

## POLICY, STRATEGY & COMMITMENT 2023 -

The company ended the year with very strong growth over the previous year due to material inflation and organic growth. We have done our utmost to meet customer demands and are recording good financial results consistent with our investment commitments. The work of reorganization and commercial deployment is consolidated with our key accounts, which should enable us to stabilize our activity and therefore the management of the company for the coming year, which is our main objective.

Our evolution must accelerate around the strategy that founded the company, quality fundamentals, an innovative product offer, a high quality of taste of the products, a sharp customer service in a level of economic performance, and which must be reaffirmed.

*This global commitment to these objectives will allow us to achieve our business project. For this, we need to :*

1. To control the supply of raw materials, from the audit of suppliers to the protocol of reception certifying a sourcing, a traceability of the materials and a qualified evaluation of the articles to reception without fault.
2. Protect our products against any malicious act. Use Food Defense and Fraud analyses to limit risks and possible fraudulent manipulations.
3. To maintain the FSSC 22000 certification, thus guaranteeing our customers, the safety of food, the respect of legal requirements and the conformity of our products.
4. To progressively deploy measurement and control tools (X-ray, sensor on line, ...) in order to cover the evolution of our customers' needs, our suppliers' expectations and the identified market trends.
5. To develop a management system that ensures the stability of our teams and their support in the development of skills through training. To deploy a culture of safety of food, people and goods of the company.
6. To prepare the product offer for renewal and innovation, which contributes to the gross margin, by developing creativity in products and services.
7. To manage flows by optimizing inventory management and maximizing service rates, thereby controlling the cash flow requirements of the operation.
8. To conceive the renewal of the product offer, by re-studying the formulations of the products, and by optimizing the manufacturing processes.
9. To exploit the IT tools, to continue their deployment and the management reports, in order to improve the management of the value chain and performance.
10. To boost sales through various actions: deployment of reinforced European prospecting on "custom-made" products with our historical targets and export prospecting, in order to stabilize sales at the 2023 commercial objective of over 10,000 tons of products delivered.
11. To optimize administrative and financial management allowing the adequacy of resources, an autonomous cash management, and the control of our organization with 5 legal structures.
12. Develop an ethical and anti-corruption dimension within our corporate social, digital and environmental responsibility.

Quality is an integral part of our activities. 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 necessary means to achieve our objectives: a voluntary training plan, an appropriate investment plan and the development of the organization in place to improve the management of the company.

I am confident that you will be involved and that we will be able to succeed in this development in line with the objectives and values that I have always upheld.

Stéphane MALOISEL

