



PRESS RELEASE

Inflation, climate, energy, geopolitics, technology

Even reaffirms the integrity of its model and continues its development

In these times of instability for the markets and for the environment, Even remains on a solid footing. In 2021, the Group's turnover increased by 7% to 2.3 billion euros. With the interests of its members at heart, Even will be sharing with them this substantial return - an amount unprecedented in the history of the Cooperative - following the vote at the General Assembly.

The Group is stepping up the pace at which its sites are adapting to absorb the disruptions caused by changes currently affecting the planet: the ecological and energy transition, geopolitical tensions, volatility of the markets, inflation, technological changes, etc. But without losing sight of its mission in terms of food sovereignty, and never departing from its *raison d'être*: to make humans - members, employees, customers, partners, consumers and stakeholders - the lynchpin of its progression dynamic, by giving them the financial means that allow them to do so.

Summary of key figures:

- **€2.3 billion** turnover in 2021.
- **635** farms in the Even family, i.e. over **1,100** milk producers.
- **6,180** employees.
- **351** apprentices and study-leave workers welcomed to the Group in 2021.
- **16** establishments belonging to young Even members in the 2021-2022 season.
- a revenue of **€8.3 million** for return to members, submitted to the General Assembly for approval on 24 June 2022, bringing the price of milk to an **average €371,45 per 1,000 litres** for 2021.
- an allocation to the CSR-Amont Even fund of **€4 per 1,000 litres**.
- **1,000** projects carried out by members supported by the CSR fund.
- **€45 million** in tangible investments in 2021.
- incorporation of London-based **Marathon Food Ltd** following its acquisition in February 2021.
- acquisition of **Artimat** (Millau) and **Occitanie Distribution** (Albi) in November 2021, boosting the Distribution centre's FAFH activity in the south of France.

The global appetite for dairy products continues. Since the second half of 2021, dairy product prices have risen due to supply shortages as a result of the decline in global milk production and a still-buoyant demand driven by Asian consumption. This upward trend in dairy markets is set to continue in 2022 and beyond. **This is good news for Even and its members who have made milk their core business,** but there is other news that is less welcome. **The upheavals of the health crisis have given rise to inflation** due to the destructuring of supply chains. **The prices of energy and raw materials are skyrocketing,** undermining the competitiveness of farms and businesses. **These trends are exacerbated, of course, by the war in Ukraine.**

A historic return of revenue...

In this chaotic environment, Even remains firmly at the helm. The turnover increased in 2021 for all operating units. **The average price paid to members for milk with fat, protein and milk quality implications was 4% higher than in 2020.** The positive result for the Cooperative this year once again means **a substantial return of 8.3 million euros for members, corresponding, on average, to an increase of €20.06 per 1,000 litres of milk delivered.** This return is the largest ever allocated since the Cooperative was established. **It raises the average price of milk to €371.45 per 1,000 litres for the year 2021.** Added to this is the €150,000 grant for young members. Over the past season **16 young farmers joined the Cooperative,** bringing the total number of young members to 138 since quotas ended in April 2015. In an overall environment of decline in dairy produce, **Even is fighting to maintain a dynamic** by encouraging inter-generational transmission as much as possible, and by providing technical and financial support for young milk producers wishing to establish themselves.

Sustainable practices both upstream and downstream

Since 2020, a part of the profit returned to members has been conditional - through a CSR fund - on the implementation of projects to encourage sustainable agricultural practices. Since the fund was set up, Even producers have taken this on board and initiatives are multiplying across the territory.

The catalogue of projects eligible for CSR funding centres on progress in three areas, in keeping with public expectations and Laïta's CSR approach, Passion du Lait®:

- **Humans;** promoting the expertise of producers and improving safety, working conditions and income for farmers and their employees;
- **Animals;** improving commitment to practices that respect animal welfare;
- **Environment;** improving the carbon footprint of farms and preserving resources, water quality and biodiversity.

In 2021, over 80% of members benefited from the CSR fund. Close to 1,000 actions were supported, 48% of these relating to the Human issue, 29% to the Environment issue and 23% to the Animal issue. For the first of these, the Cooperative contributed mainly by **funding replacement days** to cover leave, training, excessive workload, etc., and providing **investment for working comfort** (automation, straw blowers, heat detection equipment, etc.). In terms of the environment, the actions financed mainly concerned the **conservation of water** and **reduction of the carbon footprint.** Even supports the protein autonomy of farms in particular, through the planting of multi-species fodder seeds, the covering of slurry pits, muck spreading with a burier, repairing access roads to pasture, the reconstitution of bocage and the installation of solar panels. **The comfort, safety and welfare of animals** are other important issues. The Cooperative helped to finance the purchase of trimming stalls, cubicle mattresses and massage brushes for cows.

The Even Amont teams help with operational implementation of the CSR fund in particular by enhancing the catalogue of eligible actions and supporting members in implementing them. In an inflationary and unstable environment, they strive to provide **the best service and ensure that products are available.**

In terms of Laïta, the CSR approach, Passion du Lait®, is part of a strong dynamic of progress and openness. In particular, it has manifested in the **'Moving forward together for the common good' consultation set up by Paysan Breton** to co-construct its CSR commitments along with consumers, breeders and employees. With this participatory approach, Paysan Breton is committed

to becoming an even more sustainable brand, involved in the ecological transition and open in its relationships with its stakeholders. But Laïta did not wait for the outcome of the consultation, scheduled for spring 2022, before moving on with sustainable development. All the corrugated cardboard used for tertiary packaging comes from sustainably managed forests (FSC®), and **the Crehen dairy, where Madame Loïk de Paysan Breton Whipped Cheese is made, has been certified an FSC® Chain of Custody** by Bureau Veritas (FSC® C172140). Also in 2021, Paysan Breton launched a breakthrough product - **the first butter container made of recyclable cardboard rather than plastic**. Ecodesign work continues in 2022 on the recyclability of soft cheese packaging. **The target is to achieve 100% recyclable packaging by 2025.**

Another step on the road to sustainable development: **Laïta and Even Distribution have joined the collective FREIGHT 21* scheme** to reduce gas emissions from their transport by between 5% and 10% by 2023.

To satisfy customers looking for local and innovative products, **Pam, an SME in the Even Développement division specialising in the production of frozen ready meals, launched around forty new products in 2021, a quarter of these organic products**. None of the new recipes contain additives, artificial flavourings or flavour enhancers. The majority of the raw materials they're made from are from Brittany and identified as 'clean label'.

Similarly, to accelerate the creation of value, **Saloir du Périgord commenced production of a 100% preservative-free premium dry-cured ham of French origin in June 2021**. The company has also developed cooking aids (slices and petals) which are available as clean label. In terms of investment, the recent modernisation of their industrial facilities has facilitated better control of the quality of refrigeration and energy savings.

In addition to the innovations developed internally, **the Even Group is continuing to explore new domains through open initiatives and collaborations at the service of innovative and sustainable agriculture and food**. The second Even'Up innovation competition, held in partnership with Le Village by CA Finistère and Valorial, presented awards to four start-ups from the nutrition, distribution and new technology sectors: Circul'Egg, Capsit, Thrasos and Fertinnov.

**FRET 21 is a scheme for hauliers in the Voluntary Commitment for the Environment (EVE) programme. EVEN raises awareness, provides training and supports transport and logistics professionals in improving their energy and environmental performance. The programme is supported by Ademe, Eco CO2 and professional organisations in the sector and is backed by the Ministry for Ecological Transition.*

Laïta consolidates its European standing

Upstream and downstream, it's all about the constant adaptation of organisations and tools to the challenges of the moment. To implement the transformations it considers necessary, the Group committed **45 million euros in tangible investments in 2021, 75% of these in the milk division**. Laïta investments are used to enhance the value of the product mix to support the income of 2,520 milk producers and the resilience of the model in an unprecedented inflationary environment. After investing in the pressed and soft cheese segment in recent years, **Laïta is now directing its investments towards the fresh spreadable cheese segment to support the double-digit growth of Madame Loïk**. The fromage frais production area at Laïta's Créhen site is the target of a multi-year investment plan to strengthen its production capacity.

The famous whipped cheese is targeted in particular for continuation of its export development. Last October, the marketing teams staged **their first advertising campaign on Flemish TV channels** in northern Belgium to attract new consumers. Laïta now sells 400 tonnes of Madame Loïk there and holds a 7% share of the market.

The incorporation of London-based Marathon Food Ltd, acquired by Laïta in February 2021, is going well. The company is a distributor of Mediterranean products, and is used by Eurilait, a subsidiary of Laïta, to deliver its supply of halloumi to the English market, where it is very popular.

With this first international expansion, Laïta is reinforcing its presence in Europe and extending its cheese offer to export markets.

At the same time, Laïta and Eurilait are organising their response to the new Brexit-related requirements to avoid compromising their commercial dynamics.

Overall, 25% of Laïta's consumer goods business takes place outside France, and represents 230 million euros in turnover. **All markets combined, one third of Laïta's activity is in exports.**

Even Distribution supports development in consumption patterns

The distribution division's activities fared well in 2021 thanks to the diversity of its clientele: commercial and collective catering, craft trades, private individuals and local shops.

The health crisis, which was marked by restrictions on restaurants opening for business and widespread telecommuting, has accelerated basic trends such as the rise of take-away sales, snacking, ready-to-use products and local and ethical consumption.

Even Distribution has taken advantage of these changes to showcase its strengths, diversify its offer and develop its business model. This is evidenced by the **buoyancy of home delivery activities, with Argel seeing a 20% growth between 2020 and 2021**. To focus on developing this model and continue its modernisation plan, in 2021 Even sold Artika, a specialist in the sale of frozen foods on a drop-off basis, to the bofrost group, the European leader in this sector. **The 'snack' segment of the sector was also strengthened with the acquisition of Artimat (Millau) and Occitanie Distribution (Albi)**. These two companies located in the south of France have 70 employees and a turnover of 25 million euros. They specialise in the distribution of fresh, frozen and dry products to a clientele of 3,000 bakers, patissiers and restaurateurs in Lozère, Aveyron, Tarn and Cantal.

In early spring, **the Bondu teams moved into their new premises in Saint-Martin-des-Champs (29)**. This new building represents an increase in storage space, enabling development of the travelling sales segment for bakery customers. In addition, the **Achille Bertrand company set up a new meat cutting workshop in Les Herbiers (85)** to increase its production capacity and improve working conditions for the team.

Even Distribution will use the year 2022 to continue the digitisation of its activities, which has progressed in spite of the pandemic, with **the launch of online retailers Réseau Krill and Alliance Atlanterra, and soon to include Argel**.

Challenges for 2022: recruitment and retention, containing inflation, environment and climate action

The number of employees in the Even Group has increased again, from 6,150 in 2020 to **6,180 in 2021**. However, successive lockdowns and telecommuting have changed working relationships, creating **problems in terms of recruitment in the global employment market**. This situation puts the human element back at the top of the Group's priorities. The social aspect of CSR will therefore be a major issue for Even in 2022, as it determines the Group's appeal as an employer and with its stakeholders. **Note that the Group welcomed 351 new apprentices and study-leave workers to its teams in 2021. 39% of the Group's senior staff are women**, a figure that has increased by 1 percentage point per year over the last ten years.

In addition to focusing on the quality of the working life of its members and employees, **the Even Group must contain the cyclical phenomenon of inflation in 2022**, by striving in particular for acceptance of the cost increases it faces both upstream and downstream, by its marketing channels.

Another important challenge, this one structural, is to **continue working towards the ecological and energy transition**. Reducing the carbon footprint of business activities is a challenge long-awaited by customers and society in general. The Group is working on this inescapable imperative in every part of its network, but can only progress to the rhythm of economic cycles and the pace of life (soil, plants, animals).

WHAT THEY'RE SAYING

"Global demand for dairy products is expected to remain strong over the next 10 years. Our Western region has many assets with which it stands out from international competition: favourable soil and climate conditions, competent farmers and farm workers, profitable grazing farms, cutting-edge tools for processing and enhancing milk sustainably, etc. The dairy industry should regain confidence, but the sector must still succeed in having the increases it is facing accepted, upstream and downstream. "

Guy Le Bars, Chair of the Board of Directors.

"Climate, geopolitics, technology, market, consumption - everything is going through a period of profound change. In this turbulent world, our cooperative model has stood up well, demonstrated incredible adaptability and is undoubtedly an asset in building our future. "

Christian Griner, Managing Director.

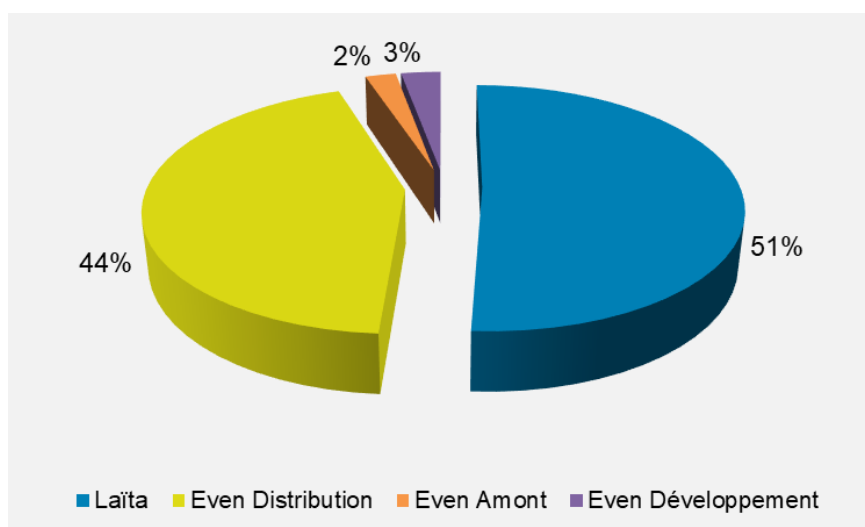
KEY FIGURES



Even key figures (consolidated)

	2021	2020	2019	2018
- Turnover (million euros)	2,275	2,135	2,260	2,165
of which Laïta	62%	64%	60%	59%
of which Even Distribution	24%	24%	29%	29%
of which Even Amont	13%	11%	10%	10%
of which Even Développement	1%	1 %	1 %	2%
- Employees	6,180	6,150	6,220	6,140
of which Laïta	3,150	3,020	2,960	2,830
of which Even Distribution	2,710	2,800	2,940	3,010
of which Even Amont	140	150	150	150
of which Even Développement	180	180	170	150

Split of employees by activities



Key figures for the Even Cooperative, the Group's parent company

(in millions of euros)	2021	2020	2019
- Turnover	281.3	273.6	282.3
- Result	18.3	19.2	19.8
- Profit returned to members	8.3	7.3	6.8
<i>representing an average of</i>	+ €20 per 1,000 litres	+ €17 per 1,000 litres	+ €16 per 1,000 litres