

CCPA GROUP

# THE ESSENTIALS

BUSINESS  
REPORT

2022



CCPA-G  
GROUP

## Editorial

“  
*We want to be agents  
of change and bringers  
of solutions.*”

### Mickaël Marcerou

Chairman of the CCPA Group



In an environment which has become increasingly uncertain, the CCPA Group still has all of its trump cards: it has demonstrated its resilience and continues to pursue its quest for sustainable development thanks to its diversified business model in terms of customers, expertise and geography.

Upheavals in geopolitical equilibrium, the economic balance of power, new climate conditions, changeable and paradoxical expectations from consumers, modifications to regulations and the impact of the new technologies... In a quickly developing environment, we must, now more than ever, adapt to and anticipate these developments to respond to the demands of the markets, all the while guaranteeing sufficient remuneration for livestock farmers and all of the other players in the sector.

In such a context, our ambition for 2025 really comes into its own because we want to be agents of change and bringers of solutions. In our strategic plan, BECOME 2025, we cover three major issues. The first is the inclusion of the

climate emergency, which is both a constraint and a tremendous opportunity, as it enables us to help our customers to lessen their impact on the environment. The second issue is to stimulate our customers' competitiveness by putting the emphasis on our innovations, our expertise, the quality of our offers and products, and our proximity to them on the ground. The third issue, of course, is to successfully complete our development projects so that they can help to create value for our stakeholders.

Thanks to the considerable talent of the people we work with, their commitment and their excellent mindset, and thanks too to the trust shown by our customers and associates, we are confident in the future and in our ability to face any challenges that may arise.

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# PROFILE

THE CCPA GROUP  
TODAY

## Interview

**François Pellet, General Manager of the CCPA Group, takes stock of 2022 and presents the Group's new trajectory for 2025.**



**François Pellet**  
General Manager of the CCPA Group

### How is the CCPA Group doing these days?

The CCPA Group is doing well, which can be seen in the financial performance 2022: our three business sectors have managed to safeguard their margins and grow, despite a difficult market context and high inflation. I'd like to congratulate the teams at the CCPA Group for their unstinting commitment, thank all our customers for their trust and loyalty and express my gratitude to our suppliers and partners for their support.

Other, non-financial indicators also confirm that the CCPA Group is doing well: we are an attractive firm that knows how to hang on to its employees. We are a respected innovative firm (25 publications and scientific presentations at international conferences in 2022). We are a firm that offers new customers and new markets its expertise and know-how. We are a firm that continues to develop partnerships (creation of KUMULUS for real time data gathering from livestock farms).

Another reason to be cheerful is seeing that the governance model put in place with our shareholders in 2021 is operating as it should. The same goes for our new system of organisation based on three business sectors. This method of governance and organisation has enabled us to forge closer ties and develop synergies between various units within the Group. They have also added to the excellent dynamic around the construction of our strategic plan, BECOME 2025.

### How did you go about devising this new strategic plan, BECOME 2025?

All of the teams at the CCPA Group threw themselves into the task in 2022 to come up with the strategic plan, BECOME 2025: it was a collective approach which, starting afresh from the basics (the market, customer needs, the competitive and technological environment, CCPA's strengths and weaknesses, etc.), helped us to sketch out a trajectory for transformation and profitable growth for the CCPA Group. The Board of Directors was involved too and played its role to the full during this phase of strategic brainstorming.

### What are the main focuses of this new strategic plan?

We have established eight strategic priorities, presented in this Business Report, with which we have associated fifty or so projects to be implemented over the coming three years. We have defined indicators for each of the eight priorities so that we can track any progress made in the coming years. A large number of CCPA Group employees are actively involved in implementing the projects: the correct execution of the strategic plan is now up to them. With the support of the Board of Directors, we are also making budget resources available to fund our projects.

# A new governance system



Subsequent to the reflection and definition phase around the CCPA Group's new governance system in the course of 2021, the new mode of operation was implemented at the beginning of 2022 with the creation of several bodies.

This new governance system sets out to be more collegial and more collaborative, with a Board of Directors united around a common plan, capable of checking the results, handling the governance of policy within the subsidiaries, assisting the Chairman in his various duties and defining future strategy.

This mode of operation began in January 2022 with the first meeting of the "Human Resources" commission, whose purpose is to monitor talent management strategy and general pay policy. Then, in spring, came the start-up of the "Finance - Audit - Risk" commission, whose remit is to evaluate and control any and all financial and fiscal issues within the Group.

In the same spirit and in line with the Group's new organisation, the Strategic Orientations Committees (SOCs) came into being with the

appointment of a senior director for each business sector, which is how Vincent Caillon came to represent the Feed Solutions & Services SOC, Armel Lesaffre the Farm Specialities SOC and Hervé Solignac the Functional Ingredients SOC. In 2022, the composition of these three committees was also extended to include the Directors of Animal Production at the companies represented on the Board of Directors to work on orientations and define the strategic projects in the BECOME plan.

In addition, with the objective of getting closer to the Group's teams, two video portraits of our Board Members were produced to get to know them better and understand their involvement in CCPA and their relevant cooperative.

# The Board of Directors

The members of our Board of Directors are farmers who also hold responsibilities within our six founding cooperatives.

Our board members are also involved each and every day in the Group's major strategic and financial orientations prior to their implementation by the Executive Committee, all the while continuing to run their own farms. It is an advantage

unique to CCPA as no one knows better that they do the issues that we face in the livestock sector. It also guarantees that we do not lose sight of reality and can develop relevant solutions for farmers.



**Mickaël Marcerou**  
Director of ARTERRIS and  
Chairman of CCPA



**Vincent Caillon**  
Director of TERRENA



**Denis Le Moine**  
Director of EUREDEN



**Guy Calmejane**  
Director of ALTITUDE



**Armel Lesaffre**  
Director of UNÉAL



**Hervé Solignac**  
Director of UNICOR



**Didier Andrieu**  
Representative of the  
FCPE  
CCPA Group

Since 1994, CCPA's staff members have a stake in the Group's equity and are represented by an elected employee who has a seat on the Board of Directors as a Director in his or her own right.

Watch the presentation videos on our Board Members



# The Executive Committee

One of the highlights of 2022 was the appointment of François Pellet to the post of General Manager of the Group effective 1 November 2022.

## Central Functions



**François Pellet**  
General Manager



**Edwige Thomassin**  
Cooperative Affairs Manager



**Jean-François Labarre**  
Deputy General Manager



**Maëg Videau**  
Administrative and Financial Director



**Catherine Barbier**  
Human Resources and Communication Director



**Thierry Le Sausse**  
Industrial Director



**Janic Gouhier**  
Supply Chain Director



**Arnaud Wiczorek**  
Research and Innovation Director

## The Business Units



**Émilien Dupuis**  
Feed Solutions & Services Director



**Clément Le Ricousse**  
Farm Specialities Director



**Andrés Ortiz**  
Functional Ingredients Director

# Key Figures

**176 m€**

Turnover

**499**

Members of staff

**7**

International subsidiaries

**14 m€**

EBITDA

### Breakdown of consolidated turnover in 2022 by geographic area

Active on four continents, the CCPA Group and its seven subsidiaries combine expertise and innovation to become a trusted business partner in animal nutrition and health in no fewer than 60 countries.

**+36%**

FRANCE



**26%**

IBERIAN PENINSULA



**16%**

EMEA



**20%**

AMERICAS



**2%**

ASIA



# Human Capital

**CCPA is an international group whose employees, women and men from various cultures, are united in the same passion for their profession and who share common values: Creativity, Ambition, Respect, Efficiency (CARE)**

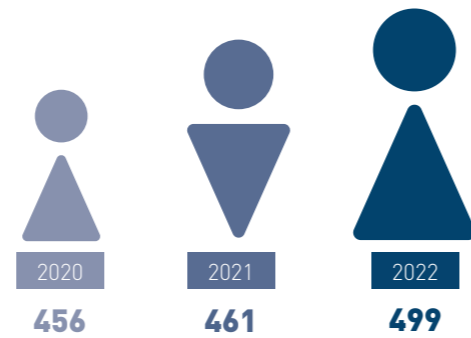
We have upheld these values for a number of years. They are a reflection of how we work: Creativity for that proportion of our work left to innovation to benefit our customers, Ambition for our will to implement those same innovations in the livestock sector and play an active role in its renewal, Respect for the importance given to following the rules and the fulfilment of the employees in their profession, Efficiency in our quest to continuously improve our organisations, as well as the competitiveness and sustainability of livestock farms.

At the end of 2022, the Group's consolidated workforce amounted to 499 people (as opposed to 461 in 2021), 44% of them women and 56% men. 53% of the workforce is based outside France.

In 2022, we welcomed nearly 100 new members of staff to the Group as a whole, 60% of them women, which characterises both the growing feminisation of our profession as well as our insistence on giving more and more responsibility to those female members who want it through internal mobility and recruitment.

The challenge facing us now is the success of their integration. They bring us new skills, new know-how and new ways of working, which all offer opportunities for enrichment and diversity within the Group. Though our integration programmes are surely a strong point, it is also our desire to improve them even more to encourage the wider influence of a culture and a feeling of belonging common to each and every one of our employees.

We are proud of our diversity and want to strengthen our international culture by stepping up exchanges and mobility between our various units. This will all



mean more opportunities for our staff to expand their skillset and be open to practices in other countries. These are the main HR-related issues covered in the projects linked to the strategic plan.

## Working in complete safety

In 2022, the Group achieved an occurrence rate (TF2) of 35.1 (number of accidents with or without stoppages/1,000,000 hours' work). This result is not good enough. Our ambition is to achieve a TF2 of less than 10 by 2025 at the latest.

Each employee, regardless of his or her job, must have the assurance of being able to do his or her job in complete safety and without any risk to his or her health. In 2022, we came up with a Group-wide major accident and health risk prevention programme.

This programme affects every site and endeavours to take into account both the material and organisational aspects as well as to develop a proper culture of safety, common to all employees.

# Our values

CREATIVITY	AMBITION	RESPECT	EFFICIENCY

# CARE

## Gender Equality Index

The action plan undertaken in 2020 throughout France is ongoing and is producing concrete results. From a score of 78 in 2020, we improved to 80 in 2021 and 84 in 2022. This result is still not good enough and we are continuing with our action plan. The goal is to exceed 86/100 by the end of 2023.



GENDER  
EQUALITY INDEX

84 / 100

CCPA -  
Deltavit  
France

# ACTIVITIES

CONSOLIDATING  
OUR  
DEVELOPMENT

## 3 activities for all round expertise in animal nutrition and health

### BREAKDOWN OF TURNOVER BY ACTIVITY

81%

#### FEED SOLUTIONS & SERVICES

High added value products  
and services, combined with  
recognised zootechnical  
and nutritional expertise

14%

#### FARM SPECIALITIES

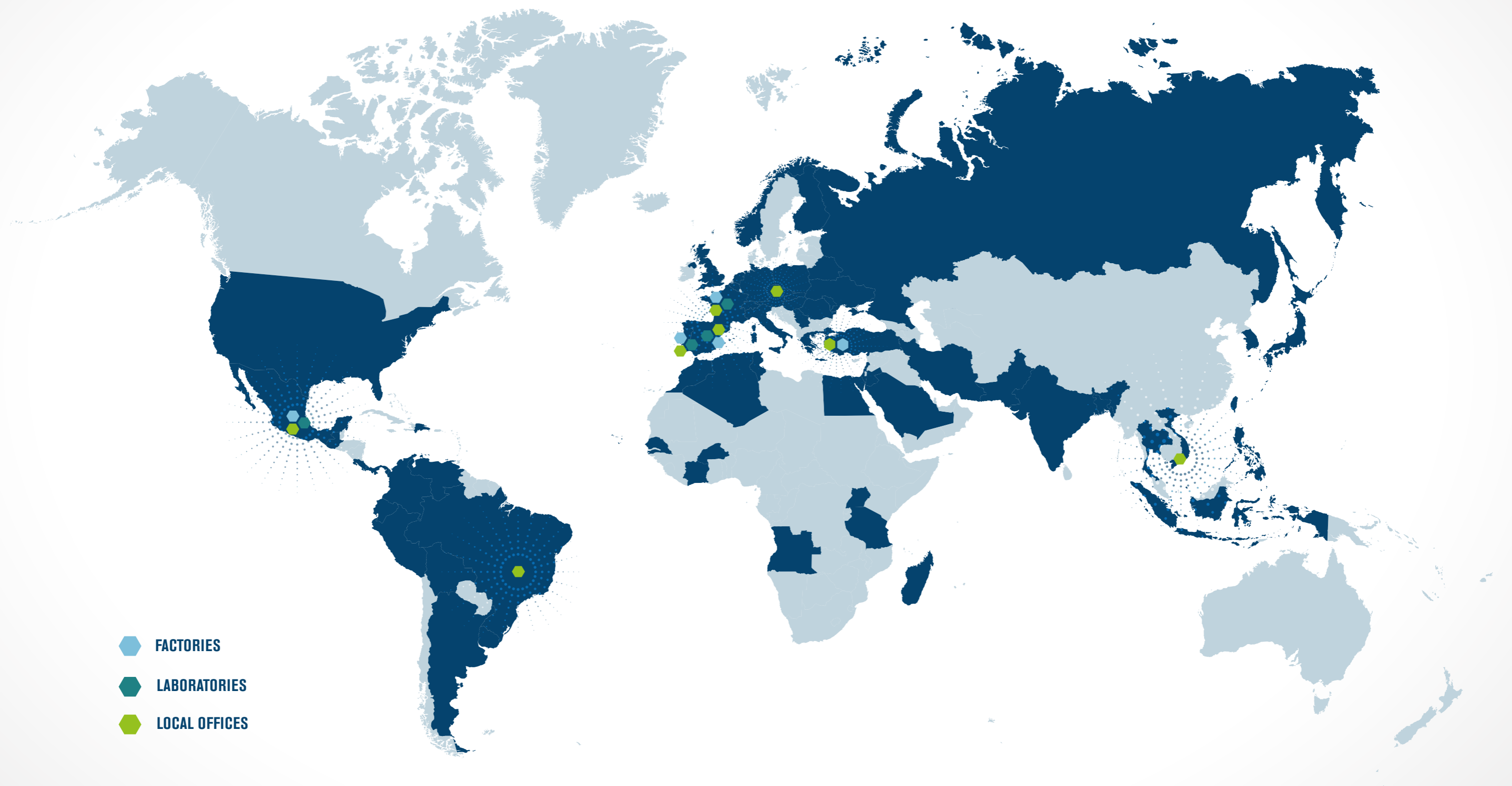
Feed supplements,  
minerals, lick blocks,  
hygiene products

5%

#### FUNCTIONAL INGREDIENTS

Additives  
and specific  
raw materials

# The CCPA Group operating in more than 60 countries





# Group-wide industrial projects 2022

The industrial roadmap has been drawn up around 4 issues: safety of people and facilities, industrial and logistics optimisation, operational excellence (deployment of Lean Management) and the technological services offer.

Implementation of the energy management policy within the CCPA Group was initiated at the Janzé site in 2022 (safety of the metering plan, installation of performance indicators and action plans to reduce our consumption by 15%) and will continue at every site in the CCPA Group. A service support offer in energy management for our customers has also been devised to help them to optimise their performance over time (sobriety and efficiency).

## Janzé Site (France)

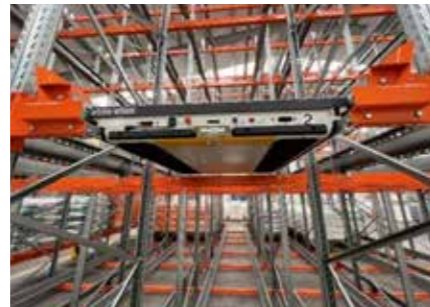
Factory fire safety precautions have been improved. The technical and strategic ingredients manufacturing tool has been finalised and optimised: hopper dosing modification for improved ergonomics at the workstation on intake and filtration throughout the workshop.

## Tréguieux Site (France)

2022 was marked by the continuing work on key issues at the factory (labels, packaging, productivity, developments in industrial IT, etc.) and the finalisation of testing for the production of effervescent tablets.

## Arcos de Jalon Site (Spain)

Installation of a dynamic storage system to optimise the storage of finished products (installation of storage racks with independent loading and unloading system using an automated shuttle).



## Santa Comba Dão Site (Portugal)

The piglet feed unit is fully operational and running efficiently after the investment plan that enabled us to renovate the entire factory process. The installation of two big bag emptying systems for poor flowing raw materials was finalised, thus ensuring industrial optimisation while cutting down on heavy lifting.



## Querétaro Site (Mexico)

The year was marked by the finalisation of projects to adapt the EURO-NUTEC offer to changes in the premix market and provide innovative solutions in disruption with market standards:

### Dedicated line for medicated premixes:

Started up in October 2022, this line provides a response to the growing demand for so-called "blank" premixes for farm animals, as well as for the pet food, horse and aquaculture markets. A specific line has been built to incorporate sensitive molecules requested by our customers, with an automation and traceability system.

### Manufacturing workshop to encapsulate essential oils and plant extracts:

This innovative tool comes from a technological development based on the principle of extrusion. It yields homogeneous pellets 600 to 700 microns in diameter which contain the active ingredients, and does not require drying or the use of excessive heat, unlike the technologies currently employed worldwide, like spray-drying. This process required two years' development work until it was given the analytical and zootechnical green light.

## Flagship Feed Solutions!

**feedstim**  
Unlock livestock potential

**ADAPT TO SUCCEED FOR ALL ANIMALS**

Optimal performances,  
High return on investment,  
Better animal comfort.

**Feedstim®, overtake challenges for high performances**

Because challenges in breeding context are both inevitable and unpredictable, a new nutritional approach allows animals to be more resilient and productive. Feedstim® are patented natural solutions which act directly on digestive and reproductive organs. Lactation is increased in ruminants and monogastrics while laying and growth are improved in poultry.

[www.ccpa.com](http://www.ccpa.com) **CCPA** GROUP

**Vivactiv**  
Committed to better production

**WE ALL STAND TO BENEFIT!**

Lower feed costs,  
digestive safety,  
a reduction in waste and  
in the carbon footprint.

Because we only have one planet, the VIVACTIV® range, a natural nutritional solution for ruminants, helps to feed people better by producing more milk and meat while limiting waste of resources and minimising the environmental footprint.

VIVACTIV® has demonstrated, through trials, improved utilisation of raw materials and fodder for more profitable farming.

[www.ccpa.com](http://www.ccpa.com) **CCPA** GROUP

**Thermo**

**Feeding your livestock right when it gets really hot: Looking for fresh ideas?**

Check out our nutritional and digital solutions!

**Observe the thermal comfort of animals naturally**

Because guaranteeing the thermal comfort of animals also means maintaining their performance and the income of breeders, the CCPA group has developed Thermo®, a complete range of solutions to meet the specific needs of each species:

- High-end nutritional solutions with specific plant active ingredients combined with patented manufacturing technology.
- Unique digital solutions, for manufacturers and breeders, in order to anticipate and better manage the impact of hot periods in breeding.

[www.thermo-heatstress.com](http://www.thermo-heatstress.com) **CCPA** GROUP

# A year marked by resilience and performance

In a particularly difficult year for the animal production sector and for our customers, the Feed Solutions & Services activity closed 2022 up in the majority of our regions.

## FRANCE

In 2022, the domestic feed market recorded an unheard-of situation with a fall in volumes of 6.6% which affected all species. This significant fall was the consequence of the health crises, farm closures, significant hikes in raw materials prices, etc. Despite this very difficult context, CCPA turned in a great performance and also improved its market share.

However, we note that performances vary depending on species:

- **Poultry:** This species was the most affected in the domestic market with a fall of approx. 10% in feed volumes as the result of an episode of bird flu. Paradoxically, it was on this species that CCPA also turned in its best performance, particularly in layers and breeders, with growth at some of our customers, and also thanks to the success of prospecting. Despite a subdued organic market, CCPA maintained its position as leader with practically 50% market share.
- **Pigs:** Despite attractive pricing for pork, farm closures continued or even worsened with the significant rise in the cost of raw materials and energy. This led to a fall in feed volumes (down 6%) in the domestic market. CCPA turned in a performance poorer than the market average, explained largely by the shortfall in business of one of its major customers, even though the dynamic was rather positive with all of the other customers. In 2022, CCPA turned in a good performance on the newborn feed market.
- **Ruminants:** The domestic ruminant feed market was also down in 2022 (1%). This fall is explained largely by decapitalisation at livestock farms. In this context, CCPA's performance was in line with market conditions in its premix business. Vivactiv<sup>®</sup> Feed Solutions continued to develop with volumes still growing thanks to good commercial impetus and an expensive protein context.



Nearly 80 participants attended the CCPA Group Monogastric Symposium with presentations and workshops to share the Group's latest scientific advances and knowledge of nutritional techniques.

## EMEA

2022 was a "hot" year for the EMEA region from a climatic as well as a geopolitical point of view. In 2021, the Russian market was one of our main pillars in terms of development in the region. Because of the conflict between Russia and Ukraine, our business in that country has been deeply impacted. 2022 was also a record year for our Thermo<sup>®</sup> Feed Solutions: the high temperatures, with peaks in excess of 40°C, helped to speed up the development of our heat stress solutions, thanks mainly to Thermo<sup>®</sup>Plus (ruminants).

At the end of 2022, CCPA solutions were on sale in 37 countries in the region. Our development can be explained in particular by the good performance in Türkiye (CCPA Turkey), the Czech Republic (IFRAMIX) and Switzerland. The year was also to be a year of major prospecting with the recruitment of three new people to develop the Middle East, Central Europe and Northern Europe.

## IBERIAN PENINSULA

### SPAIN

In Spain, the war in Ukraine and its various consequences made for a difficult first quarter 2022 for our subsidiary, NUTEGA. Subsequent months were impacted by a significant struggle to hang on to existing and win over new customers in a shrinking market. Despite all these difficulties, our teams managed to grow our business in comparison with 2021 thanks, in particular, to our Feed Solutions Thermo<sup>®</sup> and Vivactiv<sup>®</sup>.

The portable NIRS and the development of new calibrations also made it possible to establish close ties with our customers, who include some major players in the sector. The PORCISOST R&D project, undertaken in tandem with universities and integrators and supported by the CIEN programme (*Consortios de Investigacion Empresarial Nacional*), began in 2022 and made it possible to exploit fresh intelligence and new opportunities to improve the sustainability of pig farms.

### PORTUGAL

In Portugal, the business of our subsidiary, DIN, increased its turnover by 23.5% over 2021 thanks to a strategy based on customer proximity and services. Production increased by 9% for premixes and by 13% for piglet feeds. Our export business in the Portuguese-speaking countries also grew sharply (22%).

To meet the increasingly high demand in the Portuguese market for sustainability, DIN launched various initiatives: formulation, for example, using products that reduce the carbon footprint; active participation in national research programmes, such as R&W Clean, whose aim is to reduce the use of antibiotics in livestock farming, and the Eco-Pig project which aims to make fuller use of carcasses with less waste from entire boars undergoing fattening from the Alentejo and Bisaro races in a sustainable open air system.

## AMERICAS

At the end of 2022, our business had grown by 14% in South America. The good performance of Latin America and, more especially, of Ecuador and Panama, made a strong contribution to this result. The fall-off in business seen in Peru can be partially explained by the political instability in the country and the deep impact of bird flu. The prospecting work undertaken in the Dominican Republic, Colombia and Venezuela yielded its initial results, giving us a glimpse of an interesting outlook. For the time being, our product mix is focused very much on Feed Solutions and poultry in these countries.

Our business in Brazil, through our subsidiary CCPA Brasil, has fallen short of our expectations. The year nonetheless ended with some sound development leads and the rationalisation of our offers, which began to bear fruit towards the end of the year.

Our partnership with EURO-NUTEC in North America also made a significant contribution to the region's performance. In Mexico, the health context was difficult for pig production (PRRS, PEDv) causing a very high mortality rate in piglets on livestock farms (30 to 35%) and therefore a significant fall in the number of pigs to be fattened. Our business volume was nevertheless maintained in comparison with 2021 thanks to active prospecting. Work on the offer and organisation in poultry led to very significant growth in our feed volume equivalents in layers, with 30% growth over 2021. Finally, our ruminant business also developed strongly in the United States with our FeedStim<sup>™</sup> Dairy solution.

## ASIA

Our business in Asia was in decline in 2022. The impact of Covid and ASF (African Swine Fever) stopped us from putting new trials in place and customer visits were difficult, impossible even, in certain countries in the region.

The main country in the region is Vietnam and our flagship species the ruminant. Our solutions are used and recognised on some of the country's biggest livestock farms. Our strategy in the region is to develop new distributors in South-East Asia and to balance our species mix to secure future development.

# A year of consolidation that turned in some wonderful performances

**2022 was the first full year for the Farm Specialities activity and a year of consolidation. It was also a very good year for commercial development, buoyed up by France and the EMEA region. A few weaknesses were also identified but they will be converted into strengths thanks to the roll out of the new strategic plan, BECOME 2025.**

## A year of transformation

In 2022, the Farm Specialities activity experienced a number of changes thanks to the work and commitment of every team:

- Reorganisation of purchasing;
- Improvement work on the logistics chain;
- Recruitment of sales staff, etc.

### FRANCE

The France sales delegates team exceeded their initial objectives despite a difficult market context and changing internal organisation: it succeeded in developing its markets with new products and new customers. DELTAVIT emerged as one of the leaders in heat stress management during the summer of 2022.

Ruminant business remained dominant in France. Monogastric business was deeply disrupted by the bird flu episode and was therefore unable to develop in line with expectations.

### EMEA

The Farm Specialities business in the EMEA region was steady and exceeded the sales budget. It is still heavily reliant on the region's two subsidiaries, i.e. Türkiye (CCPA Turkey) and the Czech Republic (IFRAMIX).

CCPA Turkey achieved an exceptional year in terms of sales and provided strong support for growth in the region for the second year running. The products sold were intended principally for ruminants.

The commercial reorganisation of the EMEA region, initiated at the end of 2021, was put in place in the course of the year and the region was strengthened with the arrival of two new sales managers to develop the Middle East and Northern Europe.

### IBERIAN PENINSULA

DELTAVIT Spain, the subsidiary responsible for Farm Specialities business in Spain, turned in a very good year. Its portfolio focuses mainly on the Delta<sup>®</sup> Acariflash et Delta<sup>®</sup> Acaritec mite ranges. 2022 provided the opportunity to test the market with new solutions in the DELTAVIT range for other species with a view to our future development.

### AMERICAS

2022 did not turn out as we had hoped in terms of development despite strong growth in the region's business. The new partnerships set up in 2021 did not all bear fruit, particularly in Mexico. Conversely, the partnership in Ecuador was successful and the country's results tripled in 2022.

For its part, our Brazilian subsidiary, CCPA Brasil, really got going in 2022 in the Farm Specialities segment, with significant developments in products and trials.

### ASIA

Business in the Asia region did not match our expectations in 2022. Nevertheless, the arrival of a new sales manager in the second quarter and the redefinition of our sales strategy helped to throw up some promising new development leads.



*With record attendance of 105,000 visitors to the Sommet de l'Élevage exhibition, the Deltavit team was out in force to welcome visitors to our stand.*

# Sustained business and fantastic prospects in aquaculture

In 2022, the Functional Ingredients activity, run by NOVATION, was affected by the rise in the cost of raw materials and energy. Despite such difficulties, performance was very satisfactory with 20% growth over the previous year.

In 2022, the Spanish market accounted for 41% of sales and export for 59%, the goal being to reach 75% in export. The products derived from Butirex® C4 (sodium butyrate) account for 52% of sales and products from the biosecurity range for 38% of sales.

## FRANCE

France recorded growth of 55% over 2021 owing to the increase in the use of Butirex® C4 in various animal feed solutions. New projects are being developed around acidifiers.

## EMEA

Despite the crisis in Russia, business in the region grew by 13%, owing mainly to a good performance in new markets, such as Scandinavia, Morocco and Türkiye.

## IBERIAN PENINSULA

The Iberian Peninsula continued to be the region in which sales are highest, accounting for 48% of the total. These come from our subsidiaries, NUTEGA in Spain and DIN in Portugal, which incorporate functional ingredients in their formulas and also sell directly to the end user. Butirex® C4 has helped to open some doors with customers where it had proved impossible to get in with a Services Firm offer.

DIN, our Portuguese subsidiary, recorded 60% growth with a full range of products and services related to biosecurity in animal feed factories.



*EuroTier 2022 was a resounding success for the team with numerous fruitful meetings and discussions.*

## AMERICAS

Brazil and Mexico headed sales in the Latin America region. In the other countries, business was up by 48% despite political and economic uncertainties in several countries.

## ASIA

Growth in sales turned out to be disappointing in 2022, owing mainly to the discontinuation of collaboration with our distributor in China. It was therefore a year of transition to resolve the situation and find a new distributor.

## AQUACULTURE

For the last few years, aquaculture has really has the wind in its sails. To take advantage of the growth in this sector, NOVATION has tested and adjusted the formulation of its product, Butirex® C4, in order to meet the rather specific and complex requirements of players in this sector.

Thanks to the reputation of Butirex® C4, the Group's expertise and the support of our various partners around the world, interest in our sodium butyrate in aquaculture feeds has been confirmed.

We have begun actively selling in Türkiye, Indonesia and Brazil. The next step will involve putting those Feed Solutions on the market which were especially designed for aquaculture thanks to our efforts in R&D.



# INNOVATION

INNOVATING  
TO  
BUILD  
THE FUTURE

## A fresh impetus to meet the challenges that face us tomorrow

2022 was a year which saw major structural work on the Group's Research & Innovation (R&I) activities.

Composed of highly experienced staff, the R&I team is now stronger and more organised to guarantee our customers zootechnical and economic performance, while ensuring the sustainability of animal production. This new dynamic has helped to bring our various subsidiaries closer together, exploit our internal synergies and develop our network of partners.

“ *Innovation is a key growth lever for the Group. It is therefore everyone's business.* ”



**Arnaud Wiczorek**  
Research & Innovation  
Director

### THE MAIN OBJECTIVES OF THE GROUP'S NEW INNOVATION POLICY ARE:

1

**STEP UP THE DEVELOPMENT OF INNOVATIVE PROJECTS TO THE ADVANTAGE OF OUR CUSTOMERS FOR THE GROUP'S THREE BUSINESS SECTORS**

- Identify new market opportunities and meet the needs of our customers
- Develop products, expertise, high added value services

2

**EXPAND SCIENTIFIC AND TECHNICAL EXPERTISE ON OUR STRATEGIC PRIORITIES**

- Share scientific and technical data (results from trials, scientific publications) between the Group's various units
- Provide structure for scientific and technical support for the various business sectors

3

**ENSURE FUTURE DEVELOPMENT OF THE GROUP**

- Implement the strategy on the intellectual property of innovations (patents and trademarks)
- Comply with prevailing regulations in all territories

4

**ADD TO THE SCIENTIFIC AND TECHNICAL REPUTATION OF THE GROUP**

- Contribute to the worldwide distribution of the Group's scientific expertise
- Participate in the Group's policy on CSR and the sustainability of livestock farming

# Innovative projects to benefit of our customers

Efficiency and competitiveness, nutrition/health and behaviour, values of finished products, these are the three strategic pillars on which the CCPA Group's R&I rests.

The time we spent putting together the strategic action plan, BECOME 2025, gave us the opportunity to reassert the principal priorities of the Group's Innovation roadmap:

- Develop solutions to improve feed efficiency and formulation to encourage the competitiveness of our customers
- Work towards healthy, sustainable feed through demedication, better consideration of animal behaviour and reduction of the environmental footprint of the farm
- Encourage differentiation in our customers through the value of animal products (nutrition, health, environment)

These three priorities form a part of more than twenty innovation projects, including varying levels of risk and maturity. The aim is to continue to propose new solutions and fresh expertise to our customers and provide them with support in their daily endeavours. But the innovation process takes time, particularly in our field of business. Indeed, it takes an average of 3 to 4 years to develop new projects and products. Therefore, management of the innovation project portfolio is key if we are to achieve our ambition to release new solutions for our customers each year.

## Key Figures: R&I 2022

5 m€

Expenditure on Research & Innovation in the Group

20

Innovation projects under development

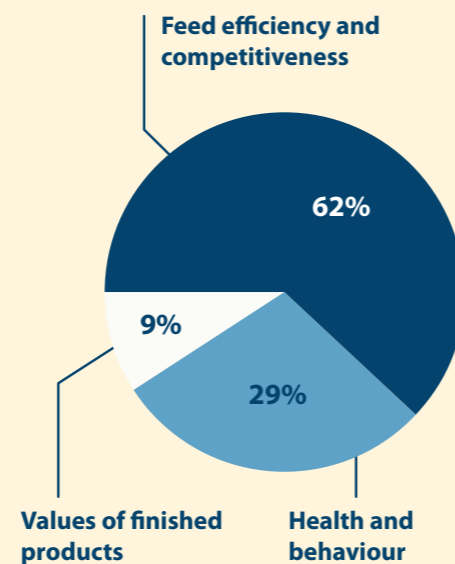
61

Experimental and field trials carried out

25

Scientific publications & presentations at international conferences

## Breakdown of innovation projects 2022 relating to the 3 strategic pillars



## In 2022, five themes accounted for 80% of the Group's expenditure on R&I:

- Knowledge of natural ingredients (phyto-expertise) and their benefits in fostering animal performance and health
- Adaptation of nutritional needs to farm context
- Digestibility, formulation matrix and knowledge of raw materials used in the composition of feed
- Environmental footprint of animal production
- Analysis of animal behaviour

# Research partnerships and experimental tools to develop solutions for the future

The acquisition and production of scientific knowledge are important undertakings if we are to keep the promises of our products and provide our customers with the best advice on their nutritional strategies. Therefore, the Group's scientific and technical teams are deeply involved in gathering, generating and circulating scientific knowledge based on literature reviews and in vitro and/or in vivo experimentation.

2022 was marked by intense scientific activity. Indeed, a total of 25 articles were published in scientific journals and presentations given at scientific conferences. Among the subjects covered extensively in 2022, we find issues related to climate change and solutions on how to adjust.

## Events for circulating new knowledge

The climate issue was also an opportunity to organise a scientific workshop at CCPA's head office in Janzé in May 2022. At this event, two professors from the University of Baja California in Mexico presented their results on the effects of heat stress on physiology and metabolism in pigs and adapting feed strategies. Indeed, understanding the action mechanisms in play is fundamental in deepening our expertise in managing heat stress and coming up with the right user instructions for our THERMO® solutions.

It is with a view to sharing knowledge that CCPA organised a webinar in February 2022 with academic partners from international scientific universities (Brazil, India, Greece and the Czech Republic). With the participation of more than 120 poultry specialists from 30 different countries, this event was a resounding success and helped to demonstrate the beneficial effects of combining turmeric and scutellaria in our nutritional solutions, like FEEDSTIM®.

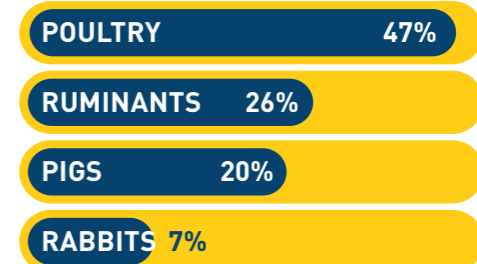


## Considerable experimental facilities

The CCPA Group owns a cutting edge experimental station, EURONUTRITION SAS, that specialises in the nutrition and management of monogastric farms. In 2022, more than 40 experimental trials were performed, allowing us to evaluate new additives and the efficacy of our products, and to develop fresh approaches to nutrition and formulation strategies.

The teams at CCPA also rely on a network of French and international reference farms which enabled them to run more than 20 field trials in 2022 and gather a lot of information from sensors in real time to fine tune farm management.

## Breakdown of in vivo trials 2022 by species



◀ From left to right: F. Robert, R&D Manager CCPA, N. Quilichini, Swine Specialist CCPA, A. Morales and M. Cervantes Ramirez, University of Baja California, P. Sakkas and D. Gardan Salmon, R&D Project Managers CCPA

# Analytical power at the disposal of the livestock sector

With three laboratories in Europe, the CCPA Group enjoys first rate analytical capacity to benefit its customers. The reliability of the results from each laboratory and the development of analytical, physical and chemical expertise is its primary concern.

The Group's three laboratories, based at its head office in Janzé in France (ARTEMIS) and at its two Iberian subsidiaries in Santa Comba Dão in Portugal (DIN) and Madrid in Spain (NUTEGA), have developed a cutting edge NIRS service (Near InfraRed Spectroscopy).

Today, the Group has a total of one hundred customers who use CCPA calibration graphs, which are regularly endorsed by accredited laboratories. Calibrations have also been developed and shared with all of the Group's subsidiaries.

## The benefits of NIRS technology

Regardless of the NIRS technology used, these methods offer interesting alternatives to conventional chemical methods. The overriding interest for the user lies in its rapid execution in comparison with a conventional chemical analysis.



NIRS provides a rapid and accurate analysis of the nutritional value of raw materials and finished products to result in optimum feed formulation.

“ The Group's NIRS offer lies at the very heart of what makes the CCPA offer stand out for its customers ”



Jose Ignacio Ferrero, Nutega Formulation Specialist

The quality of the results obtained by NIRS also depends largely on the quality of the standard chemical methods used. This is why rigorous monitoring of predictive models with high quality chemical analysis yields very the satisfactory quality of NIRS values. To achieve this, the ARTEMIS and DIN laboratories use chemical analyses conducted under COFRAC accreditation to guarantee optimum quality. The DIN laboratory is, in any case, the first Portuguese laboratory to be awarded NIRS accreditation in raw materials and animal feed.

## NIRS, a constantly developing technology

Thanks to the new technologies, NIRS units can now be remotely controlled through online systems, which guarantees the quality and reliability of their operation. Existing data have also made it possible to develop very handy portable units to provide immediate evaluations of fodder on farms and enable checking and rapid correction of diets.

In our sector of animal nutrition, in which the range of ingredients is constantly changing, new equations are developed on a regular basis by laboratory formulation teams and laboratories to characterise new ingredients and new parameters to understand them better and offer our customers constantly refreshed expert advice.

# Farm data at the core of the farming sector: from gathering to prediction

Digital technology and data analysis are vitally important and eagerly awaited by the animal production sector. 2022 enabled the CCPA Group to lay down solid organisational and structural foundations to become a go-to player in the field in the coming years.

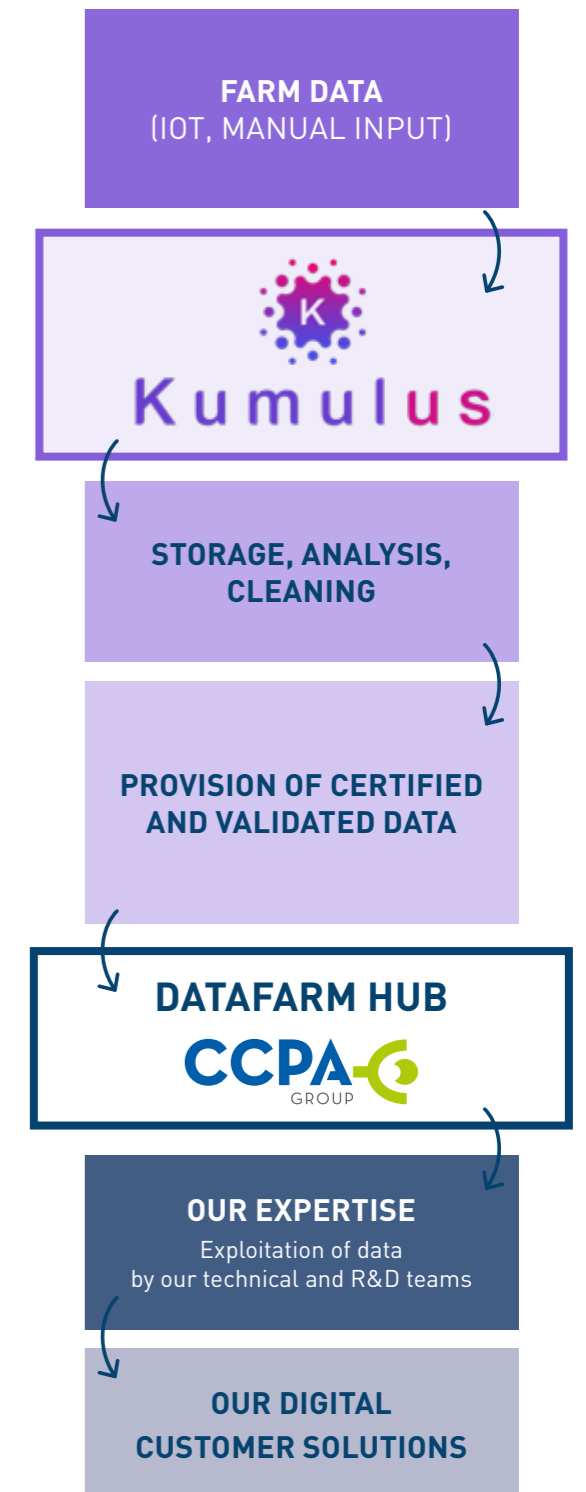
CCPA has been involved in developing digital tools for its customers for many years. Since 1987, we have provided our customers with feed rationing software for ruminants - Chorus® - for which we are the market leader in France with more than 1,000 users. We have also developed decision-making tools, such as the Thermotool® application, which provides an objective estimate of the danger of heat stress in livestock and any losses.

## Automated gathering of farm data

The constantly developing connected equipment used on farms now allows access to a remarkable quantity of dynamic data. Since 2017, the Group has been developing its expertise in the automated gathering, processing and exploitation of these farm data for its customers in the ruminant, pig and poultry sectors. This exploitation is done using real-time performance indicators that enable early detection of performance issues, prediction of zootechnical performance and also suggest customised corrective measures.

In 2022, CCPA in tandem with a partner, created KUMULUS to industrialise the gathering, cleaning and formatting of farm data in order to expedite the development of new digital tools and provide its customers with new solutions to improve technical, economic and environmental performance.

The DataFarm hub was also created within R&D in the same year to pool expertise on farm data and experimentation, from fork to tablet. The aim of DataFarm is to combine experimentation in the field, data science to get the data to speak and digital technology to make its data available to our customers.



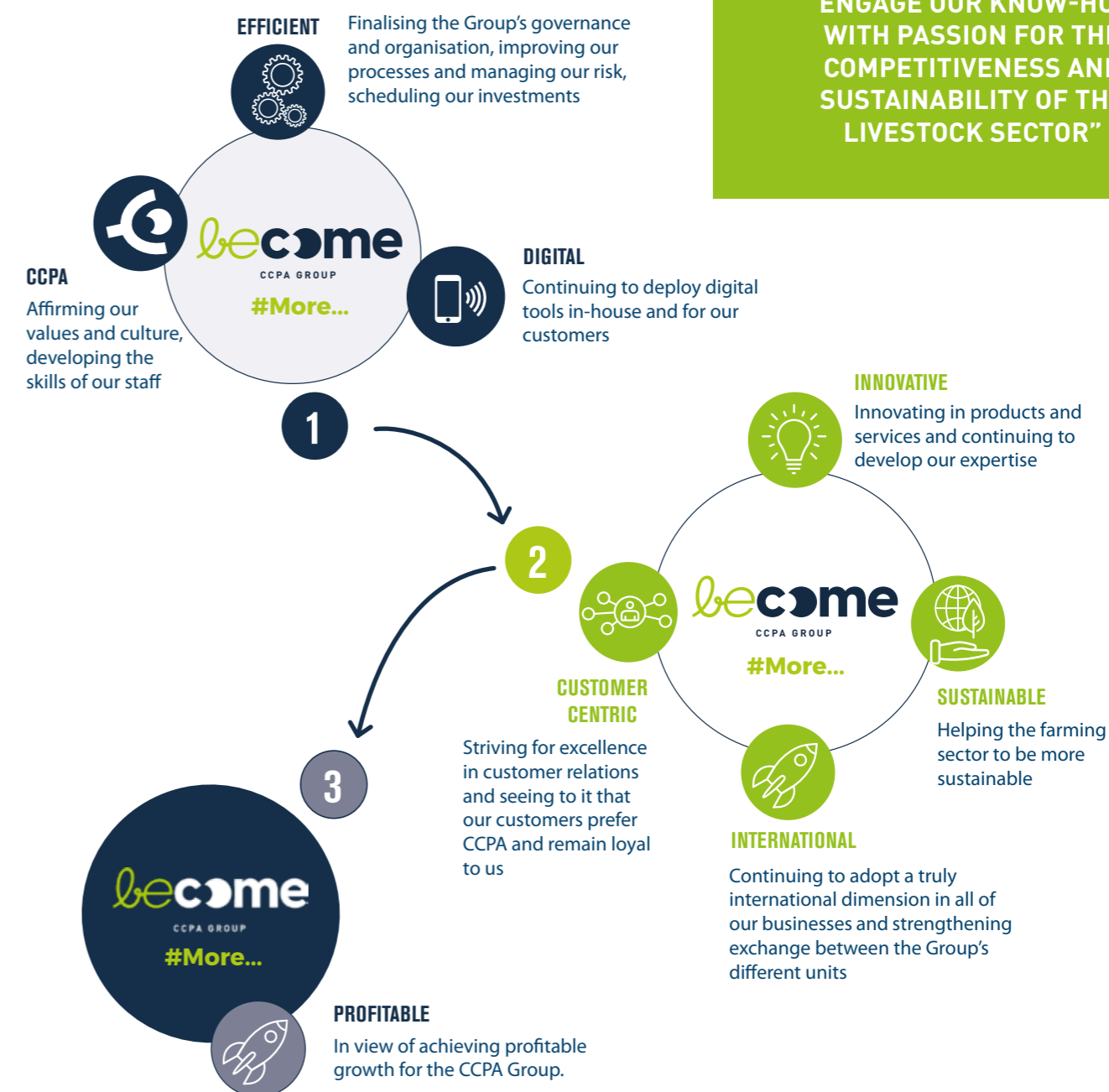
# STRATEGIC PLAN



## Strategic Plan: BECOME 2025

The CCPA Group is a solid group. But it must continue its ongoing transformation in an ever-changing environment in which we face some very demanding nutritional, geopolitical and environmental issues. Whence the choice of our name for the strategic plan that began in 2023: BECOME. This plan is there to set the course and the priorities in order to mobilise each employee to focus on the essential.

### THREE PRIORITIES CONCERN THE VERY FOUNDATIONS OF THE CCPA GROUP:



The Group's mission has been reasserted

**"ENGAGE OUR KNOW-HOW WITH PASSION FOR THE COMPETITIVENESS AND SUSTAINABILITY OF THE LIVESTOCK SECTOR"**





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