

POLICY, STRATEGY & COMMITMENT 2025 –

The company ended the year with a significant reduction in activity compared with the previous year, due to food price inflation and the resulting decline in market consumption. We have made every effort to limit the impact of this new crisis, and our financial results are in line with our investment commitments and strategic choices. The reorganization work and the forecast upturn in consumption should enable us to stabilize our business and thus maintain the company's management for the coming year, which is our main objective.

We need to accelerate our development around the strategy on which the company was founded: quality fundamentals, an innovative product offering, high product taste quality, cutting-edge customer service at a level of economic performance that needs to **be reaffirmed**.

This overall commitment to these objectives will enable us to realize our corporate project. To achieve this, we need to :

1. **Control** the sourcing of raw materials, from supplier audit to receiving protocol, certifying flawless sourcing, material traceability and qualified evaluation of incoming items.
2. **Protect** our products against malicious acts. Use Food Defense and Fraud analyses to limit risks and potential fraudulent manipulations.
3. Maintain FSSC 22000 certification, guaranteeing our customers food safety, compliance with legal requirements and product conformity.
4. **Progressively deploy** measurement and control tools (X-ray, in-line sensor, etc.) to meet changing customer needs, supplier expectations and identified market trends.
5. **Develop** a management structure that ensures the stability of our teams and supports their skills development through training. Deploy a culture of safety for food, people and company assets.
6. **Prepare** for product renewal and innovation, which contribute to gross margin, by developing product creativity and reviewing recipe formulations and manufacturing processes.
7. **Manage** flows by optimizing inventory management and maximizing service rates, thereby controlling operating cash requirements.
8. **Take climate impacts into account** in the environmental strategy, by reducing material losses and food waste with a view to recycling the waste generated.
9. **Exploit** IT tools, continue their deployment and management reporting, to improve value chain management and performance.
10. **Stabilize** sales through various actions : reinforcing our “made-to-measure” service with our long-standing customers and deploying reinforced European prospecting as a growth driver, in order to stabilize sales at the 2024 sales target of 8,000 tons of products delivered.
11. **Optimize** administrative and financial management to ensure adequate resources, independent cash management and control of our legal organization.
12. **Develop** an ethical and anti-corruption dimension as part of our digital corporate social responsibility.

Quality is an integral part of our business. Every manager and every operator is responsible for it. Communication must be the tool by which these orientations are disseminated, understood and followed by measurable objectives. I am committed to providing each department with the resources needed to achieve our objectives: a voluntary training plan, an appropriate investment plan, and the development of the existing organization to improve company management.

Confident of your involvement, I believe in our ability to succeed in this evolution, in line with the objectives and values that I have always upheld.



Stéphane MALOISEL