increases its production capacities for cover crops to develop its sales. In parallel and in partnership with the teams of Maisadour, the teams have launched the development of a new range for winegrowers and farmers of the South-West of France.

COVERS FOR GRAPEVINES

In 2022, MAS Seeds worked with the Inovitis chain to develop cover crops adapted to grapevines. The first sales are made in September 2022.

EXPERIMENTATIONS FOR MORE EFFICIENT COVERS FOR OUR FARMERS

MAS Seeds experiments in collaboration with the teams of Maisadour different types of cover crops to develop the most suitable

ranges for our farmers from the South-West of France.

- Seeding trials of cover crops adapted to the conditions of seed producers on the following topics: control of nematodes, methods of seeding.

- Implementation of 3 experimentation sites to test the behaviors of the species and varieties
- Tests of different cereal mixtures and varieties to develop the yield of the methanation unit installed in some farms.



AGRICULTURAL BUSINESS LINE GOOD HARVEST BUT A FISCAL YEAR MARKED BY AN AVIAN CRISIS AND A RAPID INFLATION

The harvests during the Fall of 2021 were very good, but the rest of the fiscal year was marked by the 4th avian crisis and the increase in the prices of raw materials resulting in very large increases in production costs for both our farmers and our production sites. The teams have increased their efforts to support members in this context on new and more virtuous agricultural practices and biosecurity measures.



**THE WORD OF
JEAN-LOUIS ZWICK**
AGRICULTURAL BUSINESS
LINE DIRECTOR



“Benefiting from a very good climate, the 2021 Collect of Maïsadour will be very healthy in quality and quantity. But the inflation has strongly affected our activities, in particular because of the prices of the inputs and raw materials. The increase happened in two times, first because of the context of post COVID recovery with many purchases of China and some issues of availability of the material worldwide and then because of the conflict between Russia and Ukraine with an increase of the cereal prices. On the animal production side, the fourth avian crisis which started late December 2021 strongly affected the group with 5 million animals lost. Thanks to lessons learned from the previous crises and our tremendous internal mobilization, we were able to put reinstate a month earlier than the previous year. A careful work aimed at achieving a territorial biosecurity plan to avoid a new crisis before the implementation of the vaccination solution.”



Highlights of the Vegetal Productions

INCREASE OF THE WAXY AND WAXYPRO MAIZE PRODUCTION

Faced with an increased demand (+10%) from our domestic and international customers for waxy and waxyPro maize, we have offered larger and more attractive contracts to our farmers for these 2 maize species.

ACCELERATION OF THE NEW AGRICULTURAL PRACTICES

To fight against climate change, Maisadour has been working for many years to

develop solutions more respectful of the environment. In 2021, Maisadour offered members new alternative solutions: new plowing techniques, carbon storage tests, new cover crops offerings and various new precision tools.

CREATION OF A CONSULTING FIRM

The separation of the sales and consulting activities of plant protection products has led the ANIBIO Group and Maisadour to form a new company together: Gaïa Care Consulting, operational at the end of 2022.

RESULTS OF THE VEGETABLE CROPS

The vegetable harvests of the Group went quite well: green beans, peas, sweet corn.

A SATISFYING HARVEST FOR ASPARAGUS

The volumes respected the objectives, the prices were correct but the consumption decreased. Thus, the season was mitigated.

Focus

4TH AVIAN INFLUENZA CRISIS

The 2021-2022 avian crisis was stronger than ever. For the first time, the farms and the hatcheries of the West of France have been affected. 19.2 million of poultry and duck had to be killed in France. Maisadour had to increase its hatching capacity by 30% to supply its breeders and the neighboring cooperatives.

FISH FARMING

3 fish farms in Brittany have been bought in order to secure the supply of the Castets plant (40) as part of a project to create an aquaculture sector.

STORE OPENINGS

Sud-Ouest aliment, subsidiary of Maisadour has opened a Cap'Nature shop in Cestas (33) and Elevages service has a new store in Trélissac (24). Thus, the offer in animal nutrition, livestock equipment is as close as possible to our customers.

NEW SUD-OUEST AILMENT (SOAL) FACTORY IN THE BASQUE COUNTRY

In September 2021, SOAL opened a new manufacturing plant of MASH food for the BAZAKONA institutions. More than 400 customers attended the inauguration.

SALES OF LIVESTOCK BUILDINGS IN WALES

Elevage Service who designs and supplies buildings and livestock equipment, has concluded a sale of 40 movable buildings of 150 m² with a major poultry producer in Wales.



Focus

GRAINES D'ALLIANCE, A 100% LOCAL SOYBEAN CRUSHING PLANT

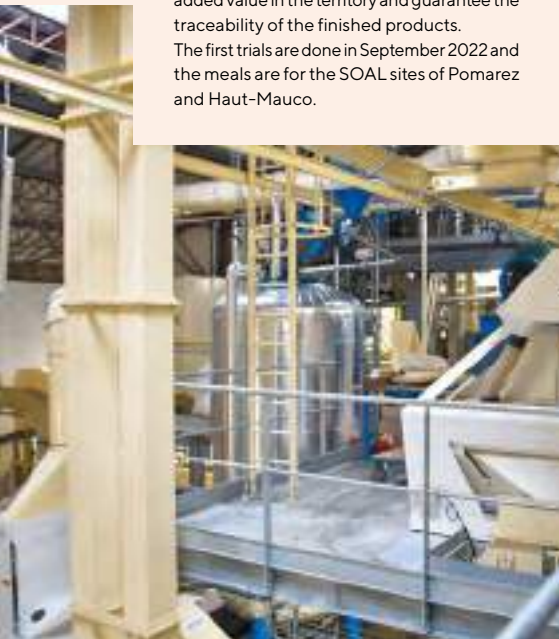
Initiated with the Vivadour Cooperative, the project to develop a 100% local soybean chain started in 2021. The Graine d'Alliance plant located in Saint-Sever, refurbished from an old food plant, will allow the farmers of Maïsadour and Vivadour to promote their crops and thus will help to reduce the imports of deforesting soybean from South America. The manufactured meals will be added to the animal nutrition, in particular for our Fermiers du Sud-Ouest breeders.

Grown in the area, this non-GMO soybean will therefore replace the imported soybeans, reduce the carbon footprint of the chain, create added value in the territory and guarantee the traceability of the finished products.

The first trials are done in September 2022 and the meals are for the SOAL sites of Pomarez and Haut-Mauco.



Soybeans



Graines d'Alliance Plant in Saint-Sever



Ducklings from the hatching site of Aignan (40)



**Objective
of 30,000 t
of crushed
soybean per
year**



BIOSECURITY PLAN ON THE TERRITORY

Faced with the situation of repeated avian crises, Maïsadour worked for the development of a biosecurity plan at the territorial level and in connection with all the parties: interprofessions, unions, State services, as well as all actors in the palmiped and poultry sectors.

To prevent another avian crisis, the plan is organized around 4 axes:

- Strengthening the biosecurity measure and enforcing them
- Developing efficient monitoring plans
- Implementing a specific production zone
- Optimizing the management of the crisis

The cost of this plan is estimated at €35 million. The main measure will be enforced in the Winter 2022-2023 and it will consist in the reduction of the density in critical areas in times of risk. 68 municipalities with high density and systematically contaminated during the previous four episodes are concerned. They will be subject to a preventive depopulation from the 15th of December to the 15th of January.



Key figures

€742
M OF TURNOVER

298
EMPLOYEES IN VEGETAL
PRODUCTIONS

247
EMPLOYEES IN ANIMAL
PRODUCTIONS

496
NUMBER OF BREEDERS

€25 M
OF TURNOVER MADE
ON ALADIN.FARM:
THE E-COMMERCE WEBSITE
FOR THE FARMERS

POULTRY BUSINESS LINE

RESILIENCE AND AMBITION FOR THE POULTRY BUSINESS LINE

The COVID crisis combined with the 4th avian crisis and a historic spike in production costs have particularly affected the Poultry Business Line. But a very strong mobilization of employees, a takeover of Galliance shares, investments already programmed and a solid new business strategy, have helped to give prospects to the Business Line.



Site of Fermiers du Gers in Condom (32)

**THE WORD OF
PAUL LE BARS**
POULTRY BUSINESS
LINE DIRECTOR



"The 2021-2022 fiscal year has been particularly rushed with various crises. This situation was frustrating for the employees because our activity was particularly well oriented at the beginning of the year. The COVID required us to make necessary adaptations that have complicated the business. The Condom Plant has been affected by a delay for the delivery of the equipment for its expansion, so full speed was not reached until January 2022. With the 4th avian crisis, some activities had to stop, but our customers were fully aware of this sanitary issue which affected the production basins in the Périgord and the West of France in an unprecedented way. In parallel with the lack of materials, we had to face a historical surge in our costs related to the increases in raw materials, packaging, energy, labor, leading to high increases to be transferred onto our customers. But what I remember from all these challenges is the tremendous mobilization of all our employees to find some solutions. In addition, we wanted to respond to these events with a brand new business strategy to move Fermiers du Sud-Ouest forward on the right road for the future."



Highlights

TAKEOVER OF GALLIANCE SHARES FROM FERMIERIS DU SUD-OUEST

Since July 2022, Fermiers du Sud-Ouest is a company belonging to Maisadour at 100%. Some business partnerships continue with Galliance.

GOOD CUSTOMER LISTENING

Despite the avian crisis, globally the customers remain loyal to Fermiers du Sud-Ouest, even the one abroad.

BIOSECURITY PLAN

Following the 4th avian crisis, the chicken and the duck chains have conducted a transversal

work to find new ways to prevent a future crisis and to some improved actions to better manage it.

NEW LOCAL SOYBEAN CHAIN

The opening of the Graines d'Alliance plant is a good news for the Poultry Business Line. The soybean meals produced locally will feed the FSO, poulet d'ici, St Sever chickens, chickens from the Landes and the yellow chickens from the Gers.

SAFETY AT WORK

Also, there was a clear decrease in accidents related to bad practices.

Key figures

€200
M OF TURNOVER

772
EMPLOYEES

8
BRANDS

Focus

GINGER: A NEW CORPORATE PROJECT FOR FERMIERIS DU SUD-OUEST

Ginger, the little heroine from the movie "Chicken Run", is reckless and daring and is constantly finding some solutions to her problems. Ginger became the emblem of renewal and transformation at FSO: it embodies the company's new strategy for 2026. The objective is to meet today's financial constraints and societal and environmental expectations in order to sustain the company. This strategy is divided around 4 pillars: the market, the products, the CSR and the organization.



GOURMET BUSINESS LINE A FISCAL YEAR MARKED BY THE ADAPTATION OF THE TEAM TO COPE WITH THE ECONOMIC SITUATION

Like the other business lines, MVVH, Maisadour Gourmet Business Line has been affected by the very difficult economic situation: 4th avian crisis and strong inflation.



Comtesse du Barry Store in Saint-Germain-en-Laye (78)



Comtesse du Barry Store in Amiens (80)

THE WORD OF ERIC HUMBLLOT GOURMET BUSINESS LINE DIRECTOR



"This fiscal year has proven our resilience and adaptation ability to go through the successive crisis at best. We have worked continuously to preserve our know-how and the quality of our products, indispensable assets for the gastronomy sector.

Drawing the lessons learned from the previous avian crises, the teams were able to react more quickly to adapt the plan and preserve the finances: partial activity, savings plans, optimization of flows, etc. The inflation has strongly affected the costs of raw materials, packaging, energy, transportation and for the animal nutrition which is highly related to the cereal prices. The biosecurity measures have also led to extra expenses for our breeders and ourselves. Finally, the production costs

increased a lot. The sales teams have been fully mobilized to pass these increases onto our customers under the Egalim 2 law. All our customers have properly understood the stake of these increases allowing to preserve our chains.

June 2022 was the end of the second year of our "2023 Rebound plan" to transform the company in order to restore the Group financial health. The planned reorganizations have been carried out, the modernization and automation of our industrial tools continue and the commercial reconquest has been carried out, although with some delay.

Now, the results need to be strengthened during the coming year to go back to the path of growth."



© Adobe Stock

Highlights

STRATEGIC PLAN OF MVVH: 2023 REBOUND PLAN

- Industrial modernization: Implementation of new packaging lines to increase the production performance. E12 M of investment.
- Successful commercial recovery for the duck and salmon activities

FISH

The activity suffers from the exponential increase of the salmon that has not been passed on the prices yet.

DIRECT SALES

Comtesse du Barry achieved an honorable fiscal year thanks to the rationalization of

its sales outlets. The brand has developed a new store concept, with a modernized and more dynamic offer that was met with a real success with its customers. The **En Direct De Nos Producteurs and l'Amour du Terroir** stores have suffered from the lack of supply of duck and poultry meat.

APPROXIMATION OF FATTY DUCK AND SMOKING ACTIVITIES WITH EURALIS

The project to bring MVVH' fatty ducks and smoking activities closer to Euralis Gastronomie was formalized during the 2021-2022 fiscal year. It is now waiting for the opinion of the Competition Authority.

Key figures

€268
M OF TURNOVER

62
STORES

1,225
STORES

Focus

THE CERTIFIED FAT DUCK CHAIN OF MAÏSADOUR

All the actors of Maïsadour duck chain have participated in the elaboration of a specification with a reference framework that was validated by an independent organization. This Bureau Veritas certification obtained in March 2022, guarantees to the consumers the traceability and quality of our products, as well as good practices in terms of biosecurity and welfare. This is a strong selling point and reinsurance for our customers.



**MAÏSADOUR
COMMITTS TO
A RESPONSIBLE
AND SUSTAINABLE
ECONOMIC
DEVELOPMENT**





4
CSR COMMITMENT

12
CHALLENGES

20
CSR FACILITATORS:
Employees, members of
the Executive Committee and
of the Board of Directors

3
CSR COMMITTEES
operational yearly

1
INTERNAL CSR STANDARDS
with 8 chapters
- Governance,
- Employment, human resources
and working conditions,
- Cooperative life,
- Territorial anchorage,
- Animal welfare
- Questions related to the
consumers,
- Agricultural and industrial
environment
- Ethics and Fair Practices

17
CSR ASSESSORS
trained internally

9
CSR EVALUATIONS
internal, made in 2021-2022

THE CSR STRATEGY OF THE MAÏSADOUR GROUP

The farmers and employees of Maïsadour promote sustainable agricultural practices and chains of excellence in order to develop their territory and the local economy.

They offer quality products for healthy and responsible food while respecting the living, the resources and the biodiversity in a framework combining cooperative culture and quality of life at work.

OUR 4 COMMITMENTS OF A RESPONSIBLE AND SUSTAINABLE ECONOMIC DEVELOPMENT

The Maïsadour 2026 Strategy and the 17 UN Sustainable Development Goals (www.un.org) are the bases that allowed to define **our 4 commitments for a responsible and sustainable economic development**.

Each commitment is made of social, societal and environmental issues approved by the Management Committee and the Board of Directors of Maïsadour.

<p>1.</p> <p>PRESERVING THE RESOURCES, THE LIVINGS AND THE BIODIVERSITY</p>	     	<p>2.</p> <p>DEVELOPING CHAINS TO OFFER QUALITY AND SUSTAINABLE FOOD</p>	 
<p>3.</p> <p>ENSURING THE SUSTAINABILITY AND THE PERFORMANCE OF THE FARMS AND OF THE GROUP</p>	 	<p>4.</p> <p>EVOLVING TOGETHER ON BOTH A SAFE AND QUALITY WORKING LIFE ENVIRONMENT</p>	    

MAÏSADOUR GETS THE “CONFIRMED” CSR COMMITTED LABEL

With the achievement of this international reference label in January, the Maïsadour Cooperative Group is rewarded for its action and organization in the field of sustainable development that has been in place for many years.



OBTENTION OF THE “CONFIRMED” LEVEL REWARDING THE GROUP PRACTICES AND ACTIONS

Based on the only recognized international standard for sustainable development, **ISO 26 000**, the external evaluation by the AFNOR has allowed to **measure the practices and actions** of the transversal governance and departments of the Group in terms of sustainable development. *“Our organization has been scrutinized, this framework is an important basis to increase our ambitions in terms of sustainable development. We should become a reference cooperative in terms of animal welfare, agroecology, carbon footprint, and Human Resources policy.”* explains Christophe Bonno.

IMPLEMENTATION OF A SPECIFIC CSR STANDARD TO ASSESS THE GROUP

Several key steps have structured the approach. First, the drafting of an **internal CSR standard**, and the creation of an **assessment tool** specifically designed for the Group in collaboration with the Agricultural Cooperative and AFNOR. Then, the training of several employees to conduct intra-group evaluations, based on this reference standard. Finally, an **external assessment**, certified and carried out by the AFNOR has allowed to get the label for 3 years before a new assessment.

The Group aims to accelerate its commitments and obtain the “Exemplary” level within 3 years.



MAÏSADOUR CONTRIBUTES TO THE UN 2030 AGENDA AND TO THE 17 SUSTAINABLE DEVELOPMENT OBJECTIVES

COMMITMENT 1

PRESERVING THE RESOURCES, THE LIVINGS AND THE BIODIVERSITY

Respecting the planet and preserving the biodiversity are essential. Maïsadour is taking concrete actions to reduce the carbon footprint and preserve resources. The Group is committed to develop renewable energies, innovate, master and improve its industrial tools and its environmental performance. Maïsadour supports the farmers to develop an agriculture always ever more respectful of the land, animals and people.



FIGHTING AGAINST CLIMATE
CHANGE, PRESERVING
THE WATER RESOURCES
AND THE BIODIVERSITY



ACTING FOR ANIMAL WELFARE



MASTERING THE ENERGETIC
CONSUMPTION AND PROMOTING
RENEWABLE ENERGIES



LIMITING WASTE BY
PROMOTING ECO-DESIGN

CHALLENGE 1



FIGHTING AGAINST CLIMATE CHANGE, PRESERVING THE WATER RESOURCE AND BIODIVERSITY

Maïsadour is aware that a transformation of its activities is needed to fight against climate change. The group works with its farmers to reduce its emissions and is playing a role in carbon storage, particularly in the soils. It collectively contributes to carbon neutrality.

Agriculture and food are inseparable from the land and its resources. Maïsadour is committed to making agricultural production a lever to preserve water and biodiversity.

TOWARD A REGENERATIVE AGRICULTURE

In 2020, Maïsadour initiated the IDEAL approach (Involvement in an Eco-responsible Approach for Future and Local Agriculture) to improve the sustainability of the farms on the territory and of the productions coming from them.

The objective is to promote a regenerative agriculture; a set of agricultural techniques aimed at respecting, or even increasing, the animal and plant biodiversity in the crops, as well as the ecosystems present. These principles allow to regenerate soils and also optimize the irrigation needs, trap the carbon and improve the soil resilience.

In this context, the crop production branch has identified three priority areas of work:

- **reduction the impact of our activities on the environment**, through the development of biosolution, the reduction of the fertilizers and practices that emit CO², the reduction plant protection products or the promotion of organic farming.
- **preserving the water resources** by increasing the area managed to optimize irrigation, developing sales of tolerant seeds or water-repellent products and defining concrete actions to save and store water.
- **developing the biodiversity** through the contractual agreement about carbon production on the farms, the increase in the use of cover crops or the development of chains of the future such as vegetable protein crops.

SURFACE IN REGENERATIVE AGRICULTURE IN VEGETAL PRODUCTIONS

Our ambition
110,000 Ha by 2025

2021-2022 Results
50,200 Ha



WORKING FOR CARBON CAPTURE

Maïsadour responded to a ADEME project call to work with farmers about the carbon capture on the farms. The objective is to enable 30 rural farmers, established for less than five years, to build a sustainable and remunerative project on their farm. The diagnostics carried out will comply with the "Low-carbon label", developed by the Ministry of Ecological and Solidarity Transition.

VARIETAL RESEARCH TO ADAPT THE SEEDS

Each year, €15 million are invested in research and development by MAS Seeds. Thanks to its 10 centers around the world, 11 varietal research programs are being carried out on the themes of the adaptation to climate change, water stress and pathogens. Thus 3 labels identify varieties that adapt to climate change: Green+ (20 varieties of fodders maize), Waterlock and Heliosmart.

SUPPORT OF THE FARMERS TO OPTIMIZE THE MANAGEMENT OF IRRIGATION WATER

Two innovations have been developed to preserve the water resources for agriculture. Irri'Farm, an irrigation control and optimization tool, and Weenat, a range of rain gauges and connected weather stations to better monitor and control the agricultural activities.

PRESERVING WATER IN QUANTITY

A continuous monitoring is carried out at each of our industrial sites and in particular the agrifood sites, the most consuming sites of the Group.

ACTING TO PRESERVE BIODIVERSITY

Since the beginning of 2022, Maïsadour offers a new activity to its farmers: a beekeeping workshop. The marketing of their honey will be done through direct sale in short circuit or through a contract with a partner. The Group ambition, by 2026, is to have 2,500 hives distributed among 100 beekeepers in order to produce 60 tons of honey and also to have a honey extraction and packaging center.



In 2022-2023, Maïsadour will compute its carbon footprint and define its low-carbon trajectory.



CHALLENGE 2



ACTING FOR ANIMAL WELFARE

Anchored in the values of Maisadour, the subject of animal welfare is carried by its modes of production that adapt to the rhythms and needs of animals. The objective of Maisadour is to ensure the responsibility of its animal chains and to work continuously with the technical teams so that the animals in breeding express their natural behavior. The animal welfare policy sets out the guiding principles of the approach by associating and empowering all employees in the sectors.

FOR BREEDING RESPECTFUL OF MAN AND ANIMAL

The Maisadour Group has tackled the issue of animal welfare through a global project around three major axes: animal, man and the environment.

The objective of Maisadour is to ensure the responsibility of its animal chains and to work continuously with the technical teams so that the bred animals express their natural behavior.

At the end of 2018, Fermiers du Sud-Ouest partnered with the Casino brand and three NGOs to develop the first animal welfare labeling in France. Thus, a technical standard for animal welfare on the whole chain was implemented. It considers all the stages of the animal's life: from birth to breeding, transport and slaughter. Thanks to this labeling, the consumer is aware of the welfare level of the animal.

At the same time, audits and quality procedures were carried out at different levels of production in order to comply with the most demanding standards. 75% of the hatcheries of the Group have reached the level 3 of the charter of the National Union of Hatcheries, 100% of the slaughterhouses have obtained the A-rating of the Animal Welfare Association Label (AEBEA) and 83.7% of the palmiped farms are engaged in the PalmiGConfiance process. As many guarantees for the consumers.





Agroforestry project



BREEDING: DEAR FREEDOM

In 1965, Fermiers du Sud-Ouest was awarded the first Red Label in history for his yellow chicken of the Landes, raised in free-range. Since this time, the Maisadour Group has constantly reaffirmed and improved this traditional method of breeding, made possible by the famous

“Marensines”, these mobile huts allowing the regeneration of the places. Poultry roam all day in total freedom, under the trees and in the middle of the vegetation, which promotes their well-being and guarantees a meat of superior quality.

AGROFORESTRY FOR THE WELL-BEING OF ALL

Maisadour encourages the breeders to afforest their pastures, through a support and assistance with planting and the assembly of funding files. During the 2021-2022 fiscal year, 7,662 trees have already been planted on the Group farms, which has the ambition to afforest 100% of its poultry and palmiped places by 2026. The trees protect the animals from extreme weather conditions while limiting soil erosion and improving the working environment for farmers.

WELFARE AND BIOSECURITY TRAININGS

Since 2020, Maisadour has started to train its farmers and technicians about animal welfare issues. Elaborated by the technical teams of the Animal Production and the Training and QHSE-DD (Quality Hygiene Health Environment - Sustainable development) Departments, this training focusing on the good practices is intended to be innovative in its form with digital content and exchanges between participants. It complements the biosecurity training. By the end of 2022, all palmiped and poultry producers will have followed it..



Biosecurity training

AMBITIOUS OBJECTIVES FOR 2022-2023

100%

**OF OUR HATCHERIES
AT LEVEL 3**

at the NSA quality charter

100%

**THE FARMS
OF OUR BREEDERS**

audited must obtain an A-rating



**100% of the breeding
range will be wooded
by 2026**



CHALLENGE 3



MASTERING THE ENERGETIC CONSUMPTION, PRIORITIZING RENEWABLE ENERGIES

Maïsadour has made energy management and the climate challenge a crucial challenge. Key actor in the energy transition in the territories where the Cooperative is located, Maïsadour associates and empowers its employees and lays 4 guiding principles: moderation, energy efficiency, promotion/use of renewable energies and optimization of energy costs.

MANAGEMENT OF THE ENERGY AND ENERGY EFFICIENCY ON THE GROUP INDUSTRIAL SITES

Le Groupe a très tôt intégré la démarche de Very early on, the Group integrated the energy management approach into its performance strategy. Mandatory energy audits have been carried out in 17 sites since 2015. They highlight the progress made and identify new ways of saving energy. A change in practices has been undertaken by raising the employees' awareness and creating an internal energy reference to deploy our best practices in all activities. Finally, the use of innovation and artificial intelligence has been developed for real-time flow management (Provéflux), an internal decision support tool (Provénergie) or the improvement of the dryer management.

DEPLOYMENT OF RENEWABLE ENERGIES

Maïsadour wants to accelerate its future investment projects. For several years, the Group is involved in the production of renewable energy through the implementation of photovoltaic panels. The roofs of 7 storage silos are currently rented, 2 industrial sites are also equipped with a

ground in self-consumption. A project of shade parking with charging station in self-consumption is under study.

On the agricultural side, the animal production branch has been equipping 16 breeders (around 2,500,000 m²) with photovoltaic panels for 5 years, while Elevage Service, a subsidiary of the Group, has been offering small buildings equipped with photovoltaic panels (192 sites equipped since 2008).

1 BIOMASS BOILER ON THE DELPEYRAT SITE IN SAINT-PIERRE DU MONT (40)

Implemented in 2014 the biomass boiler aims to cover 80% of the steam requirements of the St-Pierre-du-Mont site, the remaining 20% being produced by natural gas boilers. The steam is used to cook the confits, for the sterilization and pasteurization in autoclaves and for the production of domestic hot water for the site cleaning.

The average price of the steam MWh produced by this boiler is two times lower than the price of the MWh produced by the combustion of natural gas. Currently, with the rise in the price of gas, it is a considerable asset for the cost of energy at MVVH.



Silo on the site of Haut-Mauco



Photovoltaic roof of the Aire-sur-l'Adour site

KEY FIGURES

Today
15%
OF OUR RENEWABLE ENERGY
is produced on our sites

14
OF OUR SILOS
ARE EQUIPPED WITH
A DECISION SUPPORT SOFTWARE
for the optimization of the energy expenses

CHALLENGE 4



LIMITING WASTE BY PROMOTING ECO-DESIGN

Maïsadour is committed to optimizing resources and reducing nuisances. Thus, the treatment and recovery of waste and co-products are part of the practices anchored in our industrial sites and are essential elements of our environmental action. Maïsadour is committed in priority to reduce at the source and thus limit the impact of packaging on the environment in its agrifood sectors.

AN ECO-DESIGN APPROACH FOR MMV AROUND 5 AXES

For approximately five years, MCVH has been committed to a strong recyclability and packaging reduction approach in order to reduce its impact and meet the expectations of its consumers. This approach requires taking into account the constraints related to food activity to guarantee a healthy and tasty product throughout its shelf life.

It is structured around 5 axes:

- packaging recyclability,
- volume reduction,
- reemployment and reuse,
- communication,
- innovation.

Thus, the Gourmet Business Line of the Maïsadour Group has eliminated carbon black packaging, undetectable by waste sorting systems, and its subsidiary Delpéyrat has set up new packaging processes for the

lobes of foie gras and smoked fish allowing to save 60 tons of cardboard and 6.5 tons of complex plastics over the year, as well as 15 tons of packaging over the festive period alone.

REEMPLOYMENT / REUSE AXIS

LE PARFAIT jars:
represents today
800T of glass
bought per year

Project of washable
adhesive label
(easy take-off
without residue)





**FSO works on its new roadmap
"Packaging and Eco design"**

**THE R3 PROJECT
(REDUCING, REUSING AND RECYCLING)
AT FERMIERIS DU SUD-OUEST**

As part of its transformation map, and in line with the environmental pillar of its CSR policy, Fermiers du Sud-Ouest has started the R3 working group: Reducing - Reusing - Recycling. Its objective: deploying solutions to limit the impact of our activities on our environment through water and energy savings, a decarbonation strategy, and also new eco-designed products.

As such, the R3 working group has just produced the FSO policy "Packaging and Eco design" that will be our roadmap for the coming years.



**Today, 90% of
MVVH packaging
is recyclable.
by 2025.**



KEY FIGURES

**MVVH HAS REDUCED BY
4,4%
THE WEIGHT
OF ITS PACKAGING**
during the year 2021-2022
(objective -10% by 2025)

100%
of the packaging projects
of MVVH include
THE CSR APPROACH

During 2023, FSO commits to
REMOVE THE CARBON BLACK
in all its packaging.
By 2025,

100%
**OF OUR PACKAGING
WILL BE RECYCLABLE**

COMMITMENT 2 DEVELOPING CHAINS TO OFFER A QUALITY AND SUSTAINABLE FOOD

From the seed to the consumer's plate, Maisadour develops integrated chains and thus ensures a sustainable market for its farmers' production. By offering the consumers tasty and responsible products, Maisadour always works for greater transparency and quality. Our various products have some quality signs (Red Label, Organic farming, Protected Geographical Indication) and our stores in short circuits are a strong demonstration of our commitment and create a relation between producers and consumers.



OFFER A HEALTHY,
TASTY AND QUALITY FOOD



DEVELOPING LOCAL
ORGANIC FARMING
AND NEW CROPS



FIGHTING AGAINST
FOOD WASTE

CHALLENGE 5



OFFERING A HEALTHY, TASTY AND QUALITY FOOD

Our agricultural cooperative has a nourishing vocation, which consists in guaranteeing a quality food and in sufficient quantity so that it is accessible to all, in a context of increasingly strong societal expectations. Maïsadour is committed to producing “more”, “better”, and “sustainable” and is positioning itself as an actor of food sovereignty.

Maïsadour responsibility as an agricultural cooperative and an agrifood actor is to promote the farmers’ production at a fair price.

THE MAIN SIGNS TO IDENTIFY THE QUALITY AND ABOUT THE ORIGIN (SILO)

Red Label: the reference label for farmed poultry breed o, free-range according to strict specifications.



THE MAIN CERTIFICATIONS AND LABELS OF THE PRODUCTS OR THE PRODUCTION CONDITION

MSC Sustainable Fisheries: the only certification and labeling program for wild fisheries that rewards the best practices.



ASC Responsible Aquaculture: the Aquaculture Stewardship Council (WWF) label that identifies fish from socially and environmentally responsible farms.



Smoked in France: launched in 2020, this logo ensures the location on the French territory of all the preparation step of the smoked salmon.



LEAF Linking Environment and Farming: this standard aims to ensure the consumers that the farmers care in an ecoresponsible way about the production of food and other products.



Global GAP: an international certification that reflects products coming from a safe and sustainable agriculture.



THE MAIN CERTIFICATIONS “SYSTEM” (QUALITY OF THE ORGANIZATION AND OF THE PROCESSES)

AgriConfiance: both a progress tool for the agricultural cooperatives and a guarantee of quality products, respectful of Man, the territories and welfare.



IFS Food: international standard to assess the conformity of products and processes in terms of safety and quality, which is essential for access to the French, German and Italian retailers.



BRC Food: UK standard for suppliers of food products sold under own or private label brands on the UK market.



DUCK CHAIN: A NEW CERTIFICATION OBTAINED IN MARCH 2022

Launched in July 2022, the project of a common standard for all levels of the fat duck chain was achieved in March when an independent certification was obtained. This standard covers the entire chain, from the hatching to the slaughtering, through feeding, breeding, fattening or transport, and aims to measure both the living conditions of the animals and the working conditions of the breeders, as well as respect for the environment. It is the first CSR standard in the fat duck chain that meets the requirements of welfare, biosecurity and quality demanded by the market. Obtaining this standard required several months of evaluation and the improvement of practices at all levels of the chain, under the supervision of the QHSE management and animal production

KEY FIGURES

95% nitrite-free foie gras range by 2025

100% of Delpeyrat and Sarrade ready meals are free of hydrogenated vegetable fat and palm oil



MEDALS AT THE GENERAL AGRICULTURAL COMPETITION

Thanks to the breeders and employees, for making us shine one more time! At the General Agricultural Competition, Maison Delpeyrat won 2 silver medals for its foie gras and Fermiers du Sud-Ouest won a bronze medal for its yellow farm chicken Fermiers from the Landes!



MVVH: a “clean label” policy

A “clean label” approach aims to increase the trust of the consumers by responding to their request for authenticity, honesty and clarity. Indeed, it involves simplifying the labeling in order to make the list of ingredients contained in products legible, while eliminating those deemed artificial. Thus, at Delpeyrat the “clean label” has been developed for several years to go toward more authentic recipes for our consumers. To inform our customers about the origin of the products, QR codes have also been deployed on packages of smoked salmon and whole duck foie gras. MVVH is aiming for 100% “clean” raw material by 2025.

CHALLENGE 6



DEVELOPING LOCAL, ORGANIC FARMING AND NEW CROPS

Maïsadour creates value on its territory. As a cooperative, the group supplies, produces and provides mainly local raw materials and is committed to increasing its protein autonomy. By developing short circuits, Maïsadour offers a wide range of products from its territory to the consumers. Finally, Maïsadour is an essential actor of the organic chain in the -West of France.

INCREASING THE PROTEIN AUTONOMY OF THE ANIMAL CHAIN

Maïsadour is committing for focusing on the use of non-GMO soybean meals from French seeds to feed its animal chain. The Graine d'Alliance crushing plant in Saint-Sever, commissioned in September 2022 and supported by Maïsadour and Vivadour was the missing link to ensure the supply of the production unites of Sud-Ouest Aliment.

A CLOSE DISTRIBUTION CIRCUIT



Employee of a Cap' Nature store

The promotion of short circuit involves the development of local stores. The Maïsadour Group has been committed to this for a long time and has an important network, both in its historic area and in the rest of the country. Thus, Sud-Ouest Aliment owns 8 agricultural self-service Cap'Nature stores and 3 Bazkaona stores. The material branch Elevage Service offers three selling points since the opening of the Trélassac store in April 2022. The En Direct de Nos Producteurs stores, distributed throughout the South-West of France, are the products of the brands Delpeyrat, Fiers de nos producteurs,

Comtesse du Barry, Sarrade and Fermiers du Sud-Ouest. Finally, 3 stores "L'Amour du Terroir" located in Paris, Cannes and Nîmes also offers the brands of the Group producers and have a catering area.

BRANDS PROMOTING LOCAL PRODUCTIONS

The "Poulet d'Ici" Brand ensuring poultry raised in Nouvelle-Aquitaine and Occitania and Fed with cereals and non-GMO soybeans from these regions, has a true success. It doubled its volumes at the end of 2021 compared to the previous year and offers a complete range, from whole chickens to products made, cut and marinated in the Group production units according to the seasons.

The new "Fiers de nos Terres" Brand was launched in the Summer 2021. It is marketed through our website or in our direct sales short circuit: foie gras, confits, magrets, pâtés, etc. "Fiers de nos Terres" develops local products.



while adapting to the new consumer expectations in terms of quality and simplicity.

DEVELOPING ORGANIC FARMING

Organic farming is a production mode that combines best environmental practices, respect for biodiversity, preservation of the natural resources and high level of animal welfare. The Maïsadour Group has been involved in this process for over 20 years: it was a pioneer in the production of organic poultry since the end of the 90s and Fermiers du Sud-Ouest remains the third French actor in the organic poultry market. The Sud-Ouest Aliment subsidiary is a major component of the organic animal feed.



The Seed branch, MAS Seeds, has been involved for a dozen years in the organic chains, by selecting varieties adapted to the specificities of organic crops. It is currently marketing organic maize and sunflower in France and Europe, with the objective of increasing the sales in these sectors in the coming years.



L'Amour du Terroir Store in Paris

KEY FIGURES

+5%

THE ANNUAL OBJECTIVE

of the development of organic and c2 (second year of conversion) areas in vegetables, seeds, cereals and proteins to reach 6,500 hectares in 2026 against 3,522 hectares in 2021

CHALLENGE 7



FIGHTING AGAINST FOOD WASTE

The Maisadour Group, and in particular its agrifood chains, considers the fight against all forms of food waste as an important ethical issue that makes sense with its purpose: valuing the work of its members and improving the economic performances of its industrial tools.

“CANARD 360” PROJECT: BETTER MATERIAL VALORIZATION

In 2021-2022, Delpeyrat launched a “Canard 360” Project with the objective to better optimize all the duck material. Several actions are underway to improve the techniques and process flows, such as duck fat, which is better exploited, overweight, which has been reduced with more adjusted fillings and an alternative process to “depanning” for foie gras developed to reduce packaging use and food losses

EDUCATING THE CONSUMERS

Since 2020, Delpeyrat has been replacing semi-preserved packaging with the words “To be consumed until (Expiry Date) by the words “To be consumed preferably before (Date of Minimum Durability).



En direct de nos producteurs Store in Saint-Pierre-du-Mont

ANTI-WASTE BASKETS AND SOLIDARITY THROUGH FOOD DONATIONS

To reduce the volume of unsold and wasted food, various actions are implemented:

- Anti-waste baskets are available to consumers in partnership with the “Too Good To Go” mobile app in direct-sale stores: Comtesse du Barry, En Direct De Nos Producteurs and L’Amour du Terroir. These “surprise” baskets feature unsold food at a discounted price.
- Food donations of products with short expiration dates to charities.
- “Good Deals” destocking showcases in the En Direct de Nos Producteurs and L’Amour du Terroir stores.
- Direct sales to the general public.
- Sales to the plant employees of the products with short shelf life and destocking operations.



COMMITMENT 3

ENSURING THE SUSTAINABILITY AND THE PERFORMANCE OF THE FARMS AND OF THE GROUP

Through its status as a Cooperative, Maïsadour ensures the market for the productions, supports its territories and participates in local development by creating economic activities and jobs through a strong anchorage. Maïsadour makes every effort to ensure sustainable and profitable activities that contribute to its attractiveness.

CHALLENGE 8



ENSURING THE SUSTAINABILITY AND THE PERFORMANCE OF THE FARMS AND OF THE GROUP

Maïsadour by its cooperative model always seeks to offer its members supports for their activities and markets for their productions. It supports its territories and participates in the local development by creating economic activities and jobs through a strong anchorage.

Maïsadour makes every effort to ensure sustainable and profitable activities that contribute to its attractiveness.

PROMOTING AND PERPETUATING OUR PRODUCTIONS

For several years, the Cooperative has been implementing a contractual production strategy for vegetal production in several crops, in order to secure the sale of their products. In order to respond to specific markets requiring specific quality, the cooperative organizes the production by

implementing production contracts with the farmers on previously defined areas and precise specifications.

In animal production, a system of indexation on the price of the food allows the breeder to have a guarantee of income. The group is implementing this mechanism not only for the members of Maïsadour but also for the breeders of other cooperatives providing FSO and MVVH.

DEVELOPMENT OF NEW CHAINS

The Maïsadour Group bought 2 fish farms in Brittany to develop a new activity. The breeding takes place in closed-circuit tanks and has a low water consumption. These fish farms participate supplying the processing plant of Caster (40).



Fish farm of Douffine (29)



AN ATTRACTIVE COOPERATIVE

As a cooperative, Maisadour seeks to encourage the transfer of farms, installation and support of farmers.

Concerning the transfer of farms, a dedicated working group has been established to carry out specific actions and a training is planned for 2023.

Each year, new Young Members sign a charter with a support over 6 years. In 2021-2022, 82 Young Members are supported by Maisadour.

To support the members with the advantages of digital for their purchases, an e-commerce site has been implemented, 3 telephone platforms also take their order over large time slots and each member benefits from a personalized space on an Extranet.

In addition, the farmers of the Group can benefit from weather insurance negotiated

by Maisadour. In 2021-2022: almost 35,000 ha are insured as part of the Maisadour Group Contract.

A GROUP COMMITTED ON ITS TERRITORY

By nature, the Maisadour Group activities are "non-relocatable", they use local suppliers and generate direct and indirect jobs.

Maisadour promotes exchanges with all its audiences, organizing technical meetings, training with schools, visits to the headquarters, Days dedicated to biosecurity and of course by organizing regular attendance at local or national agricultural events.

Sponsor of several sports and cultural associations, Maisadour also takes part in the local life.

KEY FIGURES

+ 1,600
FARMERS

are using the e-commerce website Aladin.farm

+ 16,000
CALLS

to the call center to take the orders of the farmers

COMMITMENT 4

EVOLVING TOGETHER IN BOTH A SAFE AND QUALITY WORKING LIFE

Maïsadour ambition is to become a reference cooperative employer in terms of employee safety and quality of work life. To reach this objective, Maïsadour has defined actions on the following key themes: strengthening safety management, personal and professional development through training, improvement of social dialog, preservation of health at work and consideration of diversity and equal opportunities.



ENSURING THE SAFETY,
THE WELL-BEING AT WORK
AND EQUAL TREATMENT



SUPPORTING PERSONAL
AND PROFESSIONAL
DEVELOPMENT



PURSUING A BALANCED
SOCIAL DIALOG



PROMOTING ETHICS AND
RESPONSIBLE PURCHASES IN
THE CONDUCT OF BUSINESS

CHALLENGE 9



ENSURING THE SAFETY, THE WELL-BEING AT WORK AND EQUAL TREATMENT

Health and safety at work are top priorities for Maisadour and the foundation of well-being for employees and are inherent to the attractiveness of the professions.

Maisadour objective is to involve all the employees, to make security, health and safety at work a daily mindset. The Group wants to reduce accidents at work, occupational diseases and preserve the well-being. Its ambition is to become a referent Cooperative Group in these areas.

PRESERVING HEALTH AT WORK AND PROMOTING SPORT IN THE COMPANY

Making a commitment to well-being at work means ensuring that, beyond the regulatory framework, we act on the development of employee health with one objective: the preservation of the health capital.

Maisadour carries out various actions for occupational health, such as the release of a form with 7 health reflexes for the employees, training in prevention of musculoskeletal disorders or a test on the method of muscle awakening, with the ambition of deploying it in 2022-2023 at Fermiers du Sud-Ouest.

Qualified health professionals are regularly involved to prevent and alert on the prevention campaigns. In 2021-22022, 3 events were internally organized: Blood donation, pink October, blue March.

PREVENTING AND LIMITING PSYCHOSOCIAL RISKS

The Group reinforces the assessment of psychosocial risks by changing the assessment criteria within the company agreement, in order to ensure a better prevention.

PROMOTING SAFETY FOR EMPLOYEES

Maisadour continued its program as closely as possible to employees in order to strengthen the company's safety culture. This program introduces various types of actions to do all year long. 28 internal safety audits have been carried out on the sites in 2021-2022. In addition, there are safety behavioral visits, briefings and training and activities in the business lines (challenges, security days, etc.). In addition, the Fermiers Landais site in Saint-Sever is ISO 45 001 certified, an international

standard certifying the respect of specific requirements concerning safety and health at work.

ACTING FOR THE QUALITY OF LIFE AT WORK (QLW)

This year, a working group has defined the areas for improvement for the quality of life at work. Its reflections led to the revision of the remote work charter, the resumption of the agreement on psychosocial risks and the implementation of an agreement on disconnection.

CONSIDERING DIVERSITY AND DISABILITY

Every year, special attention is paid by the Human Resources Services to the principle of «equal pay for equal work» and to the absence of discrimination in terms of salary development, promotion or recruitment. The Group will also work in the field of disability to develop the employment of persons recognized as disabled workers, to promote integration and adaptation through partnerships with establishments and work-related assistance services (ESAT).



Employees of Maisadour during Pink October 2021

KEY FIGURES

**EQUALITY INDEX
WOMEN-MEN**
average of the*

87.4/100

Average employment rate of
DISABLED WORKERS
for the Group*:

6.4

**Calendar year data (2020 and 2021)*

CHALLENGE 10



SUPPORTING PERSONAL AND PROFESSIONAL DEVELOPMENT

The Maisadour Cooperative Group considers that the common and shared management culture is a way to ensure a balanced management combining team development and economic performance. In an environment characterized by change, training, adaptation and skills development activities directly contribute to the achievement of our ambitions.

SHARING THE CORPORATE STRATEGY

After several episodes of COVID that required remote events, the Group was able to bring its managers together in person for two meetings and one annual Convention. These meetings are essential to have a shared vision of the company strategy and to foster exchanges with the Management.

SUPPORTING LOCAL MANAGEMENT

In order to develop a common managerial culture, some management trainings have been carried out for several years at various levels of the Group. In 2021-2022, the third training component was deployed for 300 managers.



Award of the confirmed CSR label of the AFNOR in May 2022.



Interview during a Job Dating of Maisadour in March 2022



Biosecurity Training Meeting

DEVELOPING THE SKILLS

Every year, an annual training plan is made for all employees to promote their skills developments.

KEY FIGURES

96

APPRENTICE

were welcomed in 2021-2022

70%

OF TRAININGS

completed by employees in 2021-2022 are not part of the mandatory training

CHALLENGE 11



PURSUING A BALANCED SOCIAL DIALOG

The objective of Maïsadour is to maintain and develop a privileged and transparent relationship between the company, the elected officials and the employees. The quality of the social dialog appears to be essential to share and understand the evolutions of society and of our markets and their consequences on the organizations, to build together solutions meeting the expectations of employees and companies, and finally to promote the expression of all.

AN APPROPRIATE SOCIAL DIALOG

At Maïsadour, the social dialog is built on different instances.

A Group committee, aware of CSR issues, will be gathered twice a year to share the strategy, the financial situation and the transformation projects.

Social economic and health, safety and working conditions committees also meet regularly.

Finally, local committees, specific to the Maïsadour Group, also promote dialog as closely as possible to the activities.



KEY FIGURES

In 2021-2022:

178

MEETINGS

with social partners

26

AGREEMENTS

set within the group

CHALLENGE 12



PROMOTING ETHIC AND RESPONSIBLE PURCHASES IN THE CONDUCT OF BUSINESS

For Maisadour, it is essential to ensure and perpetuate the economic performance. It is inseparable from risk management such as the prevention of corruption, which is one of the major issues in business life. With its ethic charter, Maisadour formalized its values and ethical principles among the employees. A Group purchase policy and a code of conduct for the suppliers and subcontractors to strengthen it.

ETHICS IN BUSINESS

Preventing ethics and corruption is one of the major challenges in business life. An ethic charter provides some general orientations to the employees in terms of respect of the people, of the resources and of the normative environment. A risk mapping has also been established, in order to identify internal or external risks that may arise in the course of the activity.

These principles are monitored by the Audit Committee, a supervisory and monitoring body. It relies on the risk mapping and audits to monitor and reduce the risks and to inform the Board of Directors on the Group progress, both in terms of internal control and financial transparency.



DATA PROTECTION

Data protection is an imperative for any company to work in a secure environment and respect its customers and employees. In the digital era, these issues are even more important.

To ensure this, Maisadour has a Data Protection Officer (DPO), who is responsible for deploying the GDPR compliance to all the Group entities and a Data Legal Drive tool, which makes it possible to monitor this compliance and the use of personal data. They certify the compliance with the various regulations.

RESPONSIBLE PURCHASES

Maisadour continues its desire to structure its purchases in a responsible way and has defined the baseline of its policy. A Group purchase policy guides the operations and has developed several tools to ensure responsible and ethical purchases. Besides, a supplier code of conduct introduces our values and principles and an internal supplier audit grid. Finally, an Ethic Charter provides some general orientations for the provision of foreign workers for one of the Group companies.



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MAÏSADOUR ANNUAL REPORT

FISCAL YEAR FROM THE 1ST OF JULY 2021 TO THE 30TH OF JUNE 2022

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