

## POLICY, STRATEGY & COMMITMENT 2024 -

The company ended the year with a significant reduction in business compared with the previous year, due to inflation in food prices and the resulting decline in market consumption. We have made every effort to limit the impact of this new crisis, and our financial results reflect 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 over the year ahead, which is our main goal.

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

*This overall commitment to these goals will enable us to realize our corporate project. In order 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 creativity in products and services.
7. **Manage** flows by optimizing inventory management and maximizing service rates, thereby controlling operating cash requirements.
8. **Design** the renewal of product ranges, by reviewing product formulations and optimizing manufacturing processes.
9. **Exploit** IT tools, pursue their deployment and management reporting, to improve the management of the value chain and performance.
10. **Stabilize** sales through various actions: strengthening our "custom-made" service with our long-standing customers and deploying reinforced European prospecting as a growth driver, in order to stabilize sales at the 2024 commercial 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 corporate social, digital and environmental 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 it needs to achieve our objectives : a voluntary training plan, an appropriate investment plan and the development of the organization in order to improve the management of the company.

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 stood for.



Stéphane MALOISEL