







HUGE CHALLENGES REQUIRE A HOLISTIC APPROACH

A report to mark our commitments and responsibility

We are living in a world full of huge challenges – perhaps greater than any previous generation. Industrial, technological, social, environmental... and ethical challenges. All of us, wherever we are, whatever we do, need to act in a responsible manner to tackle these challenges.

Here is our first CSR report: we want to share with you how Oberthur Fiduciaire is leading our industry in taking on these challenges and working with our customers to support them.

First, we want to show how our Group has been faithful to its values and history, cultivating CSR concerns and actions since its inception. Since 2015, in accordance with our five great values - expertise, trust, innovation, respect and integrity, we have developed a holistic and voluntary approach: we have put in place a *Sustainable Development Approach*, starting on one site and gradually extending to the group through the *Responsibility Europe*

label, integrated with our global management system, *Earth 365*, which is itself based on ISO 26000 and international ISO standards.

Deeply rooted in our history and our values, attested and supported by international labels and standards, our commitment is present everywhere in the group: it is at the heart of our management, of our anti-corruption approach, of our social policy, and of course, of our environmental actions.

As President of the group, I am firmly committed to this carbon footprint reduction program. I want to thank all of you, for this process forwase is driven on by a collective effort and spirit, and I do hope you will respond to the call for contributions that we have placed at the end of this booklet.

In 2023 our next CSR report will demonstrate our continued improvement, and our determination.

THOMAS SAVARE
President

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OBERTHUR FIDUCIAIRE HAS JOINED THE GLOBAL COMPACT IN JANUARY 2021

The Global Compact is the world's largest voluntary commitment to sustainable development (over 15,400 participants in 164 countries in Feb. 2021).

The Global Compact was launched by the United Nations in 2000 to encourage companies around the World to adopt a socially responsible attitude. It proposes a simple, universal and voluntary framework of commitment, based on 10 principles relating to Human rights, International Labor Standards, Environment and Fight against corruption.



THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT WITH AT ITS HEART 17 SUSTAINABLE DEVELOPMENT GOALS





NATURE, INNOVATION & SOCIAL RESPONSIBILITY LONG STANDING KEY CONCERNS IN OBERTHUR

Since the early days of Oberthur, in the middle of the 19th century, sustainability was already a key concern for our founder François-Charles Oberthur and his sons Charles and René. Butterfly and beetle lovers, both sons were brilliant entomologists, highly interested in nature and what we would call nowadays biodiversity. While developing industrial innovation, the family also implemented various social actions for their employees. Indeed, environmental and social responsibility, as reflected by our five values, is deeply rooted in the history of the company.

PASSION FOR NATURE IS A FAMILY TRADITION

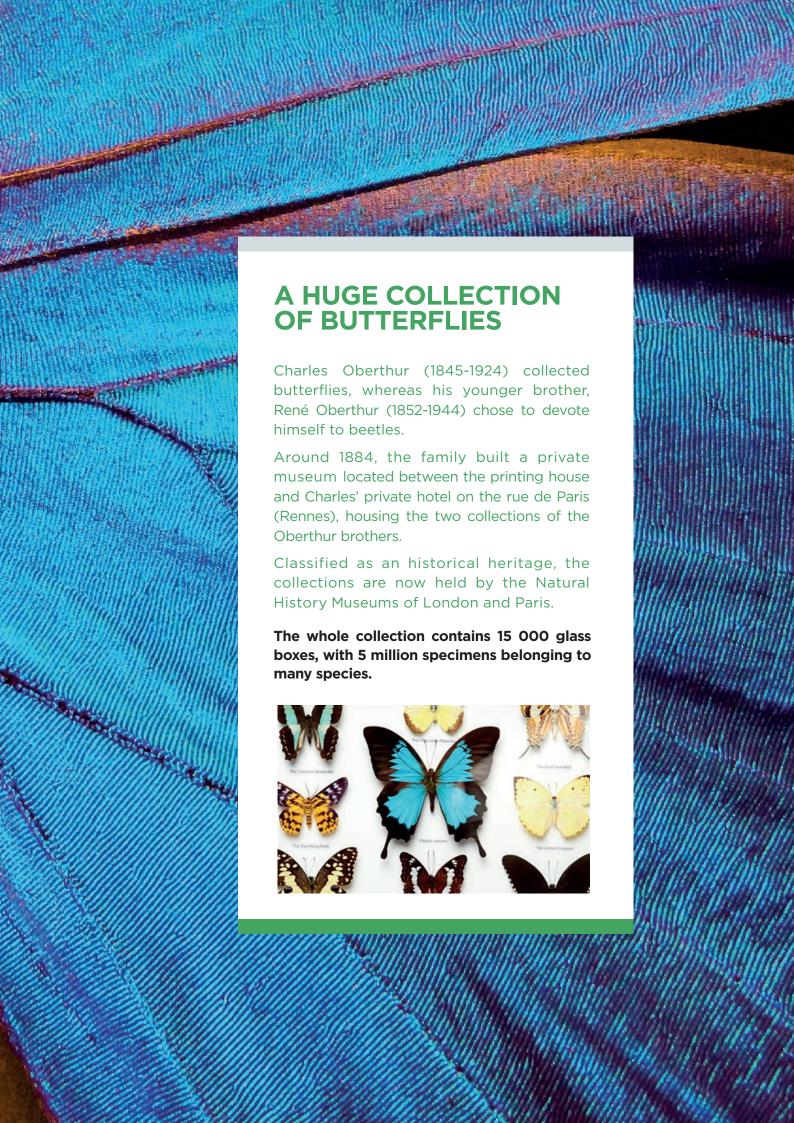




Printing is not the only trademark of this great industrial family of the 19th and 20th centuries. Very much in tune with the concerns of their century, the founders were interested in the understanding of nature and the methodical inventory of biodiversity.

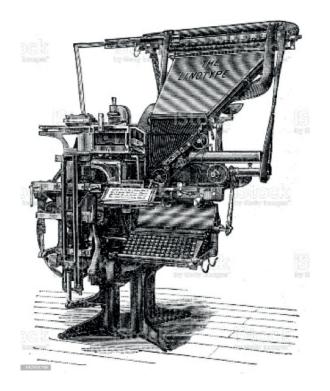
Charles and René were internationally renowned entomologists and collectors. Continuing a family tradition inherited from their Alsatian grandfather and father, who were butterfly enthusiasts, they built up two huge collections of insects. Charles started his first collection at the age of nine and in 1913, he received the Cuvier Prize from the Academy of Sciences.

As amateurs, they have done scientific work, not only by collecting but also by publishing specialized books on the subject. For the illustration of his publications, which he had printed in the family factory, Charles called upon talented illustrators such as A. d'Apreval and Jules Culot.



EXPERTISE & INNOVATION, A TRADEMARK OF THE HOUSE





This taste for science and advanced techniques was also obvious in the way the Oberthur family, constantly modernized the group, driven by the industrial revolution and the desire to stay the leader.

In 1888 a photographic laboratory was created, while electricity replaced gas for lighting. In 1889, the very new Linotype machine was set up, and in 1929 the offset technique was introduced in the printing workshop. In parallel, every effort was made to increase the training and expertise of employees.

SOCIAL RESPONSIBILITY IS DEEPLY ROOTED

François-Charles Oberthur - our founder - has been well ahead of his time in developing as from the 1840's a series of social measures to improve the well-being of its employees.

Deeply influenced by the doctrine of social Catholicism and industrial paternalism, he created a mutual aid society for lithographers, an industrial school for apprenticeship, a system of retirement and workers' savings.

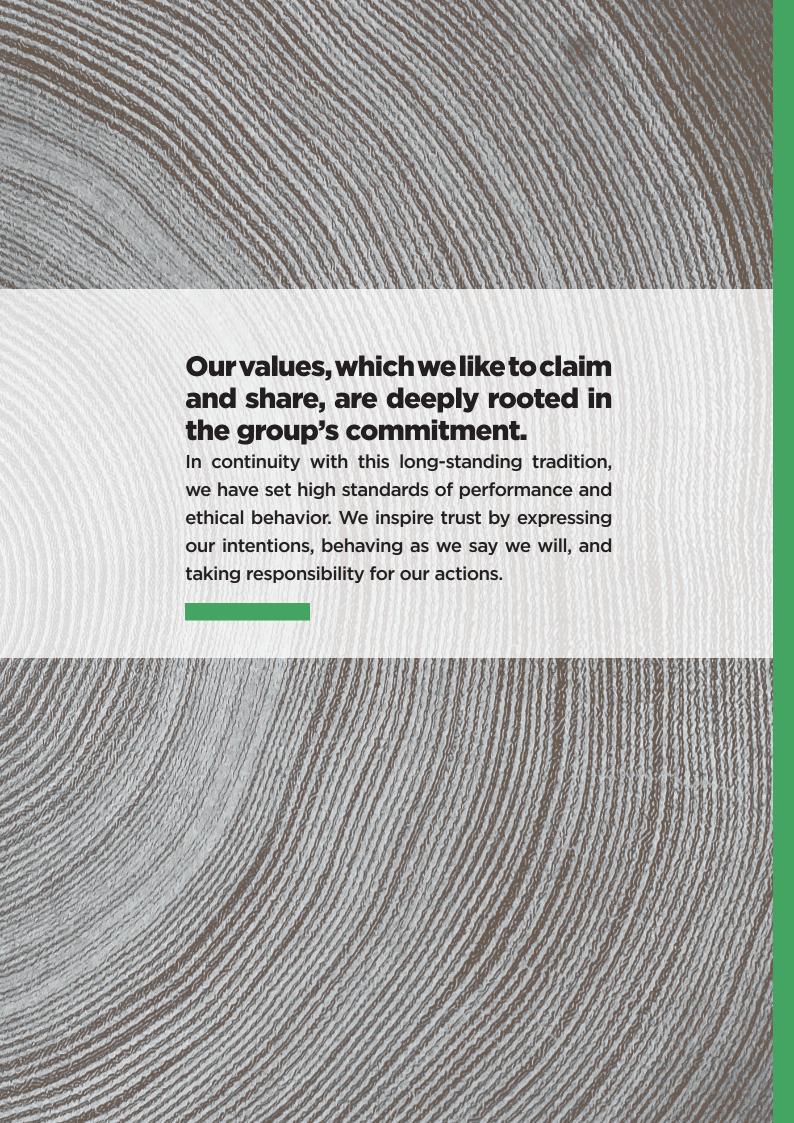
Moreover, to help employees express themselves fully and happily, he set up women days, a gymnastics society and a brass band.



THE GYMNASTICS SOCIETY AND THE BRASS BAND









"BETHE CHANGE YOU WANT TO SEE IN THE WORD"

Oberthur Fiduciaire is very proud of the way we structure our management & compliance corporate program, named Earth 365, and how it has become "front of our mind" in all that we do, at all times and throughout business.

To guarantee both the respect of our values and the efficiency of our management system, we have chosen to adopt ISO standards. In addition, thanks to the processes we have put in place, we have obtained the label *Responsibility Europe*.

PROGRAM

EARTH 365 OUR MANAGEMENT APPROACH & AGENDA

Inspired by the Climate Change Summit in 2015, we launched what we call our Sustainable Business Management System, Earth 365. It governs our systematic approach to becoming a better corporate citizen. Oberthur Fiduciaire's management has inspired and supported the ratinale for our Earth 365 policy.

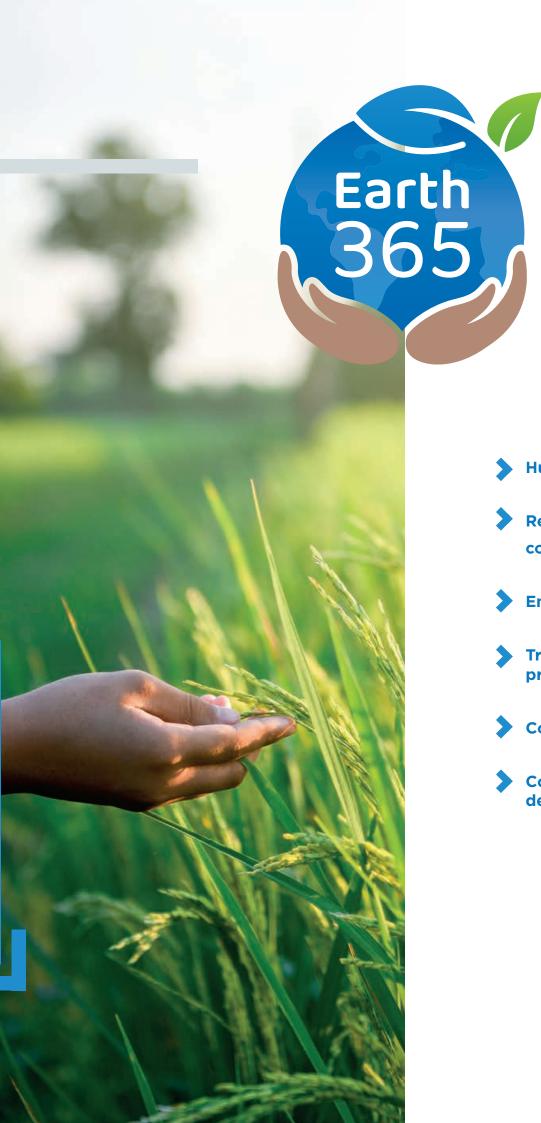
Through this program, we set our management agenda to cover all aspects of what we do in the Community, with respect to *Human Rights, Equal Opportunities, Environment, Business Ethics,* as well as how we work with our customers

The aim is simple - to take practical teps to improve our impact on the environment in all aspects of our procurement, producton and delivery cycles. This project is already approaching its 12th year, so we want to make it more visible and share the benefis with others.

GROUP AMBITION

RENNES, SOFIA, APELDOORN

Our chairman, Thomas SAVARE, who leads *Earth 365*, has set ambitious targets for all activities carried out at our banknote production plants in Rennes and Sofia and our papermill in Apeldoorn.



- **Human rights**
- Relationships and work conditions
- **Environment**
- > Transparent and fair practices
- **Consumers issues**
- Communities and local development

STANDARDS

ISO 26000: COMPETITIVENESS, SECURITY & ETHICS

Oberthur obtained its first ISO certification in 1995 for its quality management system. Since that date we have expanded our ISO certifications across the board. Our compliance corporate system is now based on international ISO standard ISO 26000. Our goal is and will remain to offer our customers competitiveness and security acting in an ethical and transparent way that contributes to the health and welfare of the society. Indeed, ISO standards manage almost everything we do.

CORPORATE SOCIAL RESPONSABILITY (CSR) CRITERIA

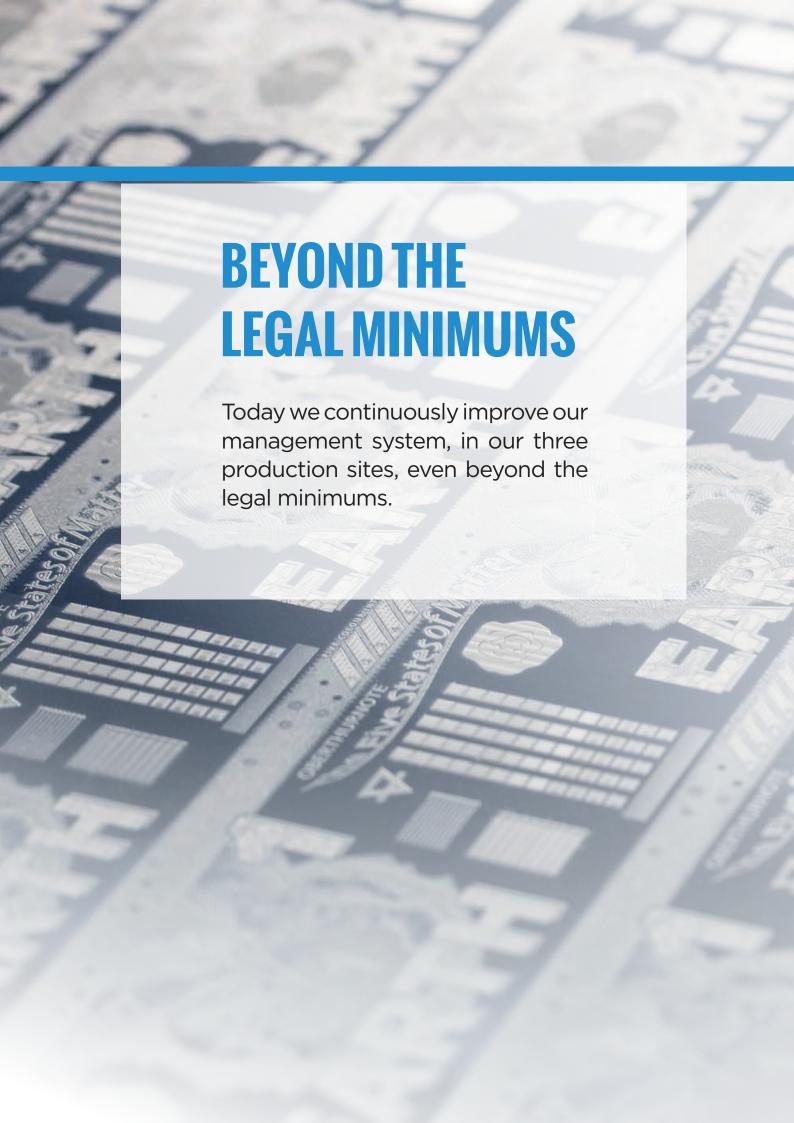
To guarantee quality for our customers, we control our entire supply chain according to *Corporate Social Responsibility* (CSR) criteria. We also take CSR into account in all requests for proposals for our service providers. And we work with our suppliers so that they follow this same approach.

RESPONSIBILITY EUROPE: EVALUATION, QUALITY CONTROL & ANTICIPATION

Thanks to the processes we have put in place, we have obtained the new international label *Responsability Europe*, based on the *Corporate Social Responsability* (CSR) labels.



This international label, based on ISO 26000 and Sustainable Development Goals of the United Nations, recognizes companies and organizations that are transforming and innovating with a strong commitment to a more responsible and sustainable world.



OUR 4 GUIDELINES

A TRANSPARENT EVALUATION METHODOLOGY

To measure the relevance of actions and their results, based on a solid and indisputable rating, according to the great *Plan-Do-Check-Act* (PDCA) logic, which triggers a continuous improvement.

AN ONSITE QUALITY CONTROL

By an independent third-party organization, recognized for its impartiality, expertise and ethics.

TAKING ACCOUNT OF THE EXPECTATIONS OF SOCIETY & THE INTERESTS OF INTERNAL AND EXTERNAL STAKEHOLDERS

To judge the performance and impact of our *Corporate social Responsability* (CSR) approach through objective and relevant information.

A SINCERE AND CREDIBLE COMMUNICATION

Obtaining the *Responsibility Europe CSR* Label sends a clear internal and external signal: that of a company that is committed to a process of change and continuous improvement and bears the consequences of its decisions.

Chapter TRANSPARENT AND FAIR PRACTICES

A VERY STRICT ANTI-BRIBERY POLICY, WHICH IS PART OF OUR CORPORATE CULTURE

Over the years, Oberthur Fiduciaire has acquired a worldwide reputation for probity and excellence that has earned the trust of its clients and partners. This trust is largely based on its corporate culture, which is founded on values such as integrity and respect for international laws and conventions. The group has adopted a zero tolerance policy on bribery in all its operations, sub - sidiaries and business relationships. To ensure compliance with this policy, a precise and strict Anti-Bribery Code of Conduct, which goes beyond compliance with international laws is adopted by all employees, whether permanent or temporary.

AN ANTI-BRIBERY CODE OF CONDUCT ADAPTED TO OBERTHUR FIDUCIAIRE'S ACTIVITIES



ISO STANDARD

The group was the first company in our industry to be certified and to adopt the ISO 37001 anti-bribery standard.

All collaborators and employees in the context of relations with our customers, suppliers, business partners and consultants must observe the same rules of conduct.

These rules, along with specific examples, are formalized in our *Anti-Bribery Code of Conduct*, a document attached to Oberthur Fiduciaire's internal regulations. All collaborators and employees must read, understand and sign it.

In addition to the behaviors strictly prohibited by anti-corruption laws, our code provides for and analyzes certain more ambiguous situations, referred to as *red flags*.

To anchor and consolidate good behavior, the company organizes targeted sessions of training for collaborators and employees at risk, with specialized lawyers, on the legal rules relating to corruption and the rules that make up our *Code of Conduct*.

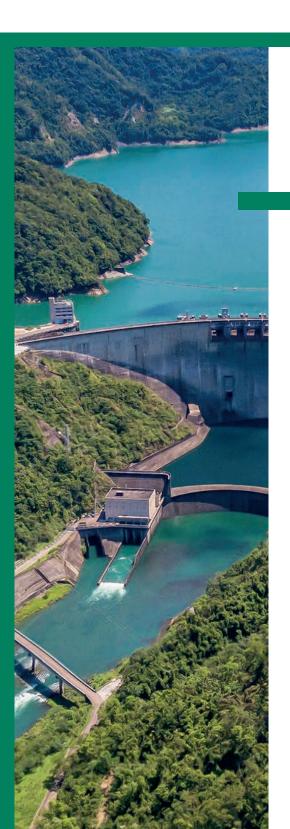




HOW WE CONTRIBUTE TO ENERGETIC TRANSITION & USE OF ECO-FRIENDLIER MATERIALS

Every day, like all the companies in the world, current events remind us of the vital necessity of taking care of our environment. But anyway, ecological awareness is in our genes. We are constantly striving to improve our procedures and products, in order to contribute to the energetic transition and durability reinforcement, by reducing our carbon footprint, using as much green energy as possible, recycling our waste, and devising new eco-friendlier materials to make our products.

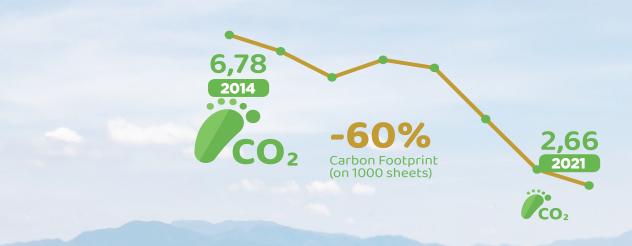
"REDUCE, RE-USE, RECYCLE": CONTRIBUTING TO THE ENERGETIC TRANSITION



Reduction of our carbon footprint & green energy

Since 2012, we have been developing a low carbon strategy. We carefully measure our emissions of CO2. We are partnering with our customers to reduce their production of carbon footprint.

Since 2020, we use 100 % sustainable electricity on our printing sites and since 2022, we have been integrating biomethane.



OUR IMPLEMENTATION PROCESS FOR A LOW CARBON STRATEGY

In 2020, we started to offer and carry out specific monitoring of the carbon footprint used to produce banknotes. This analysis is based on 347 key factors, from the raw material to customer delivery, with a monthly monitoring.

Furthermore, we can realize during the design phase a first life cycle analysis to optimize the carbon footprint on simple items like raw material or more sensitive ones, like specific production process.

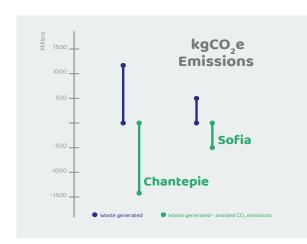
We have already helped several customers to improve the carbon footprint of their banknotes and we hope that it will become a common practice.

Re-use & recycle:

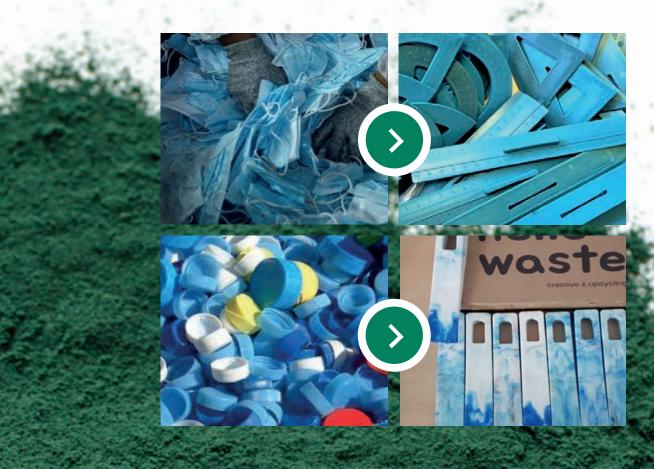
Waste management

We recycle 80 % of our waste through 65 creative treatment processes, focusing particularly on local synergies and low-tech.

The CO_2 emissions avoided by recycling are now greater than the emissions generated.



Our waste become raw materials for other companies, and we recycle, amongst other elements, the plastics generated by our production. With plastic caps, for instance, we make wedges to hold the paper flat; we recycle protective masks into school equipment; we send used intaglio inks in methanization, and we heat spheres to make spirulina grow.



DEVISING NEW ECO-FRIENDLIER SUBSTRATES FOR BANKNOTE PAPER



We try to offer our client the option to partially replace cotton by alternative fibres from local cultivation, such as abaca fibres.

Other alternative plants, such as eucalyptus, alfa, hemp, jute, kapok, sisal, are under study.



WE CONSTANTLY STRIVE TO PROMOTE PARITY, DIVERSITY AND WELL-BEING

Since its creation, the group has been attentive to the well-being of its collaborators through a constructive social dialogue. We have signed several agreements with our employee representatives to ensure the employment of young as well as older people, respectful recruitment of disabled workers and improve parity between men and women. We constantly implement concrete measures to enhance the quality of life at work: while uniting the whole group around a health and safety culture, we provide our employees with numerous social benefits - far beyond the legal obligations.

THE GENERATION CONTRACT

Our Group signed in 2014 an agreement to promote the integration of young employees, the hiring and retention of senior employees and to ensure the transmission of skills between new hires and senior employees.



The average age on site is about 40 y. 40 % of our recruitment are under 25, and 10 % over 50.

Employees over 50 years represent 22 % of the total workforce.

The average age in the group is 40 years old and the average seniority is over 10 years.

Recruitment of people under 25 and over 50 is encouraged.



TRANSMISSION OF KNOWLEDGE

OUR TUTORING PROGRAMME

All new recruits benefit from an integration session and an individual coaching for 4 weeks.

An internal tutor-referent is responsible for their training and support.

This allows us to ensure the transmission of knowledge and skills.



SPECIAL MEASURES FOR DISABLED WORKERS

The group complies with its legal obligations in terms of hiring disabled employees, but provides for additional measures and adapted work arrangements, such as a specific day off. More generally, the group also develops an inclusive work culture and fights against all forms of discrimination.

5,2 % of our workforce

PARITY BETWEEN MEN AND WOMEN

Concerning gender equality, we have put in place specific measures to ensure parity including equal pay.

These measures cover six topics: compensation, hiring and recruitment, occupational health and safety, professional promotion, work-life balance and career development. We also develop an anti-sexism approach.

We can measure progress through a grid of indicators.

W 39 %

M 61 %

QUALITY-OF-LIFE AT WORK: A PRIORITY







We provide many social benefits: sports coaching, design of workstations, support for new employees, accommodation for pregnant and nursing women, management and "building positive relationships at work" training, osteopathy care, regulation on the use of digital tools (telework charter, right to disconnect...).

We federate our collaborators and employees on company efficiency regarding several criteria, including safety, waste and energy.

As the health and safety culture is one of the 7 pillars of our management system, safety is taken into account at all levels (design, ergonomics, visual management). Working conditions and ergonomics are well monitored (investigation of near misses and minor accidents).

We have signed an "arduousness" agreement to prevent the effects of exposure to certain risks (handling, chemical, noise...).

To encourage ecological awareness, we have signed a "mobility" agreement which promotes less environmentally damaging transport (public transport, carpooling, cycling).

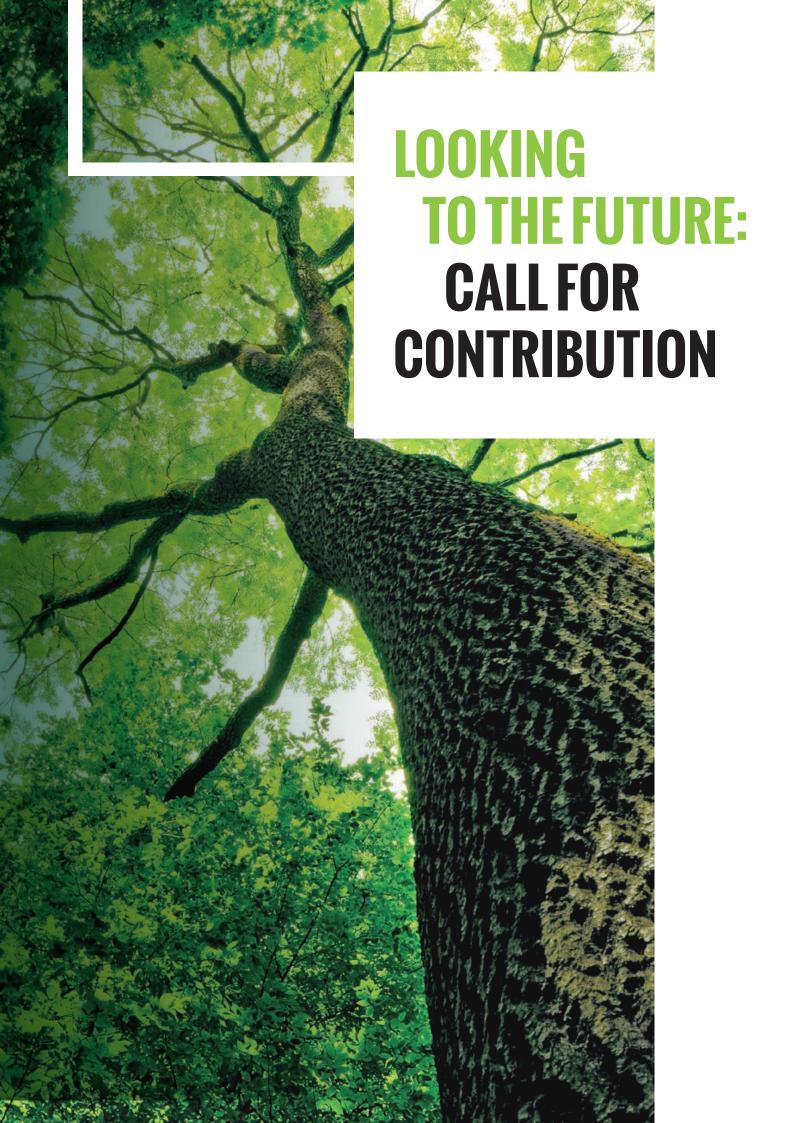


A PROFIT-SHARING POLICY

Our prevention is based on a participative approach to improve working conditions defined through an annual management program.

We have put in place a profit-sharing policy. Each employee can benefit from bonuses according to a grid of three indicators: production, quality, and continuous improvement. For this latter indicator, they can fill a progress report meeting three cumulative criteria: a collective and "quick-win" action, responding to one of the two management axes: Health/Safety or Environment/Energy.

The success of this initiative launched in Rennes has convinced us to roll it out to other industrial sites.



We are firmly committed to produce better while taking into account sustainability, and this report shows our group has already accomplished a lot.

However we are aware this is just a beginning: it is necessary to maintain the course and to move up to the next level through a continuous improvment process.

As we like to challenge ourselves regularly, we are constantly searching for the best practices: that is why we want to pass the baton to our collaborators and conclude this report with an open call for contributions.

LEAN MANUFACTURING APPROACH

In 2021, the Group has put in place a Lean Manufacturing approach.

This approach lies in two principles: KAIZEN (improving process) and MUDA (elimination of waste).

We are convinced that this collective approach will help us improve our production results while achieving our sustainable goals.



To all the collaborators, please feel free to express your ideas on how we can improve!

SEND US AN E-MAIL: earth365@fcof.com



Headquarters & Sales office Oberthur Fiduciaire SAS 7, avenue de Messine - CS 30003 75384 Paris Cedex 08, France Tél. +33 (0)1 42 99 77 00 Fax. +33 (0)1 42 99 77 90

banknotes@fcof.com www.oberthur-fiduciaire.com