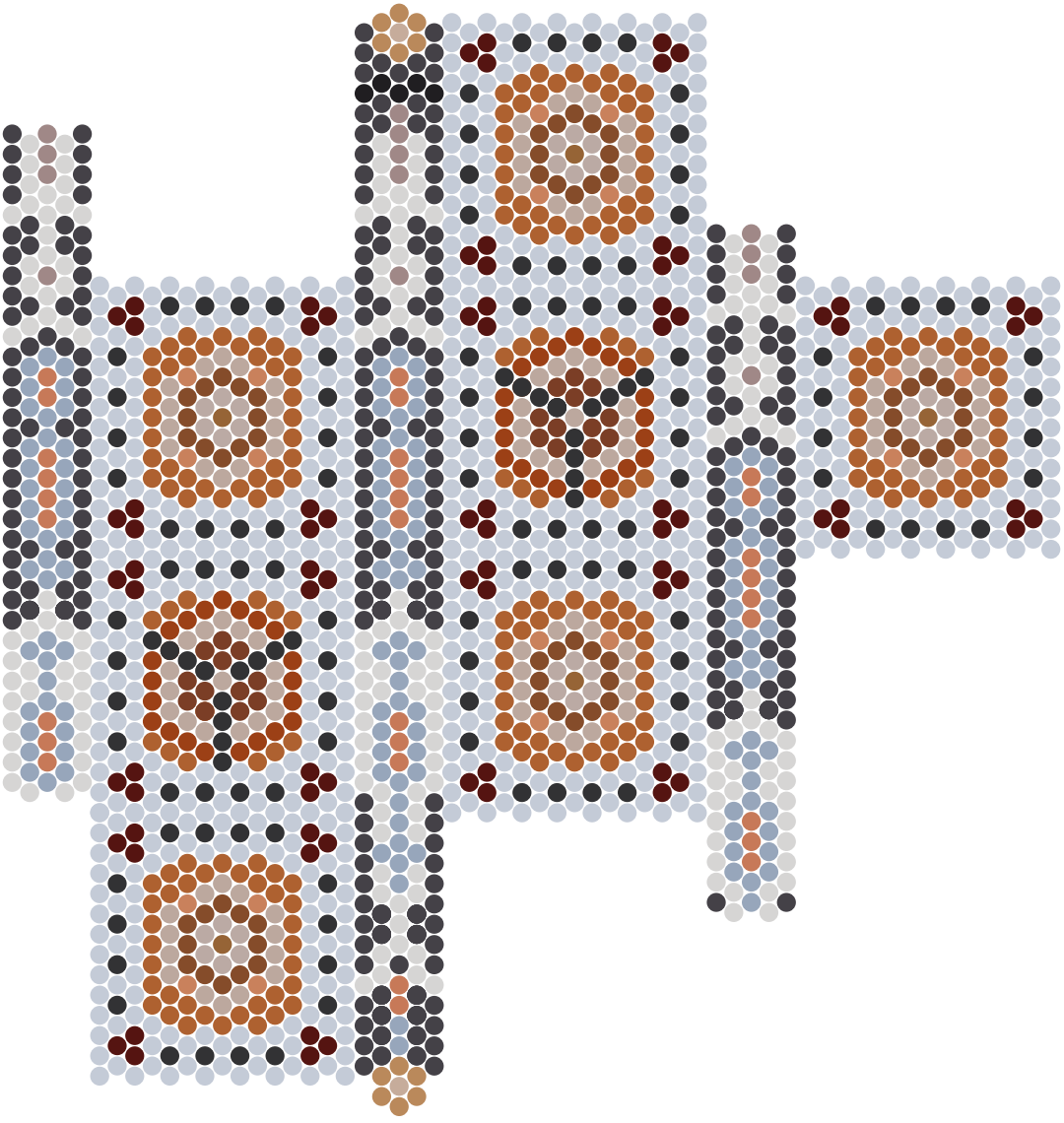
Creating Shared Value
Annual Sustainability Report 2020



21 Invest

→ **Palazzo Ancilotto, Treviso**
Work in progress

21 Invest

21 Invest

21 Invest at a glance

21 Invest supports mid-market companies based in Italy, France and Poland and makes them grow.

EXPERIENCE

28 **YEARS** of experience in private equity

INVESTMENTS SINCE INCEPTION

106

ASSETS UNDER MANAGEMENT[1]

1.0 €B

1 → The amount refers to the sum of the Net Asset Values of active funds and their residual commitments at December 31, 2019

Our values define our identity

Our values represent everything that is important to us.

They inspire us to behave in a concrete way and guide our decisions.

They give us the awareness of sharing more than a workplace or goals, instilling a sense of belonging that goes beyond the time and role of the company.

They make us to have an identity.

Recognizable and touchable through our way of doing.

Dynamism

We commit to improving and evolving year after year, innovating our processes and aiming to be an example for our companies, always welcoming change.

Entrepreneurship

We take care of our companies. Our team is driven by our entrepreneurial ethos and long-term commitment. Each member feels ownership over the work we do and works to improve our company and represent our values day in and day out.

Responsibility

We act with social consciousness. We work above all to align the objectives of investors, our portfolio companies and their communities because we firmly believe that companies that can meet society's most important needs at a profit are better positioned to generate long term growth and value.

Our journey to shared value

More than 10 years ago, we moved to an area still unexplored by most: responsible investment.

We understood that it was time for action and sustainable initiatives could have an impact on the future of our portfolio companies and their employees, suppliers, customers and local communities.

We continue to believe that it is important to do something today to build the future of tomorrow.

Each step taken along our path has led us to where we are today.

KEY EVENTS IN OUR JOURNEY

2009 • Signatory of PRI

PRI Principles for Responsible Investment

2010 • Established ESG policy and annual portfolio company monitoring

2013 • First annual PRI rating and pilot assessment reporting

2015 • First group sustainability report

2016 • Partnership with the Shared Value Initiative

Shared Value Initiative

• First Shared Value case study

FARNESE GROUP

2017 • Awarded the ESG Best Practices Honours by SWEN Capital Partners

ESG BEST PRACTICES HONOURS by SWEN

• Signatory of Carbon Initiative 2020

iC20

2018 • Second Shared Value case study

FORNO d'ASOLO

2019 • Shared Value workshop with FSG & Harvard Business School

HARVARD BUSINESS SCHOOL

Key figures[1]

ENERGY CONSUMPTION

138 M kWh

ENERGY EFFICIENCY AUDIT

44%

Of companies certify their energy management system[2]

GENDER EQUALITY

50:50

SOCIAL INITIATIVES

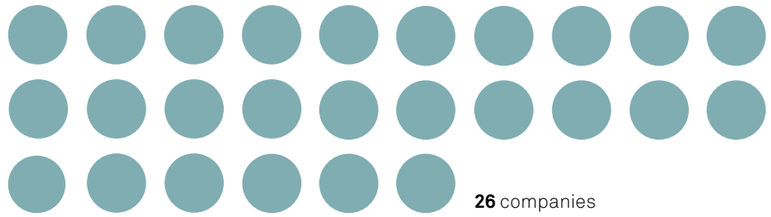
92%

Of companies have initiatives or best practices to support the community

1 → Figures refer to unrealized companies at December 31, 2019 of all active funds under management

2 → According to the directive 2012/27/EU

PORTFOLIO



26 companies

SALES

1.8 €B

EBITDA

205 €M

EMPLOYEES

10 thousand

This publication is subject to the following terms and conditions of use.

This document and its content is provided solely for your non-commercial use. Any reproduction or distribution of the content of this document, in whole or in part, or the disclosure of its contents without the prior written consent of 21 Invest is prohibited.

No rights whatsoever are licensed or assigned or shall otherwise pass to persons accessing this information.

All information and data herein have been obtained from sources we believe to be reliable. Such information has not been independently verified and we make no representation or warranty as to its accuracy, completeness or correctness.

Any opinions or estimates herein reflect the judgment of 21 Invest at the date of this publication / communication and are subject to change at any time without notice.

This document is based on information collated by 21 Invest currently available to it. All reasonable efforts have been made to ensure the accuracy of the contents of this document.

The material is for general information only and it does not constitute an offer, an invitation to subscribe for or an investment advice in connection with any financial instruments. This publication does not take into account the particular investment objectives, financial situation or needs of the recipients.

21 Invest disclaims any responsibility or liability in respect to any use of the content of this document.

By accessing or accepting this document, the recipient fully agrees to the foregoing.

Creating Shared Value
Annual Sustainability Report 2020

21 Invest

Table of contents

1
Our pillars
page 7

1.1
Long term experience
page 8

1.2
Focused investment strategy
page 9

1.3
Shared Value Perspective
page 10

2
Our approach
page 13

2.1
Our commitment to Shared Value
page 15

2.2
The steps of our approach
page 16

2.3
Responsible Investment
page 18

2.4
Sustainable Development Goals
page 19

2.5
Reducing carbon footprint
page 20

2.6
Sustainability and economic performance
page 21

3
Our policy
page 19

3.1
Policy
page 25

4
Our highlights
page 29

4.1
Shared Value workshop: in-depth look
page 31

4.2
Engagement
page 35

4.3
Case study: SIFI
page 38

4.5
Case study: Hollywood
page 42

5
Integrated summary per fund
page 47

5.1
Italy
→ Fund II
page 48

5.2
Italy
→ Fund III
page 58

5.3
France
→ Fund IV
page 64

5.4
France
→ Fund V
page 74

5.5
Poland
→ Fund I
page 80

6
Appendix: ESG details per investment
page 89

6.1
Italy
page 91

6.2
France
page 133

6.3
Poland
page 193

Social consciousness is the hallmark of our value creation strategy. Over the past years we have constantly worked to reinforce social consciousness in our portfolio companies and raise awareness of the evolving forces that companies need to consider in their strategy, including climate change, new technologies and new societal needs.

The dramatic outbreak of Covid-19 is a force of change that few were prepared for. In addition to devastating public health effects, it has generated exceptional circumstances on global markets and has caused everyone to change their priorities. It is becoming increasingly clear that even when the most acute phase of the pandemic has passed, we will be called upon to manage a long transitory phase.

Disruption is part of our job and in almost 30 years of business we have experienced all cycles. We successfully navigated through the 2007-2008 financial crisis, which required us to learn quickly and act rapidly.

Our job, today, as in the past, remains unchanged: to create the framework that favors innovation and growth of portfolio companies, maintaining a strong focus on sustainability. We need to meet this unprecedented challenge with a strong sense of solidarity, the spirit of recovery, the drive to move forward and, above all, without thinking things can start again as they were before.

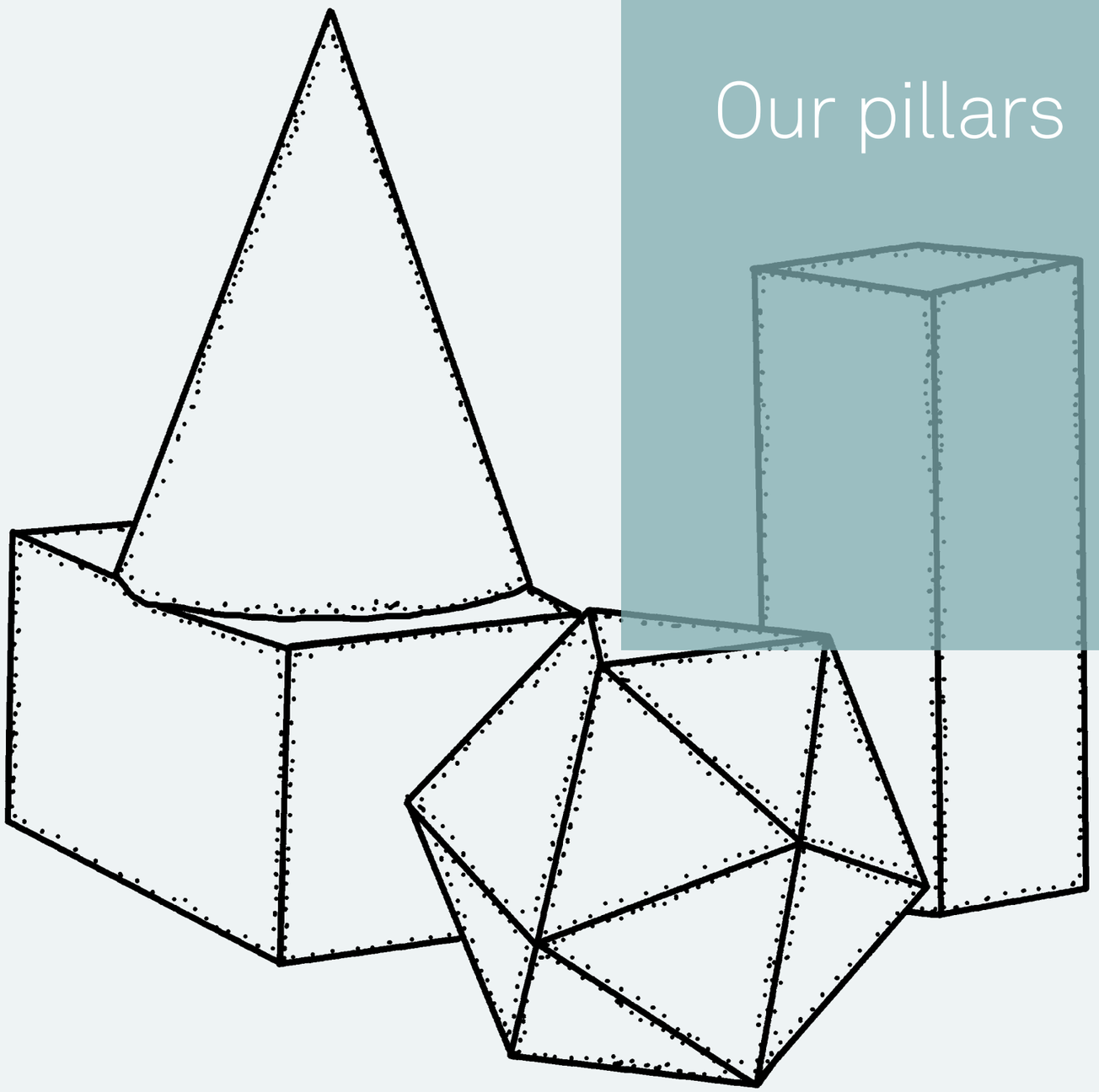
John F. Kennedy once said, “In the Chinese language, the word "crisis" is composed of two characters, one representing danger and the other, opportunity.”

We have to learn how to manage both of these aspects, with caution towards danger and courage in the face of opportunity. In this way, when everything is over, we will be stronger than ever.

Alessandro Benetton
Founding Managing Partner, April 2020

1

Our pillars



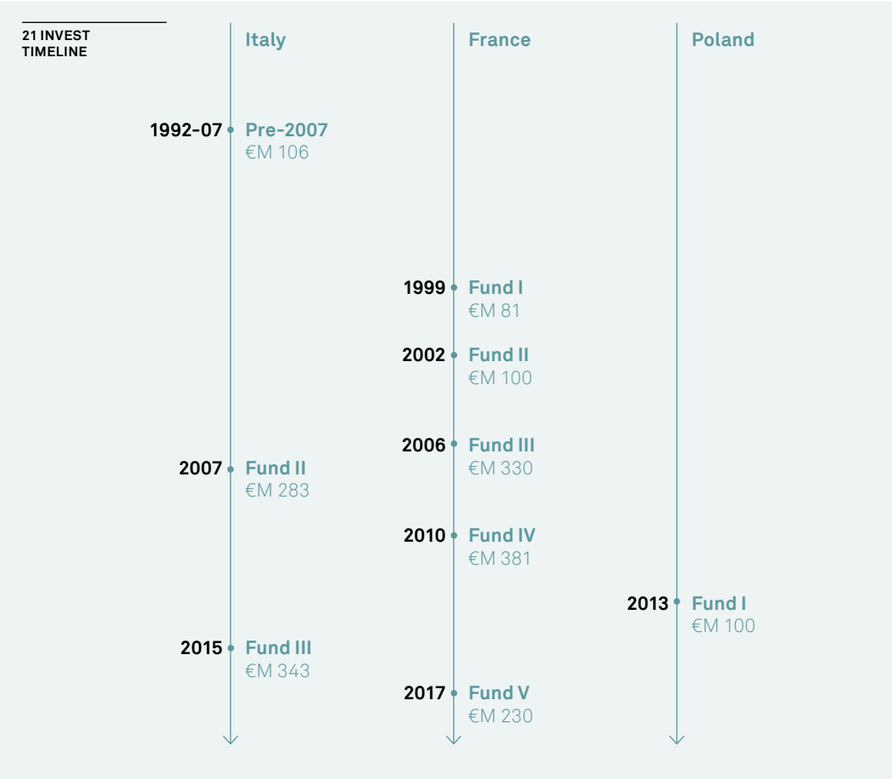
1.1 Long term experience

The 21 Invest group was founded in Italy in 1992 by Alessandro Benetton to invest in mid-market companies and make them grow.

In 1998, 21 Invest partnered with a local team in France with the scope of building a top-tier European group together. The development continued with the establishment of a new local team in Poland in 2013.

In these years of activity, 21 Invest has supported dozens of companies by helping them flourish sustainably and persistently.

"We have a history of almost 30 years of investing in the mid-market. This longstanding experience enables us to be a renowned mid-market player in Europe with the expertise to create a pipeline of quality investment opportunities„



1.2 Focused investment strategy

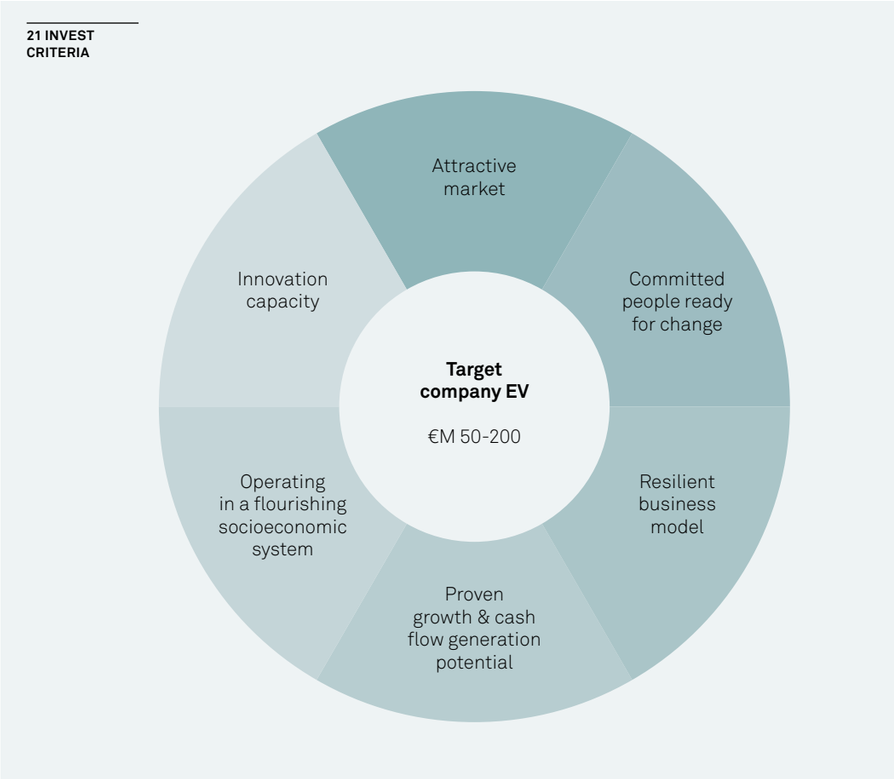
21 Invest typically invests in high quality companies, providing them with the tools and expertise they need to help them reach their full potential and pursue long term expansion.

The purpose guiding managerial decisions in all investment operations is **long term growth**, to be realized not only by supporting a company in its development but concurrently focusing on the socioeconomic ecosystem in which it operates.

This **social responsibility** has gradually become a key component of 21 Invest's value creation process, **allowing to build portfolios of good companies.**

What makes a portfolio company a good company?

- → Operations in sustainable and ethical industries
- → Generation of profit and value for shareholders without damaging society and environment
- → Organic job creation
- → Development of suppliers and clients to foster a fertile ecosystem
- → Benefit to society through private initiatives



1.3 Shared Value perspective

21 Invest believes that social impact and business growth can and should proceed at the same speed, because answering society's needs is a competitive advantage for companies.

In 2016, 21 Invest became the first private equity firm to adhere to the **Shared Value Initiative**, a project launched in 2012 by Michael Porter of the Harvard Business School with the intent to create a global community of organizations that regard solving social issues as an essential direction for business development[1].

21 Invest's approach to Shared Value is:

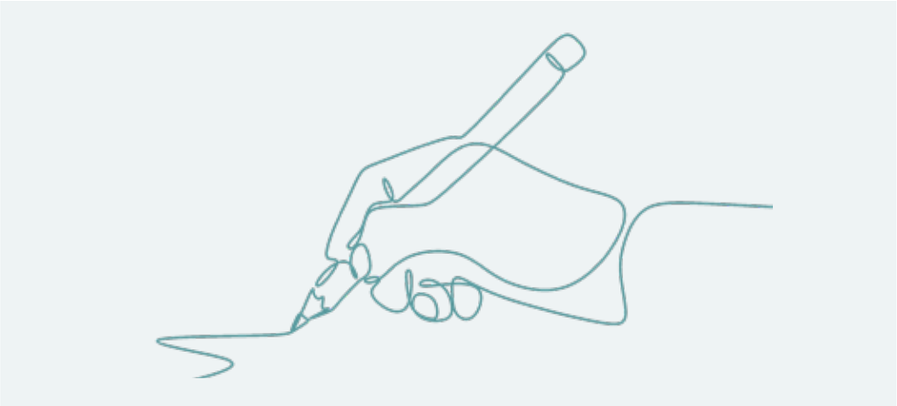
→ **Building a strong and engaged relationship with the Shared Value Initiative team**

→ **Involving the entire 21 Invest Team in training and dialogue around Shared Value**

→ **Encouraging portfolio companies to prosper while improving economic and social conditions of communities**

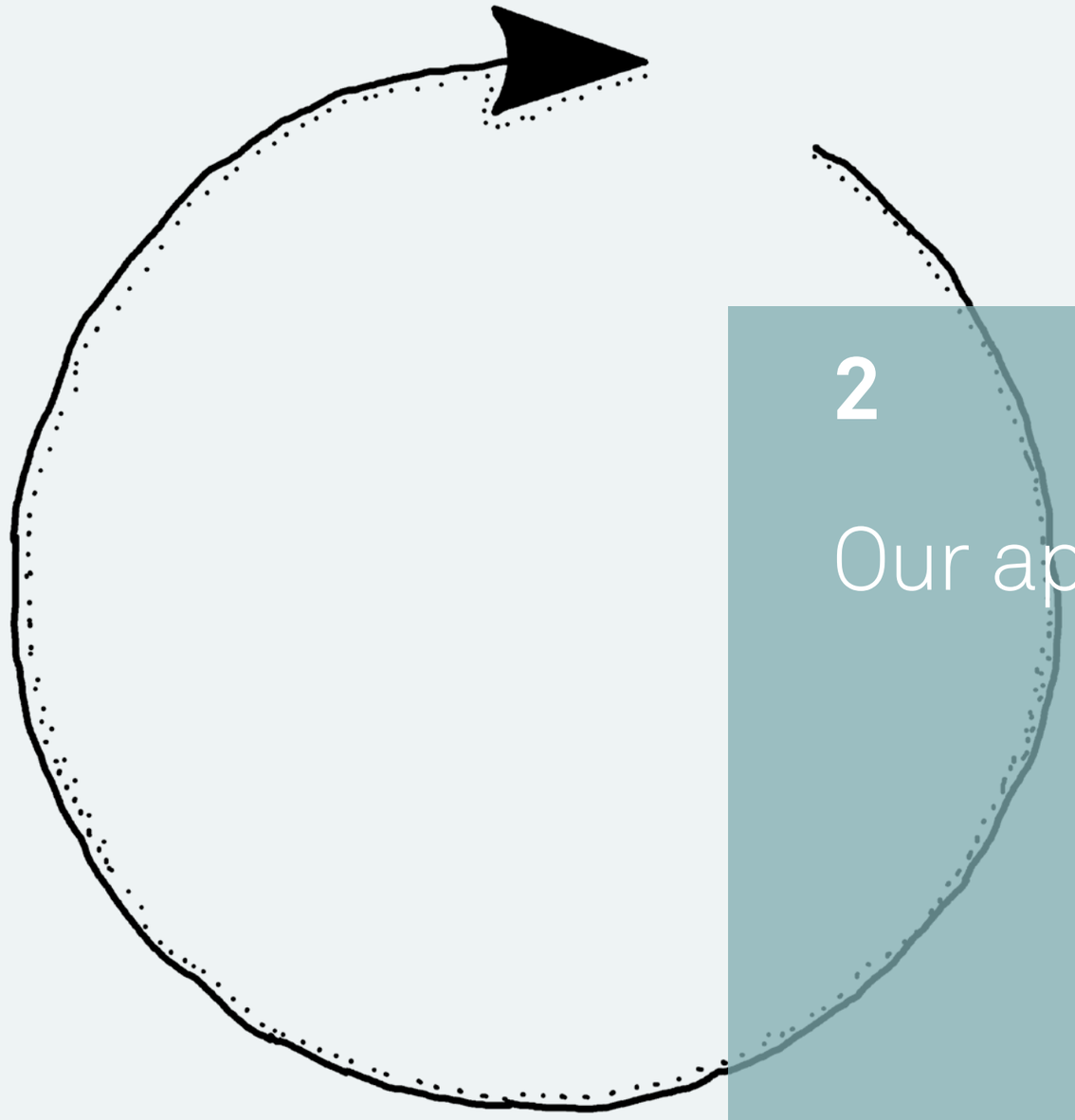
"We have decided to partner with Michael Porter's Shared Value Initiative because it completes and enrichens our value creation strategy. In many cases, looking at an investment with a shared value perspective allows us to identify new ways to reroute companies and stimulate growth„

→ Alessandro Benetton, Founding Managing Partner



1 → Michael E. Porter and Mark R. Kramer. "Creating Shared Value." Harvard Business Review 89, nos. 1-2 (January–February 2011): 62–77.

→ **Philippe Model**
Luxury sneakers



2

Our approach

Our approach 2
Annual Sustainability Report 2020
Creating Shared Value
21 Invest

→ **Casa Vinicola Zonin**
Wine producer and distributor

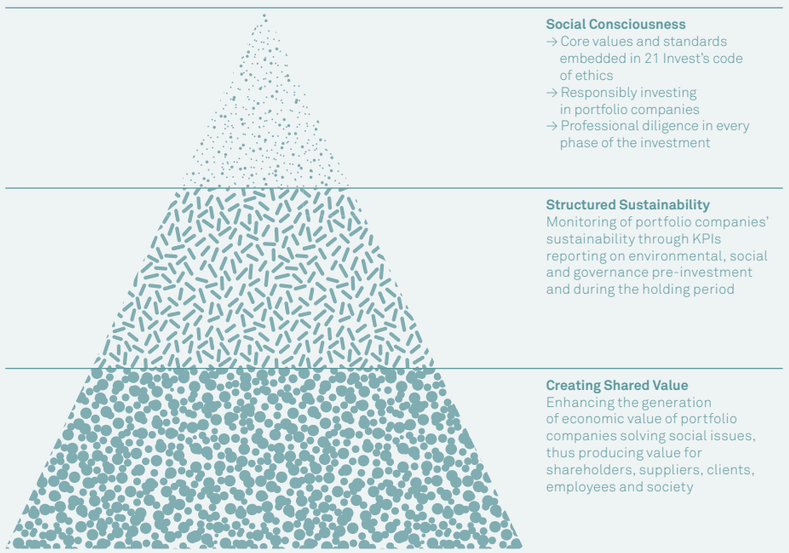
2.1 Our commitment to Shared Value

A growing company fosters fertile ecosystems which in turn feed back into the company generating sustainable, long-term growth.

This **social consciousness** has always been part of 21 Invest's DNA and has progressively become an essential part of the monitoring of our portfolio companies, both prior to investment and during the holding period.

Step-by-step, we have further integrated the **sustainable approach** that we apply to our portfolio companies supporting them to prosper by enhancing their competitiveness while advancing the economic and social conditions in the communities in which they operate.

CORE PRINCIPLES OF OUR APPROACH



2.2 The steps of our approach

1 A committed 21 Invest sustainability team

The Sustainability and Shared Value strategy is structured, coordinated and implemented across the group by a team made up of three resources in Italy, two in France, and one in Poland which regularly connect to coordinate ongoing improvement and development of 21 Invest's sustainability approach.

2 Dedicated 21 Invest sustainability policies

The commitment to promoting awareness of Sustainability and Shared Value issues on a group level and amongst portfolio companies, as well as ensuring that these considerations are correctly integrated into business processes, is part of 21 Invest policies. This is also stated in the 21 Invest Code of Ethics and in the sustainability and Shared Value area in the company website.

3 Sustainability process before investment

During the assessment of an investment opportunity, relevant sustainability issues are carefully investigated, where necessary, through the due diligence process which includes social, corporate, environmental and/or full sustainability due diligences.

4 Long term strategic guidance

21 Invest lays out a road-map with a long term strategic vision in order to drive growth and generate profit for stakeholders without damaging society or the environment.

5 Tracking sustainability as a value creation driver during the holding period

On a yearly basis, each portfolio company receives a detailed sustainability questionnaire, which is returned to the sustainability team with the quantitative and qualitative information requested.

6 Providing annual sustainability rating to portfolio companies

Each year the sustainability team analyzes the performance of each portfolio company and provides the management of portfolio companies with a feedback report, which also includes the rating of their overall annual sustainability performance.

7 Including sustainability in portfolio risk management activities

Periodically the risk manager measures Legal, Compliance, Environmental and Reputational Risks of portfolio companies to examine the potential economic impact on the portfolio companies deriving from the occurrence of adverse events.

8 Solving social issues while enhancing economic value

Where applicable, the investment team supports portfolio companies to reexamine the business model with a Shared Value angle in order to change the growth trajectory while also addressing social issues.

9 Distributing the Annual Sustainability Report to Investors

21 Invest prepares an Annual Sustainability Report which illustrates its approach and the activities carried out. The report is sent to all investors and a light version is shared online.

10 Engaging 21 Invest's team and portfolio companies in the Shared Value philosophy

21 Invest involves the investment team in training and dialogue around Shared Value through tailored workshops to transmit Shared Value knowledge to portfolio companies. In addition, a representative of the sustainability team takes part in an annual summit organized by the Shared Value Initiative.

11 Working with the Principles for Responsible Investment team

21 Invest's commitment to responsible investment has resulted in a contribution to the reporting guidelines launched by the PRI in partnership with ESG consulting firm ERM on ESG monitoring and reporting. Through this contribution, 21 Invest has raised awareness in the private equity industry on the importance of quality reporting on sustainability.

» Next steps of our sustainable approach

21 Invest's ambition is to keep a sustainable approach as the backbone of its investment strategy, evolving and improving year after year.

Our approach 2 Annual Sustainability Report 2020 Creating Shared Value 21 Invest

2.3 Responsible investment

21 Invest has, at its core, a responsible investment philosophy. 21 Invest builds its portfolio of companies on the fundamental values of correctness, integrity, social responsibility and professional diligence.

21 Invest is a long-standing signatory of the Principles for Responsible Investment (PRI, world's leading independent proponent of responsible investment) since 2009, with an approach in continuous evolution to further incorporate ESG risks and opportunities in portfolio company management.

21 Invest benefits from the tools, platforms and networks for sustainability improvement available via the connection with the PRI charter and its signatories by participating in webinars and interactive workshops in order to gain inspiration and share with the organizers and fellow signatories on the rationale and objectives of responsible investment reporting.

An active player in PRI reporting

Annual reporting
21 Invest annually participates in the PRI reporting and assessment cycle, which involves providing regular feedback and reporting to PRI on sustainability actions taken, the manner in which sustainability is measured and the outcome of its responsible investment activities.

Transparency
Starting in 2014, 21 Invest has made its PRI results publically available in order to promote greater transparency of its responsible investment approach.

→ Please visit the PRI website to view our public transparency report: https://www.unpri.org/signatories/21-partners/782.article

Raising awareness
21 Invest was a Project Contributor on the new PRI-ERM reporting guidance issued in June 2018 for inudstry standards of ESG monitoring.

SNAPSHOT OF 21 INVEST'S ENGAGEMENT WITH PRI

- **2009** **Among the first GPs in Europe to become a PRI signatory**
- **2015** **Received 'A' scores** on both its responsible investment approach and its implementation in private equity activity.
- **2016** **Improved to A+** in the 'Private Equity' module
- **2018** **Further improved to A+** in Strategy and Governance
- **2019** **Maintained A+ score** in Strategy and Governance

PRI Principles for Responsible Investment

2.4 Sustainable Development Goals

21 Invest proactively responded to the call to action of the United Nations to sustain prosperity and to achieve a healthier and happier world through six Sustainable Development Goals ("SDGs").

Actions undertaken in portfolio companies allow 21 Invest to actively work towards economic growth, job creation, industry innovation, reduction of greenhouse emissions, good health and wellbeing, quality education and gender equality.

To take the next step in this process and spread awareness, this year we asked portfolio companies to complete a pilot questionnaire on SDGs that can be targeted through their business activities and socially responsible practices. The portfolio companies provided examples of activities that contribute to the achievement of the targets.

21 INVEST'S MAIN GOALS

The United Nations' Sustainable Development Goals 2015-2030	21 Invest's strategic actions
3 GOOD HEALTH AND WELL-BEING	**Good health and wellbeing** Inspire portfolio companies to care about employees' health, work conditions and well-being.
4 QUALITY EDUCATION	**Quality education** Encourage portfolio companies to support quality education initiatives and to contribute to local communities' development.
5 GENDER EQUALITY	**Gender equality** Create portfolios of companies that have a balanced male to female ratios and aim to achieve equitable wage ratios.
8 DECENT WORK AND ECONOMIC GROWTH	**Decent work and economic growth** Create the conditions in portfolio companies that support growth and allow people to have quality jobs and reduce unemployment.
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**Industry innovation and infrastructure** Support portfolio companies to invest in innovation, automation and expansion to increase productivity.
13 CLIMATE ACTION	**Climate action** Encourage portfolio companies to consider the material impact of climate change-related factors and to recognize growth opportunities and risks.

2.5 Reducing carbon footprint

Signatory of Initiative Climat International

In France, 21 Invest is a signatory of Initiative Climat International (formerly IC20) which was created during the COP21 with the objective of limiting global warming to two degrees Celsius. Initiative Climat International is a private equity collective action on climate change: a commitment to understand and reduce carbon emissions of private equity-backed companies and secure sustainable investment performance. This initiative was endorsed by the PRI at the end of 2018 which encourages its adoption by private equity firms worldwide.

21 Invest France is also involved in the France Invest workshop to elaborate and publish a simplified methodology to implement carbon footprint management in small & mid cap portfolio companies (Atelier n°4).

Limiting carbon footprint

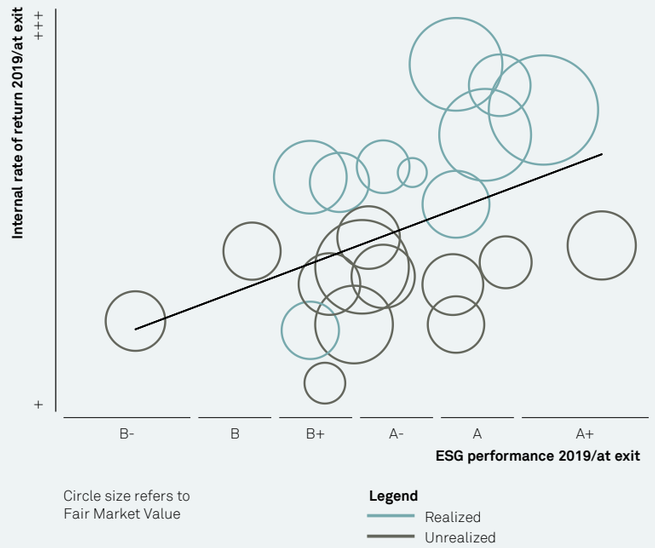
Low carbon portfolios
Typically, 21 Invest portfolios in aggregate are low carbon. However, in the case in which a portfolio company has a higher climate-related risk, 21 Invest ensures that in-depth energy consumption and CO_2 emission monitoring is carried out to ensure all relevant legislation is complied with and all environmental best practices are implemented in order to prevent issues related to the transition to a lower carbon economy and protect the company's long term growth.

Carbon footprint audits
21 Invest encourages larger portfolio companies to carry out carbon footprint audits in order to implement solutions to reduce their carbon impact, in particular in businesses with higher levels of carbon emissions. Moreover, for investments completed by the latest French fund, during the due diligence process or during the post-acquisition plan, an ESG due diligence is systematically completed with a focus on climate issues and the achievement of a carbon footprint analysis to decrease CO_2 emissions during the holding period.

Next steps
In 2020, 21 Invest will assess options to join the Carbon International initiative for its next fund and carry out a portfolio wide carbon footprint audit in the next 12 months in order to implement action plans to reduce its portfolio's carbon footprint.

2.6 Sustainability and economic performance

INVESTMENT PERFORMANCE AND SUSTAINABILITY[1]

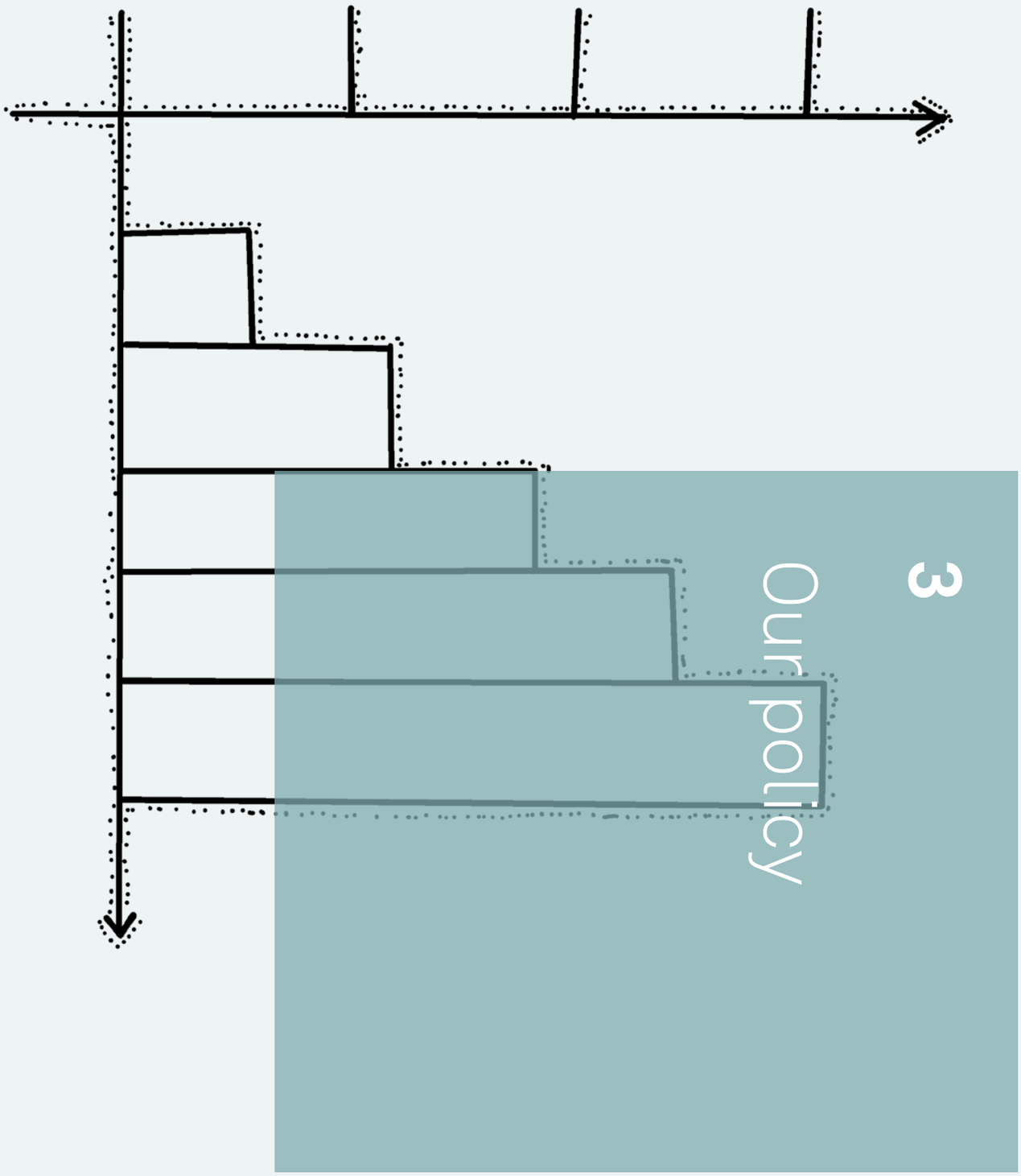


21 INVEST BELIEVES THAT PROMOTING AND SUPPORTING SUSTAINABILITY AND SHARED VALUE PRACTICES POSITIVELY INFLUENCES ECONOMIC PERFORMANCE

71%
Total exit value[1] generated by portfolio companies with an ESG grade equal to or above
A

5,600
Number of jobs created[1] during the holding period

1 → Refers to companies of the funds 21 Investimenti II, 21 Investimenti III, 21 Centrale Partners IV and 21 Centrale Partners V. Investments made in 2019 are not included as it is not relevant to the scope of the analysis. Investments exited prior to 2011 and a limited number of outliers have not been included.



3 Our policy

→ **Poligof**
Backsheet film

3.1 Policy

In practice, we:
→ buy companies on behalf of the investors in our funds;
→ make these companies grow more than the economy;
→ sell the company after a typical period of 5 years and distribute proceeds to investors.

To reach this goal 21 Invest engages with portfolio companies to grow and generate profit in a way that is admired by employees, clients, suppliers, shareholders.

Results achieved are measured and reported periodically through the analysis of:
→ financial performance (revenues, profit, capital expenditure, debts, ...);
→ jobs created;
→ social and environmental impact;
→ value created.

This sustainability consciousness has always been part of 21 Invest's DNA and progressively has become an essential part of the value creation plan conceived for portfolio companies.

To make companies grow in a "good" and sustainable way, 21 Invest systematically implements the same value creation approach based on three drivers: **bring strategic guidance**, **accelerate growth** and **improve efficiency**.

Bring strategic guidance

21 Invest ensures that clear growth objectives are set in terms of where the company wants to go and target actions are undertaken in order to reach these objectives:
→ vision to see intrinsic strengths of companies;
→ roadmap with agreed action plan and milestones;
→ agility to be flexible and reactive as needed.

Accelerate growth

21 Invest ensures that all angles for growth acceleration are explored end exploited:
→ organic growth;
→ market consolidation;
→ international expansion;
→ addressing new social needs.

Improve efficiency

21 Invest ensures that companies are efficient enough to reach their growth objectives working towards excellence in the most relevant internal areas (100 strategic items to monitor), and with specific long term and short term objectives in each area of the efficiency mapping:
→ strategy & organization;
→ finance;
→ sales & marketing;
→ operations;
→ people;
→ sustainability.

21 Invest has maintained an active role in raising awareness of sustainability at the management company and portfolio company level and recognizes that sustainability practices remain integral to achieving value creation.
To make portfolio companies grow in a sustainable way is the core activity of the investment team.
In addition to the investment team, 21 Invest has established a dedicated ESG team. This team is made up of three resources in Italy, one in France and one in Poland and is responsible for coordinating with the investment team to ensure **environmental**, **social** and **governance issues** as well as ethical issues are managed and monitored while making portfolio companies grow.

ESG in each phase of the investment cycle

The following formalized approach has been developed to carefully investigate ESG issues and collect and share high quality ESG information from portfolio companies.

Prior to investment
In the initial screening process of a potential investment, 21 Invest ensures that the potential investee company's core business is not related to certain sectors.

Excluded sectors include, but are not limited to, the following:
- → human cloning;
- → tobacco;
- → distilled alcoholic beverages and related products;
- → weapons and ammunition of any kind;
- → casinos and equivalent enterprises;
- → pornography and pedopornography;
- → fur production;
- → internet gambling and online casinos; or electronic data programs or solutions, which are intended to enable to illegally enter into electronic data networks or download electronic data.

For each potential investment, the investment team shall complete a 'Sustainability Checklist' which is attached to the investment memo forming a basis for the investment decision in order to flag up any potential issues for further investigation.

Should any ESG issues arise during the assessment of a potential investment opportunity, which could potentially have an impact on its valuation, the investment team shall investigate these issues further, carrying out specific environmental, social and/or governance due diligences for the potential investee company, where necessary.

During the holding period
Since 2013, sustainability has been integrated into standard portfolio tracking activity, thus enabling performance in this area to be measured equally alongside the other key indicators of value creation being strategy and organization, finance, sales & marketing and operations.

During the entire holding period, the investment team works alongside portfolio company management to improve performance in high priority areas.

Sustainability indicators refer to:

- → **Environmental**
  The investment team ensures that those companies which face environmental issues have continuous improvement plans in place. 21 Invest promotes best in class approaches, encourages the use of environmentally friendly technologies and ensures that an annual energy efficiency audit is carried out where necessary and requires self-assessment of climate related risks and opportunities;

- → **Social**
  The investment team seeks to correct and improve the management of social issues in investee companies, with an initial plan based on social due diligence findings. Moreover, the investment team monitors social performance in terms of staff turnover, employee litigations, quality of management/worker relationships as well as health and safety standards for customers and employees;

- → **Governance**
  At the heart of our investment policy and, in order to implement sound value creation strategies, we ensure that key conditions are in place, such as adequate representation in the portfolio company's board of directors, top management incentives aligned with those of the shareholders and sufficient quality of operational and financial reporting. Frequent meetings with the portfolio company's management allow the investment team to ensure that corrective actions are implemented if necessary.

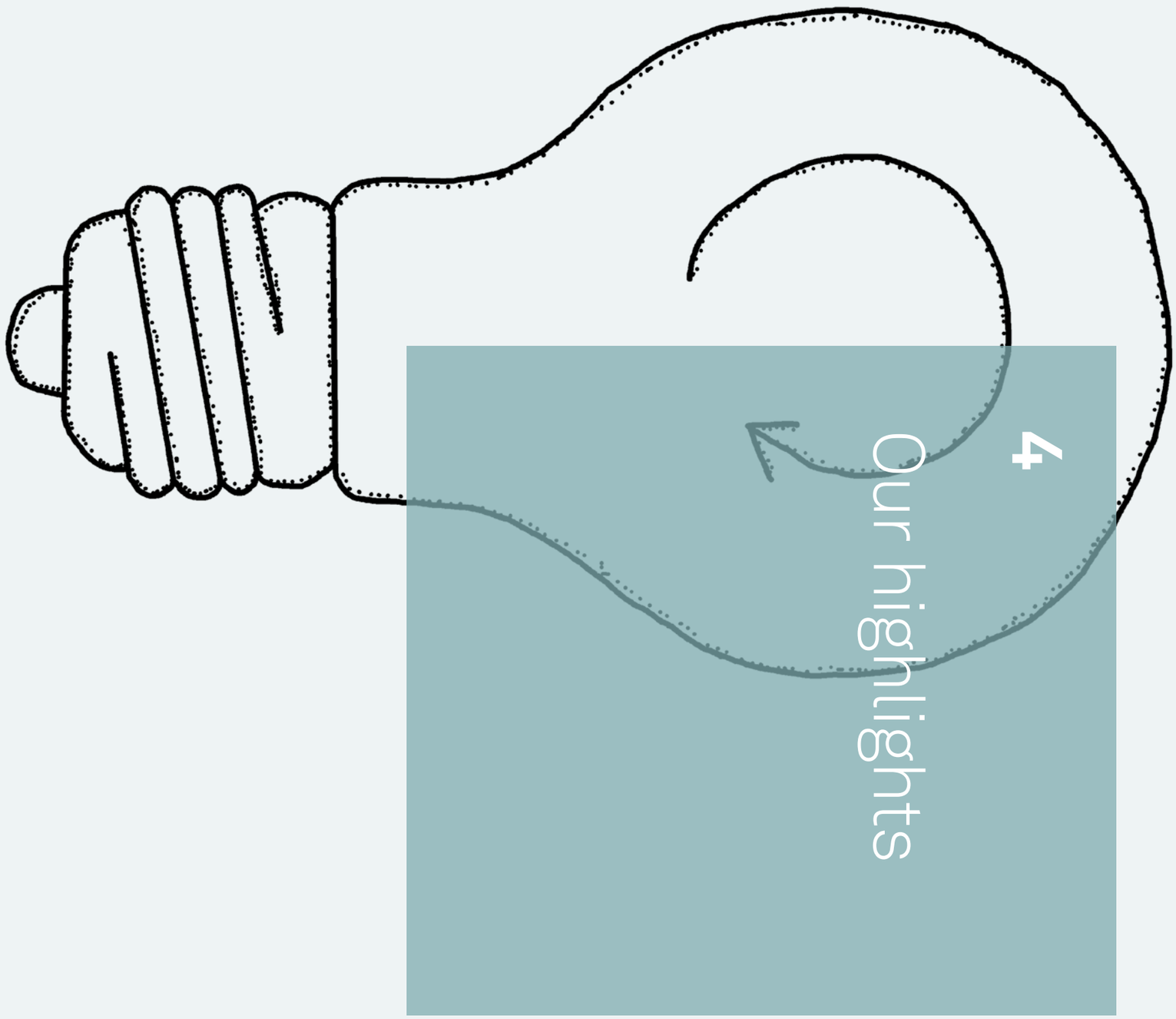
An annual ESG monitoring report is sent to the portfolio company in the beginning of each year and prepared by the end of February. The Report sets ESG targets and activities for the year and analyses the ESG targets and activities undertaken over the previous 12-month period.
The ESG team supports the Investment Team in the implementation of the above procedure and on the basis of the analysis carried out on the ESG monitoring reports provided, prepares an Annual Sustainability Report which illustrates its approach and the activities carried out. The report is approved by 21 Investimenti's Board of Directors and is sent to all investors as well as to the PRI as part of its reporting activities.

Climate related risk
Typically, 21 Invest portfolios in aggregate are low carbon. However, in the case in which a portfolio company has a higher climate-related risk, 21 Invest ensures that in-depth energy consumption and CO_2 emission monitoring is carried out to ensure all relevant legislation is complied with and all environmental best practices are implemented in order to prevent issues related to the transition to a lower carbon economy and protect the company's long term growth.

Diagnostic tools
Diagnostic tools used to make portfolio companies grow in a sustainable way:

Pre investment:
- → **Compliance Checklist**
  to exclude investments non-compliant with 21 Invest Sustainability Policy and applicable fund rules including unethical sectors listed above
- → **Sustainability Checklist**
  to flag up any potential sustainability issues to be investigated

Post investment:
- → **Efficiency Mapping**
  planning and monitoring of specific long term and short term actions to make a portfolio company grow
- → **ESG Monitoring Report**
  list of specific ESG indicators and targets.



4 Our highlights

4.1 Shared Value workshop: in-depth look

In January 2019, 21 Invest organized a custom Shared Value Workshop in Milan in collaboration with Mark Kramer of the Harvard Business School for its entire investment team from Italy, France and Poland in order to provide training and dialogue around Shared Value, a business strategy in which companies find business opportunities in solving social problems.

Objective

The workshop was designed to inspire the team on how to support companies to compete to be unique shaping their strategies on the Shared Value concept, in a way that simultaneously creates value for the business and for society.

Preparation

To prepare the workshop Mark Kramer, professor at Harvard Business School, and his team conducted working sessions with the senior partners of 21 Invest. Pre-session materials and Harvard Business Review Shared Value case studies were distributed in advance to all team members for discussion at the workshop.

ABOUT MARK KRAMER

Mark Kramer is a senior lecturer at Harvard Business School and together with Professor Michael Porter has developed the education program **"Creating Shared Value: Competitive Advantage Through Social Impact"** at **Harvard Business School**.

They also co-founded FSG, a 160-person global consulting firm with offices in the US, Europe and Asia. FSG created and supported the Shared Value Initiative and helps develop social impact strategies for many of the world's largest foundations, corporations and nonprofit organizations.

Harvard style brainstorming

During the workshop the team discussed the fact that societal and corporate success are inextricably linked and long-term competitiveness of companies depends on relevant social aspects such as:
→ an educated and skilled workforce;
→ safe working conditions;
→ sustainable use of natural resources;
→ a flourishing local economy.

Case studies of two leading multinationals were taught with a Q&A discussion, engaging the whole team to look at new and inspiring applications of Shared Value strategies.

21 Invest also presented case studies from its own portfolio who successfully applied a Shared Value strategy, Forno d'Asolo and Farnese Vini.

Group discussion and engagement

The team was provided with specific tools to help answer fundamental questions such as:
→ what is the societal need that the company's business can address?
→ how does solving this social need help the company to grow more?
→ what does the company need to change / implement to achieve the objective?

The team broke into small groups and explored opportunities that portfolio companies have to "unlock growth" through Shared Value. Each group had a key message to take home to apply in portfolio companies.

Outcome

The Shared Value Workshop was a further step that 21 Invest made to continue to cultivate across different offices and geographies a purpose driven corporate culture that allows its team and portfolio companies to continue evolving.

→ **Gianni Chiarini**
Bags & accessories

4.2 Engagement

1 → 2019 Annual Investors' Meeting held in Florence

In December 2019, 21 Invest held its 2019 Annual Investors' Meeting to update attendees on the group's most recent activity for the first time ever in Florence. 21 Invest was pleased to welcome the Former Prime Minister of Italy Matteo Renzi as well as Marco Bizzarri, President and CEO of Gucci, who shared key aspects of the corporate culture of an international company like Gucci and made a call to action to join the fight against climate change through his "CEO Carbon Neutral Challenge".

2 → 21 Invest won the "Special Distinction" from the Private Equity Exchange Awards

21 Invest was awarded with the "Special Distinction" from the Private Equity Exchange awards in the Best Italian LBO Fund category in Paris in November 2019. This widely renowned event gathers more than 400 key players in the industry to reward the best long-term performance of European investment funds. The group was shortlisted by a panel of European jury members, made up of 80 representatives among Limited Partners and Asset Managers which highlighted 21 Invest's performance for being among the most active players on the Italian market, with 18 investments completed since 2008, and a positive aggregate IRR of 33% generated from the 6 exits of the last 5 years.

3 → Alessandro Benetton speaker at the 2019 Web Marketing Festival

In June 2019, Alessandro Benetton was invited to be a speaker at the 2019 Web Marketing Festival held in Rimini, Italy. This event connects the most promising entrepreneurs across the globe, giving them the opportunity to inspire the next generation in order to promote the exchange of innovative ideas and define new standards for the industry. The theme was Digital and Social Innovation and Alessandro spoke about his innovative and sustainable vision of entrepreneurship to more than 5,000 students and young entrepreneurs.

4 → Alessandro Benetton speaker at TEDx Cortina

In August 2019, Alessandro Benetton was invited to be a speaker at TEDx Cortina. The overall mission of this internationally recognized format is to research and discover "ideas worth spreading." The talks are shared worldwide through the TED platform and this has been the occasion for Alessandro to highlight 3 characteristics that he consider fundamental to educate people on social consciousness and shared values in their work: working with passion, thinking big and acting bigger and learning by doing.

5 → Alessandro Benetton talks to university students

In December 2019, Alessandro Benetton dedicated an afternoon to the students of economics at the Ca' Foscari University in Venice, Italy. Alessandro sparked conversation about the Shared Value philosophy, sharing examples from the 21 Invest portfolio such as Forno D'Asolo and Farnese and explaining the opportunities that an entrepreneur can have in implementing a shared value approach to value creation.

6 → Collaboration with local high school

In 2019, 21 Invest continued an initiative with a local scholastic institution in Italy, 'Collegio Pio X' located in Treviso, Italy, launched in 2017. The collaboration includes scholarships for Pio X students, activities aimed at supporting the post-graduate process for students who are planning to move abroad to study or work, and work/study experiences at 21 Invest and its portfolio companies.

21 Invest believes in improving the economic and social conditions of the communities in which it operates, because a company can only become stronger in the long term when the surrounding ecosystem is fertile.

7 → Sharing our social consciousness philosophy through social media

21 Invest believes that communication is a powerful tool to create a positive impact on the entire community surrounding a company. For this reason, 21 Invest continuously aims to evolve and improve its culture of communication.
To communicate with transparency, inspire all stakeholders and transmit our values and heritage built on 28 years of activity, Alessandro Benetton records a 3-minute video each week sharing his personal experience, 21 Invest case studies and Shared Value principles. These weekly videos are then featured on the website of the Corriere della Sera, Italy's most read newspaper.

4.3 Case study: SIFI

"SIFI confirms and renews the values of an intense and worthy history, consisting of rigorous scientific research, advanced methods of pharma production, the creation of innovative therapies in ophthalmology and a commitment to promoting wellbeing and social awareness, for the prevention, protection, care, and full conservation of the precious gift of sight„

→ Fabrizio Chines,
Chairmain & CEO of SIFI

Social need

Your eyesight is one of your most important senses: much of what we perceive comes through our sense of sight. Globally, at least 2.2 billion people have a vision impairment, and of these, at least 1 billion people have a vision impairment that could have been prevented or is yet to be addressed[1]. Projections show that global demand for eye care is only going to increase in the coming years due to population growth, aging, and changes in lifestyle with growing exposure to visual digital devices.

Shared Value business

"SIFI's mission is to improve people's lives through meaningful innovation in eye care."

SIFI develops, manufactures and sells innovative therapeutic solutions for eye care diseases and is strongly committed to generating long-term sustainable value for customers, employees, shareholders and society at large.

Initiatives

→ **Finding innovating solutions**
Since 2015, SIFI has invested almost €M 30 in R&D, automation and new products to find the best solutions for patients'
most pressing unmet needs in eye care.

SIFI scientists, technicians, and manufacturing engineers are engaged in projects to turn scientific knowledge into cutting-edge therapies, such as:
- A research project aimed at developing the first-in-class drug approved for the treatment of Acanthamoeba keratitis, a rare infectious disease caused by a free living microorganism called Acanthamoeba, present in air, soil and water. The microorganism can infect the eyes and, if left untreated, may lead to serious visual impairment Currently, there is no approved drug to treat Acanthamoeba keratitis.

1 → World Health Organization, " World report on vision", october 2019

KEY FIGURES

Headquarters
Catania, Sicily

Countries with direct presence
5
→ Italy, Spain, France, Romania, Mexico

Employees
400

Sales in 2019e
82 €M

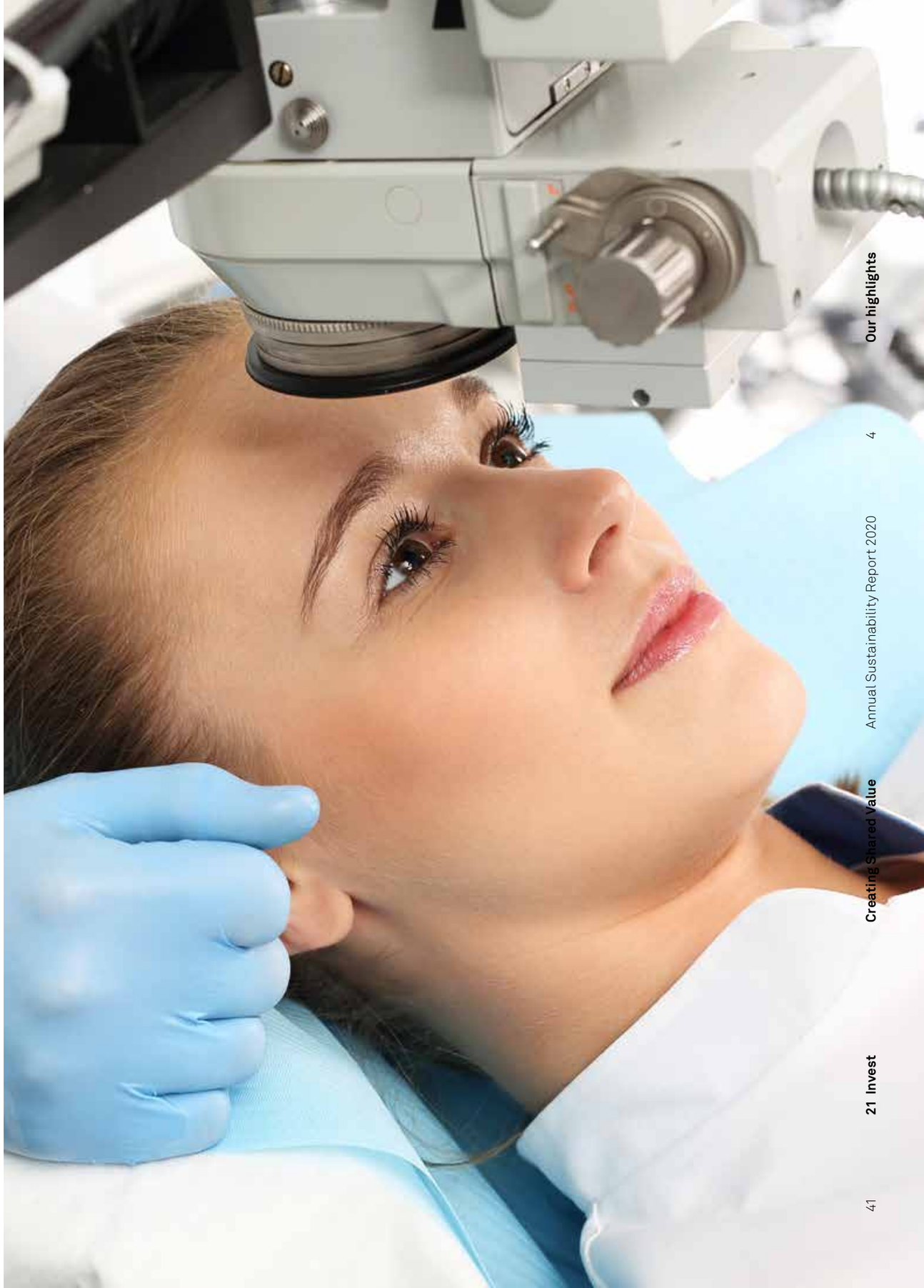
Main SDGs

- An innovative treatment for severe dry eye disease, Pro-Ocular™, thanks to an exclusive partnership with a pharmaceutical start-up based in Boston. The drug will be administered through a novel non-ocular topical approach.

→ **Partnership with universities**
SIFI creates synergies with Italian universities, offering yearly internships and placements, to enlarge its research base while offering new educational opportunities for students. For example, SIFI financed 4 PhD students, from 2014 to 2017, to acquire specific skills in the pharmaceutical sector with particular attention to ophthalmic development through classes and training with SIFI's staff.

In 2020 a new partnership is planned to start for the development of knowledge and expertise on advanced optics. SIFI will establish an effective collaboration to promote synergies in this complex field with mutual benefits both for the industry and the university.

→ **Sound Meds: behind the drop's innovation**
The development of this project is part of SIFI's eye care mission, to facilitate comprehension of therapy instructions, for a large number of visually impaired, including the elderly, and all patients in ophthalmological care. Sound Meds is a unique and innovative audio technology that helps patients to better comprehend drug illustration leaflets, by reproducing clear and complete audio instructions on smart phones and tablets.



4.5 Case study: Hollywood

> "Hollywood always strives to boost its customers' satisfaction and creates sustainable growth by continuously offering new advanced solutions to maintain the highest health and hygiene standards for its own workforce and those of other essential services„

→ Dariusz Górka,
Managing Partner of 21 Concordia

Social need

Reliable workwear rental and laundry services to ensure employee and healthcare worker safety and professionalism are essential for the healthcare and hospitality sectors. Reliable and proper sterilization, sterile cotton sheets and toweling, washing and timely deliveries of these products has always been a crucial aspect of maintaining adequate health and safety standards across several industries and in particular that of healthcare, and this has never been more evident than today.

Shared Value business

Hollywood provides workwear rental and laundry services for the healthcare and hospitality sectors and has a reputation for excellence and dependability in providing the most environmentally conscious and cost-effective laundry and linen services. As a strategic supplier to a number of public hospitals, Hollywood is a fundamental part of the health care supply chain in Poland.

Initiatives

→ **Rapid response to a looming healthcare emergency**
Having been investing in operational efficiency and environmental mindset for years, Hollywood has been able to demonstrate an exemplary attitude and instant response to the Covid-19 public healthcare crisis delivering high quality services and proving to be a reliable partner to public hospitals, which are increasingly becoming strained, allowing them to put the safety of its patients and employees first.
Key initiatives include:
- introduction of 3 safety zones for different types of activity (office/admin; collection/loading of hospital linen and laundry processing area)
- introduction of strict and effective Health and Safety procedures for all line employees: wearing protective gear, masks, gloves all the time and regular use of disinfectants
- providing extra disinfectants and protective clothing as well as gloves and masks
- H&S employee training, supported by timely information provided to staff and employees about the situation in the company

KEY FIGURES

Headquarters
Sierpc, Poland

Countries with direct presence
2
→ Poland & Germany

Employees
650

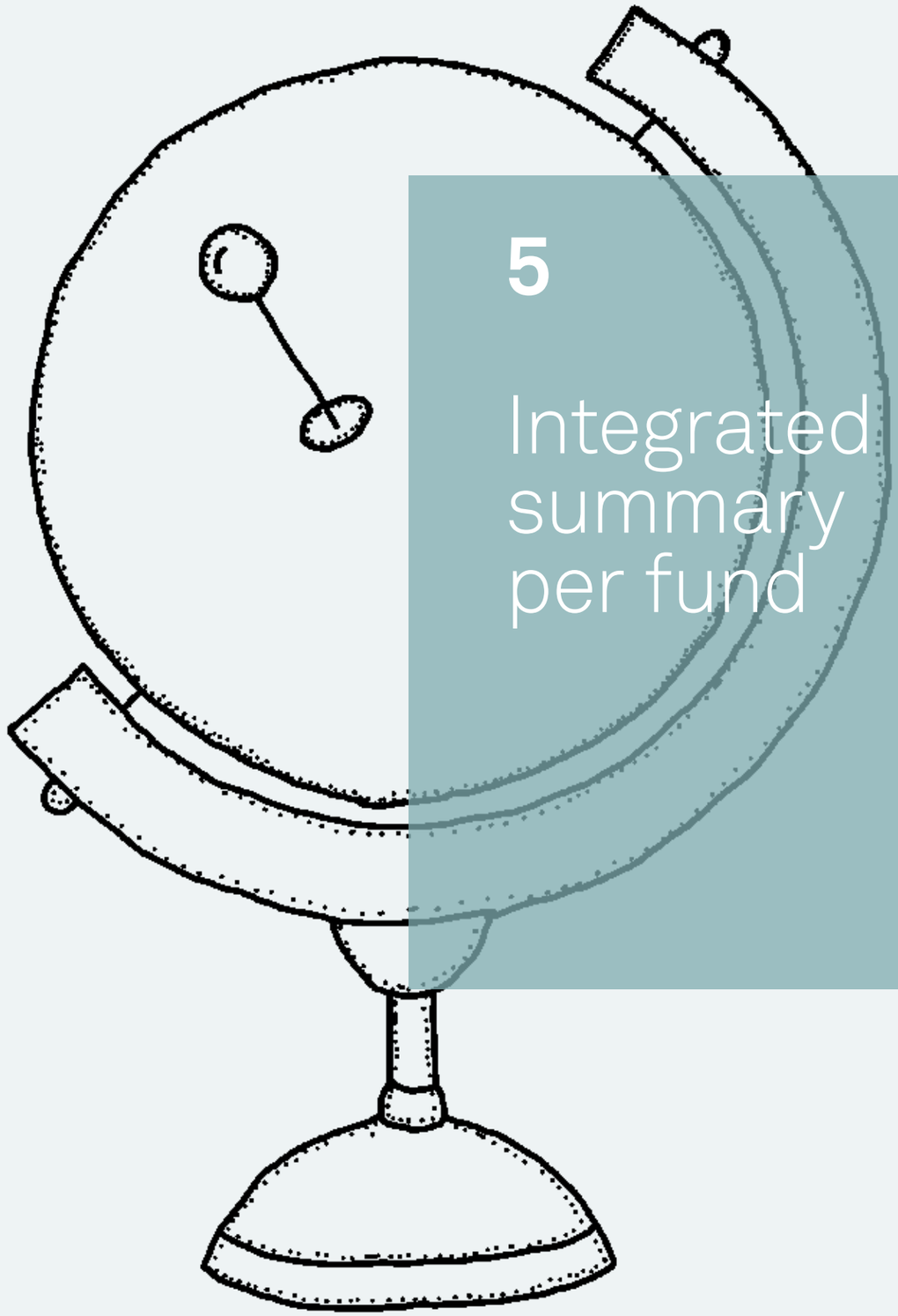
Sales in 2019e
28 €M

Main SDGs

- regular inter-company communication about new initiatives and procedures
- introduction of a new system for hospital laundry collection and discharge providing for increased efficiency in logistics and lower handling cost
- introduction of a new packaging system for hospital linen (use of double soluble bags) to minimize secondary infection risk

→ **Clean & Green**
Hollywood has substantially decreased the amount of packaging in circulation. Moreover, the management has invested in a water treatment system installing water purification stations in 2 locations. In 2019, a 20% increase in productivity and work efficiency was obtained, resulting in reduced water consumption and energy utilities per washing unit. The company aims to further increase efficiency in 2020-2022 by another 10% to 20%.

→ **Modern and efficient production facility and hardware**
Hollywood is developing modern laundry services for industrial workwear offered in a rental service. Advanced technical solutions and the automation of processing lines create opportunities for the development of employee qualifications in this specific segment.



5

Integrated summary per fund

5.1 Italy → Fund II

Fund characteristics

UNREALIZED INVESTMENTS

Viabizzuno

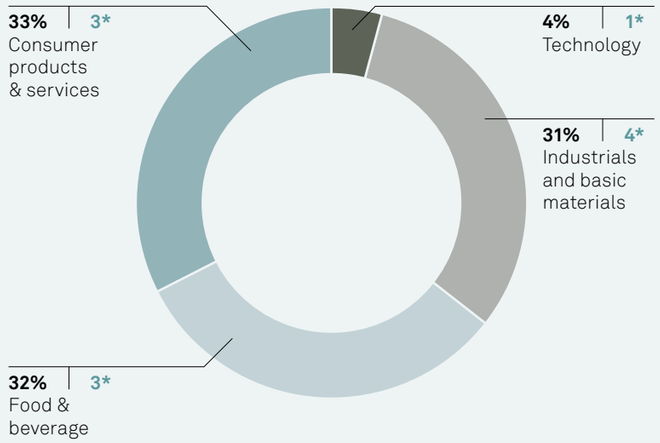
REALIZED INVESTMENTS

Valbart
GPP Your Graphic and Packaging Partner
RGI
THE SPACE CINEMA
PittaRosso
assicom global credit care
FARNESE GROUP
FORNO d'ASOLO
NADELLA
ETHICAL COFFEE COMPANY

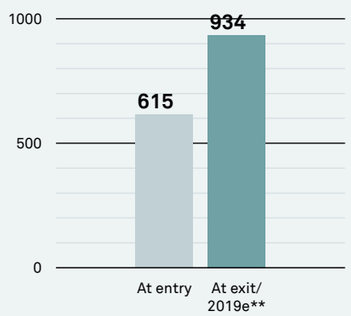
General characteristics

Vintage	Investments	Geography
2007	11 companies	Italy
Size	**Exits**	
283 €M	10 companies	

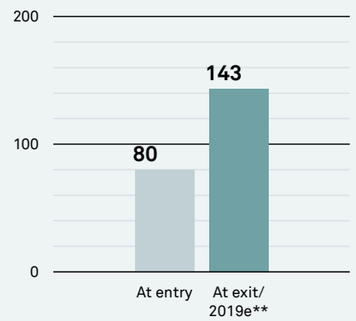
Sector diversification (cost base)



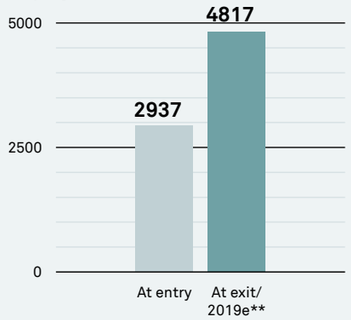
Sales €M



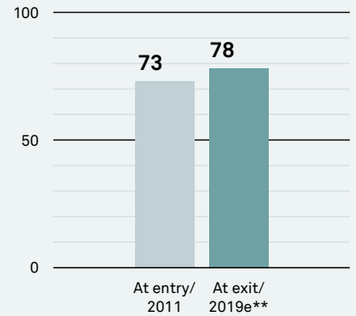
Ebitda €M



Employees FTEs



ESG Performance %



→ Aggregate data of portfolio companies

* → Number of investments by sector

** → 2019e: pre-closing

Italy → Fund II
Key figures per investment

Unrealized investments

Viabizzuno
viabizzuno.com

Founded in 1994, Viabizzuno is a renowned designer and producer of innovative interior and exterior lighting solutions. Viabizzuno caters to famous luxury brands, illuminating their retail chain and collaborates with prominent international architects.

Headquarters	Bologna, Italy
Year of Investment	2011
Employees 2019	190
Sales 2019e (€M)	**52.9**
ESG Rating 2019	**A–**
Main SDGs	

Viabizzuno

→ **Viabizzuno**
Luxury lighting solutions

Italy → Fund II
Key figures per investment

Realized investments

Valbart
valbart.com

Established in 2003, Valbart was among the worldwide leaders in the manufacture of engineered ball valves for a wide range of applications in the oil & gas sector.

Exit → In July 2010, Valbart was sold to the NYSE-listed company Flowserve, a leading player in the Oil & Gas sector with a turnover of above USD 4 billion.

Headquarters	Monza, Italy
Year of Investment	2008
Year of Divestment	2010
Employees at exit	180
Sales at exit (€M)	**81.2**
ESG Rating at exit	**n/a**[1]

GPP
gppartners.it

Founded in 1998, GPP was an Italian player in the graphics and packaging sector, focused on four different business lines: luxury and general carton packaging, promotional displays and visual communications.

Exit → The handover of the company's operating activities to an industrial player was completed at the end of 2013, allowing GPP to retain around 80% of its workforce and avoid any interruption to production activity.

Headquarters	Milan, Italy
Year of Investment	2008
Year of Divestment	2013
Employees at exit	229
Sales at exit (€M)	**39.7**
ESG Rating at exit	**B–**

1 → ESG rating introduced in 2011 after exit

RGI
rgigroup.it

Founded in 1993, RGI group is one of Italy's most dynamic providers of software and technological services specifically for the insurance sector, leveraging on an innovative and proprietary product range.

Exit → In June 2014, RGI was sold to private equity firm Ardian with the founder and top management retaining a minority stake in the company.

Headquarters	Milan, Italy
Year of Investment	2009
Year of Divestment	2014
Employees at exit	553
Sales at exit (€M)	**61.8**
ESG Rating at exit	**A–**

The Space Cinema
thespacecinema.it

Founded in 2009 when 21 Investimenti acquired the #2 and #3 Italian players, the Space Cinema is Italy's leading cinema multiplex chain, boasting multiplexes in prime locations across Italy.

Exit → In November 2014, The Space Cinema was sold to Vue Entertainment, the European leader in the multiplex industry.

Headquarters	Rome, Italy
Year of Investment	2009
Year of Divestment	2014
Employees at exit	757
Sales at exit (€M)	**161.8**
ESG Rating at exit	**A–**

PittaRosso
pittarosso.com

Founded in 1976, PittaRosso is a leading Italian player in retail shoe distribution, with a chain of directly operated stores. Stores have large surface areas and are mainly situated in shopping centers and retail parks in Italy, Croatia and Slovenia.

Exit → In January 2015, 21 Investimenti sold 90% of its stake in PittaRosso to Lion Capital, a retail & consumer business focused investment firm, with 10% rolled over alongside Lion Capital to pursue the company's ambitious development plan in Italy and abroad.

Headquarters	Padua, Italy
Year of Investment	2011
Year of Divestment	2015
Employees at exit	1,293
Sales at exit (€M)	**233.5**
ESG Rating at exit	**A+**

Assicom
assicom.it

Founded in 1993, Assicom is Italy's #1 provider of B2B credit collection services and a major player in business information, catering for over 8,000 corporate clients across all sectors. Assicom boasts a proprietary database and a network of over 70 agents.

Exit → In December 2014, 21 Investimenti sold 80% of its stake in Assicom to Tecnoinvestimenti, a leading provider of digital trust and credit information services, with the remaining 20% sold in 2017.

Headquarters	Udine, Italy
Year of Investment	2012
Year of Divestment	2014/2017
Employees at exit	202
Sales at exit (€M)	**36.5**
ESG Rating at exit	**A+**

Farnese Vini
farnesevini.it

Founded in 1994, Farnese Vini is a leading Italian wine group active in the production, sale and marketing of central and southern Italian wines. Farnese boasts a global client base of over 2,600 distributors, hotels and caterers and generates over 95% of sales abroad.

Exit → In September 2016, Farnese was sold to NB Renaissance Partners, a leading international Private Equity player.

Headquarters	Chieti, Italy
Year of Investment	2013
Year of Divestment	2016
Employees at exit	80
Sales at exit (€M)	**56.1**
ESG Rating at exit	**A**

Forno d'Asolo
fornodasolo.it

Founded in 1985, Forno d'Asolo is a leading Italian producer and distributor of a wide range of sweet and savory frozen bakery products to over 35 thousand clients, mainly represented by bars, bakeries, cafés and hotels.

Exit → In August 2018, Forno d'Asolo was sold to BC Partners, a leading international investment firm.

Headquarters	Treviso, Italy
Year of Investment	2014
Year of Divestment	2018
Employees at exit	553
Sales at exit (€M)	**132.6**
ESG Rating at exit	**A+**

Integrated summary per fund
5
Annual Sustainability Report 2020
Creating Shared Value
21 Invest
55

Nadella
nadella.it

Founded in 1963, Nadella is one of Europe's leading producers of linear guides and rollers for industrial motion applications. Nadella offers products covering a vast range of end user industries, serving a well-diversified international customer base.

Exit → In June 2018, Nadella was sold to Intermediate Capital Group Plc, a British asset manager with over €Bn 27 in assets under management.

Headquarters	Milan, Italy
Year of Investment	2014
Year of Divestment	2018
Employees at exit	285
Sales at exit (€M)	**70.7**
ESG Rating at exit	**A**

Ethical Coffee Company

Founded in 2008, Ethical Coffee Company (ECC) designed and produced biodegradable coffee capsules, compatible with Nespresso machines.

Exit → Under liquidation.

Headquarters	Fribourg, Switzerland
Year of Investment	2010
Year of Liquidation	2018
Employees at exit	n/a
Sales at exit (€M)	**n/a**
ESG Rating at exit	**n/a**

→ **Forno d'Asolo**
Sweet & savory bakery products

5.2 Italy → Fund III

Fund characteristics

UNREALIZED INVESTMENTS

SIFI

POLIGOF

PHILIPPE MODEL PARIS

GIANNI CHIARINI FIRENZE

Carton Pack GLOBAL PACKAGING EXPERTISE

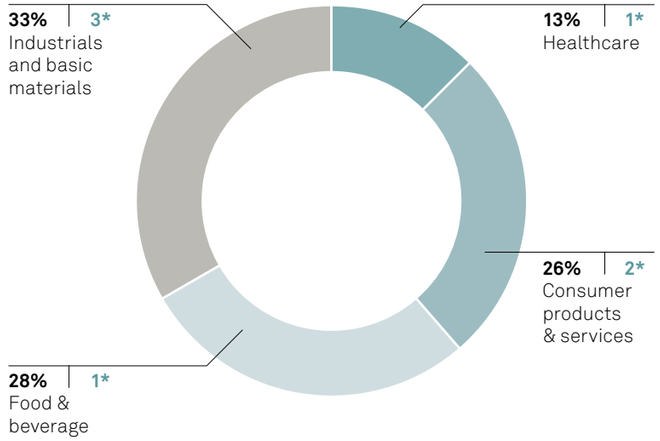
BODINO the International Made in Italy

ZONIN1821

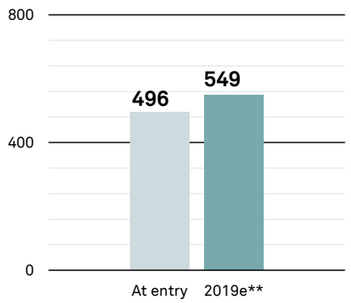
General characteristics

Vintage	Investments	Geography
2015	7 companies	Italy
Size	**Exits**	
343 €M	0 companies	

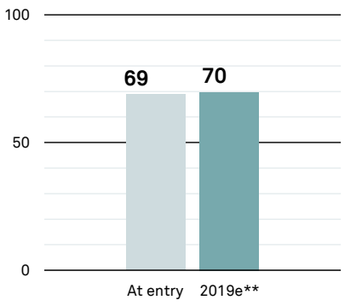
Sector diversification



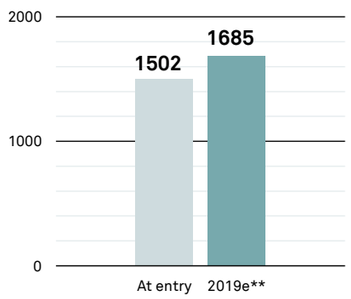
Sales[1] €M



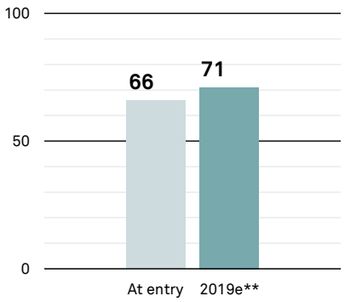
Ebitda[1] €M



Employees[1] FTEs



ESG Performance %



→ Aggregate data of portfolio companies

* → Number of investments by sector

** → 2019e: pre-closing

1 → Figures do not include Bodino, as they are unavailable

Integrated summary per fund 5 Annual Sustainability Report 2020 Creating Shared Value 21 Invest

Italy → Fund III
Key figures per investment

Unrealized investments

SIFI
sifigroup.com

Founded in 1935, SIFI is a leading player in the Italian ophthalmic industry. The company develops, manufactures and sells pharmaceutical treatments, diagnostic instruments and surgical equipment for eyecare, covering the vast majority of ocular pathologies.

Headquarters	Catania, Italy
Year of Investment	2015
Employees 2019	393
Sales 2019e (€M)	**82.3**
ESG Rating 2019	**A+**
Main SDGs	

Poligof
poligof.it

Founded in 1979, Poligof is a leading industrial group, active in the production of backsheet film for hygiene disposables. Today, the Group is a European leader in its market of reference with more than 80% of sales generated abroad.

Headquarters	Lodi, Italy
Year of Investment	2015
Employees 2019	304
Sales 2019e (€M)	**120.4**
ESG Rating 2019	**B**
Main SDGs	

Philippe Model
philippemodel.com

Founded in 2008 in Italy, Philippe Model represents a successful mix between French allure and Italian creativity. The company realizes high-end fashionable sneakers that are made in the heart of the Riviera del Brenta Italian footwear district and distributed worldwide by top luxury wholesalers.

Headquarters	Vigonovo, Italy
Year of Investment	2016
Employees 2019	61
Sales 2019e (€M)	**36.7**
ESG Rating 2019	**B–**
Main SDGs	

Gianni Chiarini
giannichiarini.com

Founded in the '90s in Florence, Italy, Gianni Chiarini designs and distributes handcrafted made-in-Italy bags and accessories characterized by high quality materials and a fresh and modern look, resulting in a sophisticated product with a smart-positioning.

Headquarters	Florence, Italy
Year of Investment	2017
Employees 2019	59
Sales 2019e (€M)	**25.8**
ESG Rating 2019	**A-**
Main SDGs	

Integrated summary per fund 5 Annual Sustainability Report 2020 Creating Shared Value 21 Invest 61

Italy → Fund III
Key figures per investment

Unrealized investments

Carton Pack
cartonpack.com

Founded in 1970, Carton Pack is an Italian company active in the development, production and supply of packaging products for the food industry with a leadership position in fruit & vegetable packaging solutions.

Headquarters	Bari, Italy
Year of Investment	2018
Employees 2019	310
Sales 2019e (€M)	**82.3**
ESG Rating 2019	**A-**
Main SDGs	

Bodino
bodino.it

Founded in 1932, Bodino is an international EPC contractor primarily focused on high-end and bespoke construction projects in 4 business units: fit-out, museum & exhibitions, facades & special structures and timber technology.

Headquarters	Turin, Italy
Year of Investment	2018
Employees 2019	n.a.
Sales 2019e (€M)	n.a.
ESG Rating 2019	n.a.
Main SDGs	n.a.

Casa Vinicola Zonin
zonin1821.it

Founded in 1821, Zonin is one of the largest privately owned Italian wine producers, today controlled by the 7th generation of the founding family. The company boasts a wine portfolio well-diversified in terms of both wine types (still and sparkling) and price points and owns 9 estates, 8 in Italy and 1 in the US, producing about 25-30% of its total grape procurement.

Headquarters	Vicenza, Italy
Year of Investment	2018
Employees 2019	558
Sales 2019e (€M)	**198.3**
ESG Rating 2019	**A-**
Main SDGs	

Integrated summary per fund 5 Annual Sustainability Report 2020 Creating Shared Value 21 Invest 63

5.3 France → Fund IV

Fund characteristics

UNREALIZED INVESTMENTS

MaxiCoffee

OBERTHUR

GROUPE SYNERLAB Contract Manufacturing Organization

DGF

1 IMPACT SALES & MARKETING

REALIZED INVESTMENTS

COYOTE

VACALIANS

SKILL&YOU

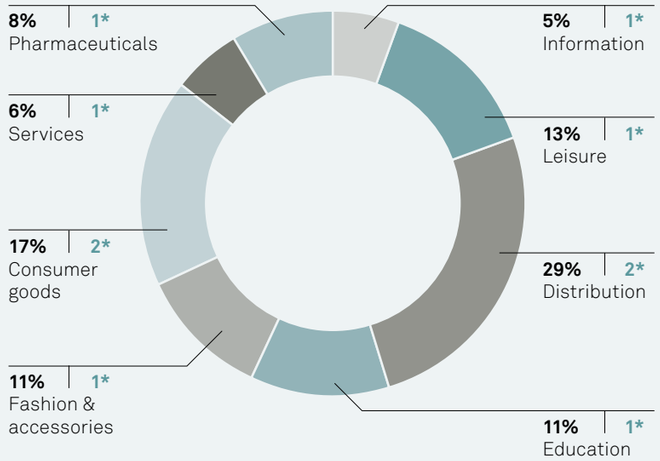
ETHICAL COFFEE COMPANY

CLEOR

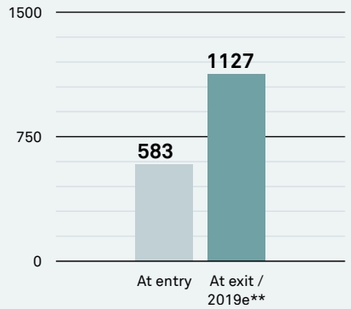
General characteristics

Vintage	Investments	Geography
2010	10 companies	France
Size	**Exits**	
381 €M	5 companies	

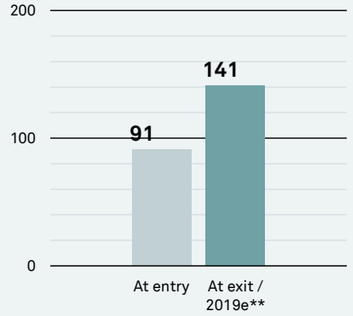
Sector diversification



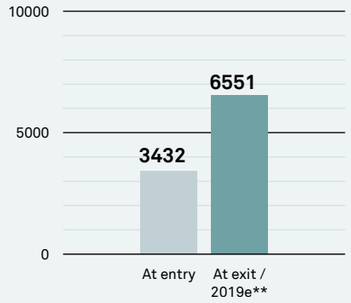
Sales €M



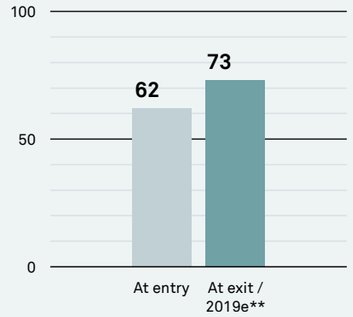
Ebitda €M



Employees FTEs



ESG Performance %



→ Aggregate data of portfolio companies

* → Number of investments by sector

** → 2019e: pre-closing

France → Fund IV
Key figures per investment

Unrealized investments

MaxiCoffee
maxicoffee.com

MaxiCoffee has been transformed by 21 Invest into a Top-tier national player in the French vending machine operators market and into a direct-to-consumer multichannel coffee expert. Daltys Group renamed MaxiCoffee in January 2020 to benefit from the visibility of a fast-growing activity and a specialty coffee image.

Headquarters	Aix-en-Provence, France
Year of Investment	2011
Employees 2019	1,557
Sales 2019e (€M)	**266.1**
ESG Rating 2019	**A–**
Main SDGs	

Oberthur
editions-oberthur.com

Oberthur is one of the French leaders in stationery and school supplies. The company is active under its own brand as well as successful exclusive licenses. Oberthur's products are sold in mass retail networks and in selective distribution stores.

Headquarters	Rennes, France
Year of Investment	2012
Employees 2019	126
Sales 2019e (€M)	**38.1**
ESG Rating 2019	**A–**
Main SDGs	

Synerlab
synerlab.com

As a leading European pharmaceutical contract development and manufacturing organization (CDMO), Synerlab develops, manufactures and packages drugs in various forms (solid, liquid...) on value-adding niches, specialized in small and medium-size batches.

Headquarters	Strasbourg, France
Year of Investment	2013
Employees 2019	1,093
Sales 2019e (€M)	**142.3**
ESG Rating 2019	**A**
Main SDGs	

DGF
dgf.fr

DGF is the leading integrated French player in the distribution of bakery-pastry products and ingredients servicing some 23,000 end clients. Positioned on the whole distribution chain, DGF's unique business model combines sales under its own brands, a centralized purchasing unit and integrated field distribution.

Headquarters	Paris, France
Year of Investment	2014
Employees 2019	568
Sales 2019e (€M)	**206.5**
ESG Rating 2019	**A**
Main SDGs	

Integrated summary per fund 5 Annual Sustainability Report 2020 Creating Shared Value 21 Invest 67

France → Fund IV
Key figures per investment

Unrealized investments

Impact
agence-impact.com

Impact is the #2 independent French leader in operational marketing, providing field marketing solutions across physical, mobility, and digital channels throughout the whole consumer journey.

Headquarters	Paris, France
Year of Investment	2015
Employees 2019	1,195
Sales 2019e (€M)	**81.3**
ESG Rating 2019	**A+**
Main SDGs	

→ **Synerlab**
Pharmaceutical manufacturing

Integrated summary per fund 5 Annual Sustainability Report 2020 Creating Shared Value 21 Invest 69

France → Fund IV
Key figures per investment

Realized investments

Coyote
moncoyote.fr

Coyote is a European leader in automotive telematics data and services, providing real-time traffic and road safety information with a unique-community based business model of over 4 million users.

Exit → The exit process was completed in December 2014 through a management buy-out organized by the founders.

Headquarters	Suresnes, Paris, France
Year of Investment	2010
Year of Divestment	2014
Employees at exit	123
Sales at exit (€M)	**106.1**
ESG Rating at exit	**B+**

Vacalians (now Vacanceselect)
vacanceselect.group

Created under the stewardship of 21 Invest through the merger of Vacances Directes and Village Center, Vacalians is the European leader in outdoor accommodation, a campsite and mobile home operator with a fleet of over 17,500 mobile homes and over 300 campsite destinations in France, Italy and Spain.

Exit → Vacalians was exited in July 2015 through a sale to Permira.

Headquarters	Sète, France
Year of Investment	2011/2012
Year of Divestment	2015
Employees at exit	643
Sales at exit (€M)	**144.5**
ESG Rating at exit	**A**

Skill & You
skillandyou.com

Skill & You is the French leader in e-learning with 10 specialized schools and over 200 active training programs in various fields such as decoration, paramedics, construction, animal care, etc. Skill & You is one of the largest players in the European market.

Exit → The exit process was completed in July 2018 with the sale to Andera Partners.

Headquarters	Montrouge, France
Year of Investment	2011
Year of Divestment	2018
Employees at exit	541
Sales at exit (€M)	**64.5**
ESG Rating at exit	**B+**

Ethical Coffee Company

Ethical Coffee Company (ECC) designed and produced biodegradable coffee capsules, compatible with Nespresso machines.

Exit → Under liquidation.

Headquarters	Fribourg, Switzerland
Year of Investment	2010
Year of Liquidation	2018
Employees at exit	n/a
Sales at exit (€M)	**n/a**
ESG Rating at exit	**n/a**

France → Fund IV
Key figures per investment

Realized investments

Cléor
cleor.com

As a leading French jewelry retailer with an original concept, Cléor aims to make jewelry a fashion accessory accessible to all. The company operates in excess of 135 boutiques located in shopping centers.

Exit → The exit process was completed in 2019.

Headquarters	Evreux, France
Year of Investment	2012
Year of Divestment	2019
Employees at exit	686
Sales at exit (€M)	**76.6**
ESG Rating at exit	**B+**

CLEOR

→ **Oberthur**
Stationary & school supplies

5.4 France → Fund V

Fund characteristics

UNREALIZED INVESTMENTS

DL SOFTWARE

ProductLife GROUP

FMA assurances

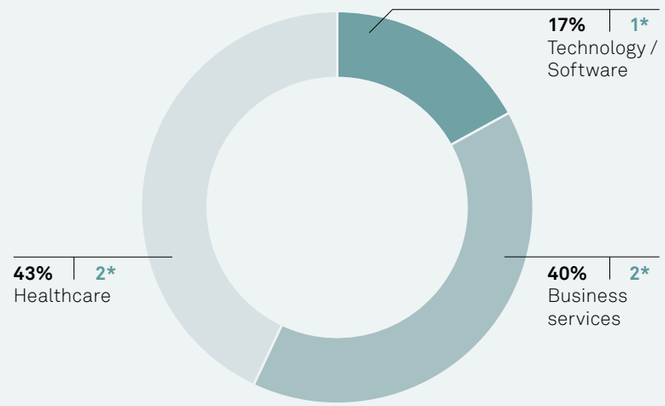
LV OverSEAS

LANDANGER

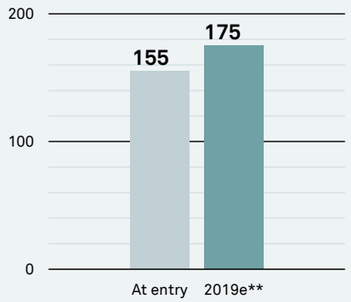
General characteristics

Vintage	Investments	Geography
2017	5 companies	France
Size	**Exits**	
230 €M	0 companies	

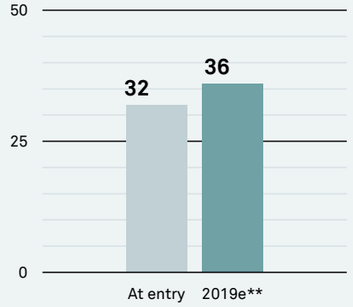
Sector diversification



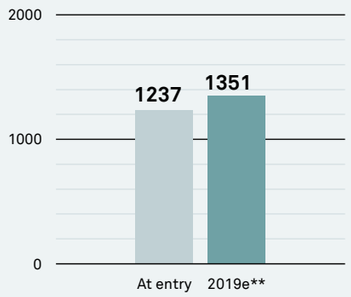
Sales €M



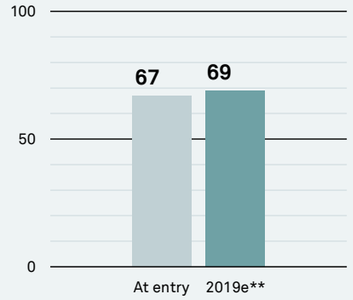
Ebitda €M



Employees FTEs



ESG Performance %



→ Aggregate data of portfolio companies

* → Number of investments by sector

** → 2019e: pre-closing

France → Fund V

Key figures per investment

Unrealized investments

DL Software
dlsoftware.fr

Founded in 2003, DL Software is one of the French leaders in software edition (ERP) targeting niche markets protected by high entry barriers, benefiting either from leading or co-leading positions.
DL Software provides a vertical software offer adapted to specific client needs, requiring very limited or no additional development. DL Software's solutions are in 5 markets today: healthcare, retail wholesale, tourism and real estate.

Headquarters	Paris, France
Year of Investment	2017
Employees 2019	517
Sales 2019e (€M)	**65.7**
ESG Rating 2019	**A**
Main SDGs	

ProductLife Group
productlifegroup.com

Founded in 1993, ProductLife Group is a leading expert in outsourced regulatory affairs management and pharmacovigilance for the Healthcare and Life Science industries and more specifically for pharmaceutical laboratories. With a global footprint of 80 countries, covered by expert teams with local knowledge, PLG's evident quality and reliability enables it to offer long-term and multisite Global Outsourcing Programs.

Headquarters	Paris, France
Year of Investment	2019
Employees 2019	253
Sales 2019e (€M)	**23.7**
ESG Rating 2019	**B**
Main SDGs	

FMA ASSURANCES
fma.fr

Founded in 1996, FMA is a multi-specialist wholesale insurance broker creating, selling and administrating insurance contracts for individuals and properties.

Headquarters	Paris, France
Year of Investment	2019
Employees 2019	63
Sales 2019e (€M)	**14.5**
ESG Rating 2019	**B**
Main SDGs	

LV Overseas
leonvincent.fr

Founded in 1932, LV Overseas offers a comprehensive range of services in the management of door-to-door freight transport for both import and export, with a strong position in French overseas territories (West Indies, La Réunion, Guyana).

Headquarters	Le Havre, France
Year of Investment	2019
Employees 2019	386
Sales 2019e (€M)	**41.3**
ESG Rating 2019	**B+**
Main SDGs	

Integrated summary per fund
5
Annual Sustainability Report 2020
Creating Shared Value
21 Invest
77

France → Fund V
Key figures per investment

Unrealized investments

Landanger
landanger.com

Founded in 1997, Landanger manufactures and distributes reusable surgical instruments and orthopedics ancillaries. It also offers maintenance services, with a leading position in France and a presence in nearly 60 countries.

Headquarters	Paris, France
Year of Investment	2019
Employees 2019	132
Sales 2019e (€M)	**30.1**
ESG Rating 2019	**B**
Main SDGs	

LANDANGER

→ **Landager**
Surgical instruments

5.5 Poland → 21 Concordia

Fund characteristics

UNREALIZED INVESTMENTS

Monevia.

TXM textilmarket

HOLLYWOOD

Red Rubin

apaczka

DIGITREE GROUP

VGL GROUP

reesco

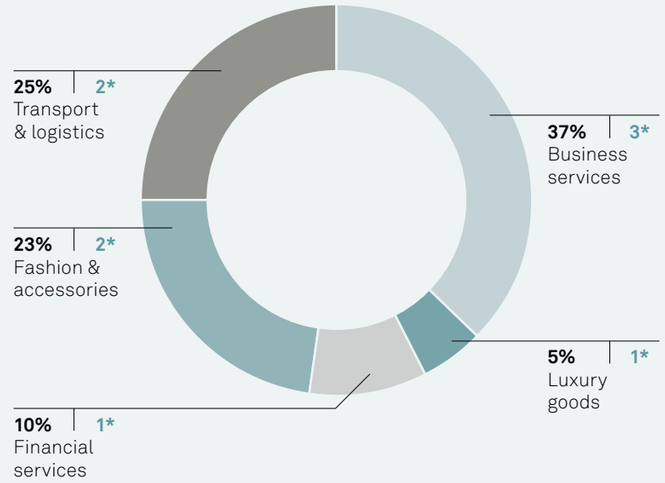
REALIZED INVESTMENTS

WŌJCIK FASHION

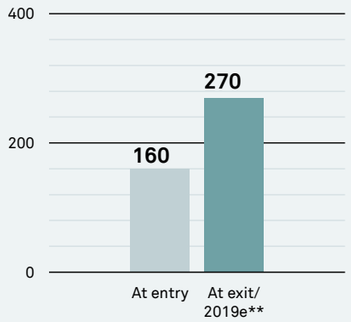
General characteristics

Vintage	Investments	Geography
2013	8 companies	Poland
Size	**Exits**	
100 €M	1 companies	

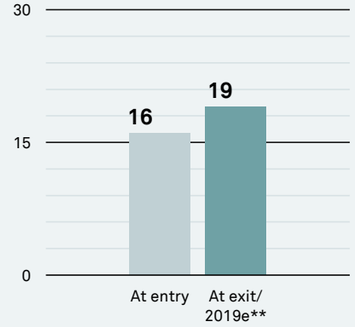
Sector diversification



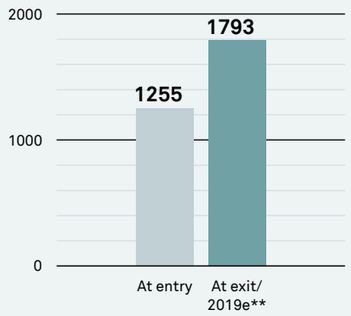
Sales[1] €M



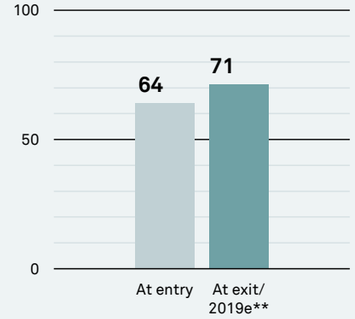
Ebitda[1] €M



Employees[1] FTEs



ESG Performance %



→ Aggregate data of portfolio companies

* → Number of investments by sector

** → 2019e: pre-closing

1 → Figures do not include TXM

Poland → Fund I
Key figures per investment

Unrealized investments

Monevia
monevia.pl

Monevia is a leading provider of liquidity enhancement solutions for the SME segment in Poland. The company purchases invoices not past due from small and micro enterprises. The service is an alternative to factoring offered by banks, which is hardly accessible for small and micro enterprises in Poland.

Headquarters	Bydgoszcz, Poland
Year of Investment	2014
Employees 2019	20
Sales 2019e (€M)	**21.3**
ESG Rating 2019	**A-**
Main SDGs	

TXM
textilmarket.pl

Founded in 1989, TXM S.A. operates a Polish chain of discount clothing stores under the TXM brand. The company has approximately 400 shops in Poland, Slovakia and Romania, and offers a wide range of fashionable clothing for the entire family at very attractive prices. Since 2014, the company also sells online via txm24.pl.

Headquarters	Andrychów, Poland
Year of Investment	2014
Employees 2019	756
Sales 2019e (€M)	**52.0**
ESG Rating 2019	**B+**
Main SDGs	

Hollywood
hollywoodsa.pl

The company is a leading B2B laundry chain in Poland. Hollywood provides textile laundry and rental services to hospitals, hotels and industrial companies. It operates 9 laundry facilities in Northern and Central Poland and 1 in Germany with the total capacity exceeding 3,890 tons per month.

Headquarters	Sierpc, Poland
Year of Investment	2016
Employees 2019	681
Sales 2019e (€M)	**27.6**
ESG Rating 2019	**A+**
Main SDGs	

Red Rubin/Minty Dot
redrubin.pl / mintydot.com

The company is an independent jewelry manufacturer and retailer in Poland. It operates 6 stores under the Red Rubin brand, offering more traditional, high quality products with a signature design, 3 stores under the Minty Dot brand focused on the fashion-jewelry segment and an online store. In 2016, Red Rubin/Minty Dot started also selective international distribution.

Headquarters	Warsaw, Poland
Year of Investment	2016
Employees 2018	70
Sales 2018e (€M)	**2.4**
ESG Rating 2018	**B+**
Main SDGs	

Integrated summary per fund 5 Annual Sustainability Report 2020 Creating Shared Value 21 Invest 83

Poland → Fund I
Key figures per investment

Unrealized investments

Apaczka
apaczka.pl

Founded in 2009, Apaczka is a leading e-commerce logistics operator in Poland, operating as a professional intermediary between its clients (SMEs/SOHO in e-commerce, individual customers) and couriers. The company operates apaczka.pl — an IT platform which provides logistic services for small and medium enterprises as well as small home offices and migiem24 — an IT platform focused on services for private individuals.

Headquarters	Warsaw, Poland
Year of Investment	2017
Employees 2019	70
Sales 2019e (€M)	**31.4**
ESG Rating 2019	**B+**
Main SDGs	

DigiTree (formerly SARE)
digitree.pl

The company provides a wide range of digital marketing services based on proprietary technologies including among others: marketing automation, performance marketing and direct marketing. The key product offered by the Group is the SARE system, the integrated digital marketing platform offering e-mail marketing, SMS marketing, SMTP and surveys. The Company develops its marketing automation tool SAREHub.

Headquarters	Rybnik, Poland
Year of Investment	2018
Employees 2019	262
Sales 2019e (€M)	**13.6**
ESG Rating 2019	**A-**
Main SDGs	

VGL
vgl-group.com

VGL is a Polish asset-light, freight forwarding and logistics holding comprising of a number of entities operating in several segments of transport & logistic services. The company offers a full range of services in the field of forwarding, logistics and supply chain management to a number of blue-chip Polish and international clients.

Headquarters	Gdynia, Poland
Year of Investment	2018
Employees 2019	494
Sales 2019e (€M)	**141.1**
ESG Rating 2019	**A-**
Main SDGs	

Reesco
reesco.pl

Reesco is one of the leading companies specialized in fit-out and project management services in Poland. The company provides office renovation, office fit-out, construction management and technical advisory services to its clients. Fit-out projects account for the vast majority of revenues and are performed with the use of third-party services and materials with in-house planning, procurement, quality assurance and management workforce.

Headquarters	Warsaw, Poland
Year of Investment	2018
Employees 2019	76
Sales 2019e (€M)	**26.7**
ESG Rating 2019	**A**
Main SDGs	

Poland → Fund I
Key figures per investment

Realized investments

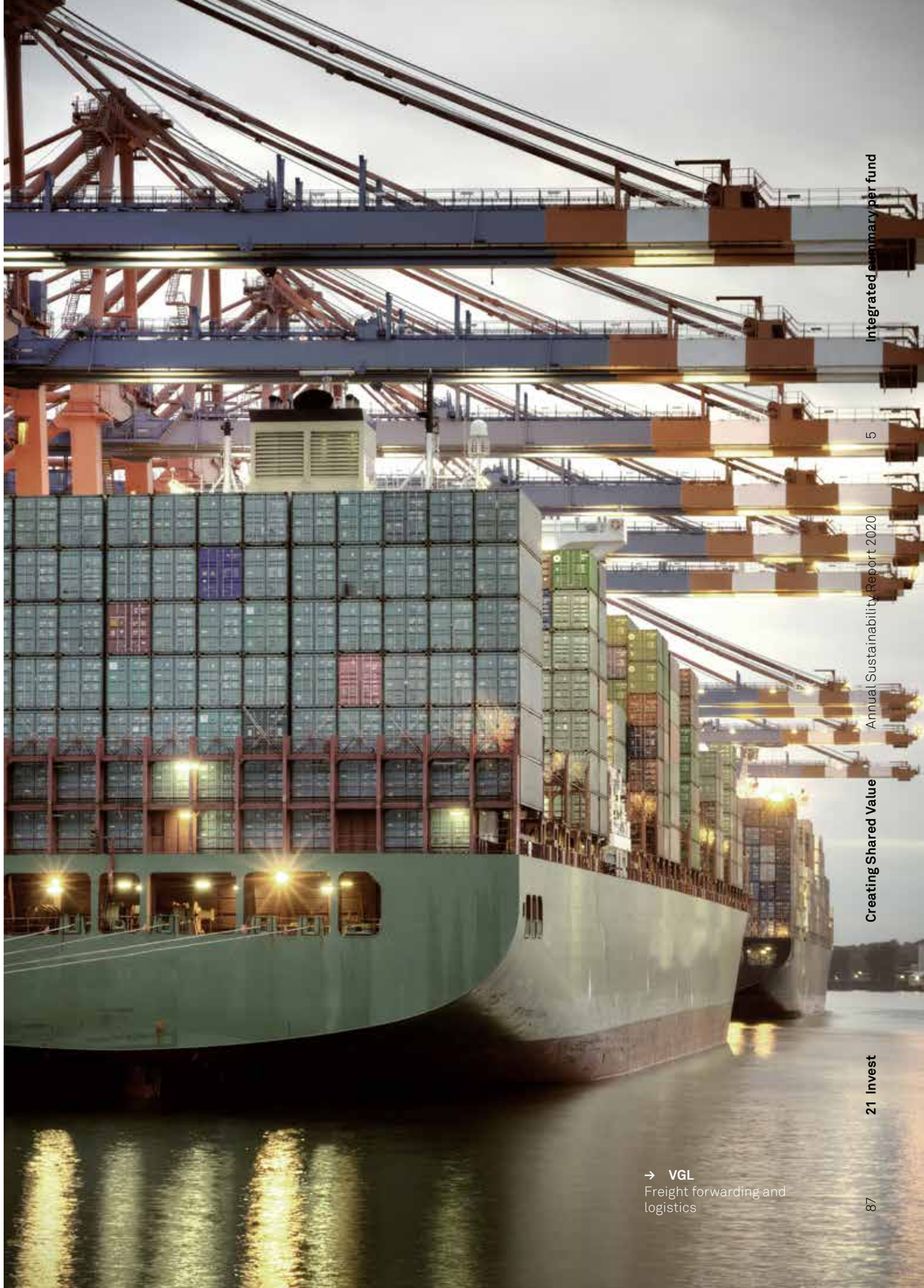
Wojcik
woicikfashion.pl

Founded in 1987, Wójcik is a high-end Polish childrenswear company, selling its products under 3 brands: Wójcik, known for its casual children's clothing; Ceremony, an exclusive collection for special occasions; and Lady Diamond, designed for teenage girls, distinguished by style and elegance for everyday use.

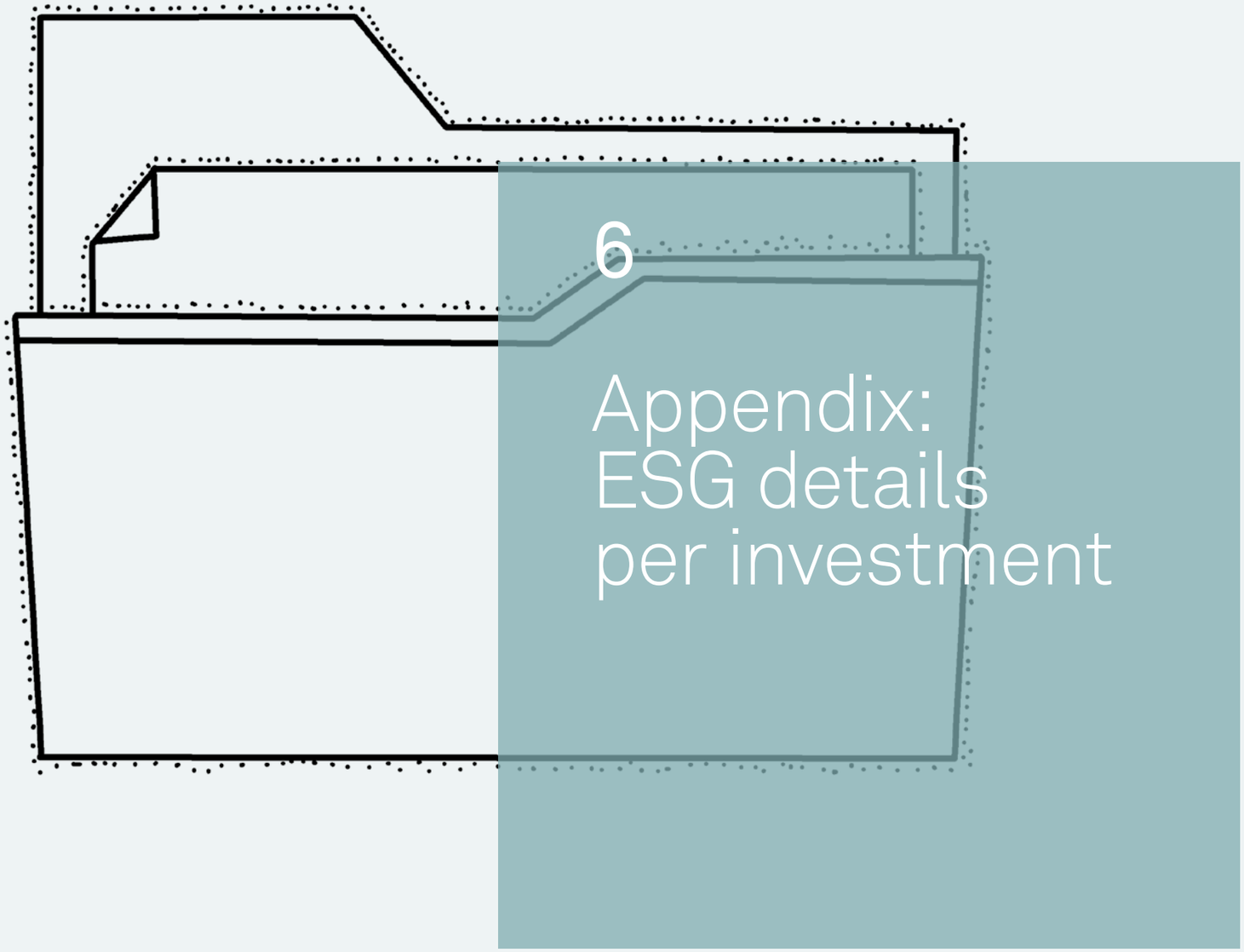
Exit → The handover to Logi-Pal was completed in October 2017. Logi-Pal, an industry player with a background in the fashion business and strong sourcing from Far East countries, agreed with the restructuring process and the strategy going forward, assuring continuity of operations.

Headquarters	Bielsko Biala, Poland
Year of Investment	2015
Year of Divestment	2017
Employees at exit	120
Sales at exit (€M)	**6.2**
ESG Rating at exit	**B+**

WŌJCIK
FASHION



→ **VGL**
Freight forwarding and logistics



6

Appendix: ESG details per investment

Appendix 6 Annual sustainability report 2020 Creating shared value 21 Invest 89

6.1 Italy

Fund III

SIFI
page 92

Poligof
page 98

Philippe Model
page 104

Gianni Chiarini
page 110

Carton Pack
page 116

Zonin
page 122

Fund II

Viabizzuno
page 126

SIFI

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	Medium	77%	68%	83%	A+	**Excellent performance** Suggestion: continue to meet targets, reducing energy, natural gas and water consumption and consider contribution to environmental protection
Social	High	89%	87%	87%	A+	**Excellent performance** Suggestion: conduct a new risk management plan and aim to meet 2020 targets
Governance	High	89%	83%	85%	A+	**Excellent performance** Suggestion: continue monitoring of contact with countries targeted by the FATF
ESG initiatives	High	97%	97%	97%	A+	**Excellent performance** Continue supporting and promoting socially noteworthy innovations

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

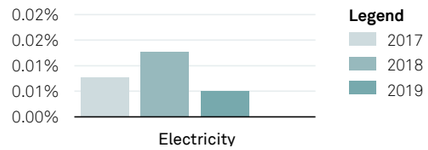
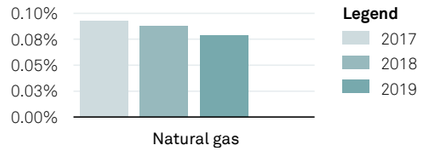
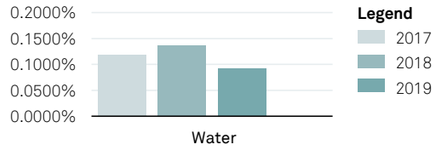
Fund

IT → Fund III

ESG rating 2019

A+

Environment

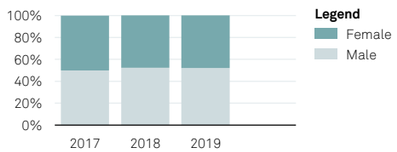
2019 company performance	Notes
Legislation and procedures — Compliance with relevant environmental legislation — No environmental disputes over the last four years — Energy efficiency audit performed by a third party in 2015 in compliance with D.L. 102/2014 — The company installed a medium voltage electricity monitoring system in 2019 — The company considers disposal options available for the product at the end of the lifecycle in compliance with Italian law — The company uses a sustainable Combined Heat & Power cogeneration system, which provides around 70% of power needs and 90% of its heating needs in its production facilities	Performance to be maintained in 2020
Electricity consumption Consumption as % of net sales 	SIFI has decreased its electricity consumption in 2019. The company intends to install photovoltaic panels and maintain constant monitoring in order to further reduce this in 2020
Natural gas consumption Consumption as % of net sales 	SIFI has reduced natural gas consumption in 2019 thanks to its use of a cogeneration system. The company intends to maintain monitoring in order to further reduce this in 2020
Water consumption Consumption as % of net sales 	SIFI has decreased water consumption in 2019. The company intends to maintain constant monitoring in order to further reduce this in 2020
Waste management — Monitoring of other waste recycling — Special waste management policy implemented for proudction — Compliance with waste management policy under rules required by CONAI (a private consortium in Italy that ensures members achieve the recycling and recovery target of packaging waste provided for by law)	SIFI intends to increase both the recovery and recycling of plastic in the production department and cardboard in the entire company in 2020

Social

2019 company performance	Notes
Legislation and procedures — Clearly defined HR function — Health and safety compliance to protect customers and employees — Health and safety officer and adequate health and safety policy — Data privacy compliance for employees and customers — Freedom of association for all employees — Employees involved in the decisions affecting them — No welfare disputes or strike action over the past 4 years	SIFI has a clearly defined HR function under the CFO with several clear staff policies and additional company policies are to be defined in 2020

Social

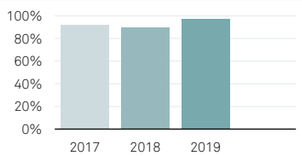
Workforce structure
Equal opportunities



SIFI has maintained a balanced male to female ratio in 2019 and intends to continue monitoring equal opportunities in 2020

Gender wage ratio

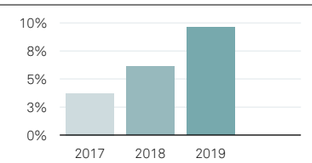
% ratio of avg female salary to avg male salary



The company reports that female employees' average salary is 3% lower than male employees' average salary in 2019. The company intends to continue monitoring of equal opportunities in 2020

Staff turnover

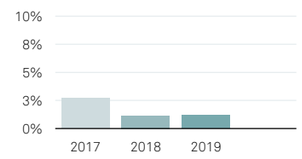
% employees leaving



Staff turnover remains low even if it has increased in 2019. The company intends to continue monitoring turnover in 2020

Health and safety
Number of injuries reported in the workplace

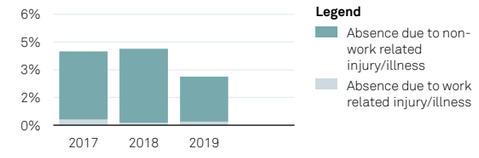
% employees reporting an injury



SIFI has improved the workplace injury rate compared to 2017, significantly decreasing the injury rate after taking correcting actions in 2018 and 2019. The company plans to maintain a high level of health and safety risk assessment

Health and safety
Absence due to illness/injury

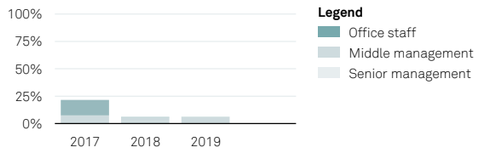
% working days absent



SIFI reports a very low absence rate which it has further improved in 2019 and the company intends to maintain this in 2020

Employee engagement and development

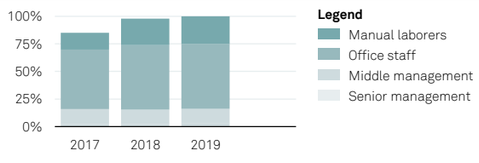
% of total headcount



SIFI intends to increase the implementation of MBO plans for middle management and office staff in 2020

Employee training

% of total headcount



SIFI has further increased management, technical and scientific training provided to its staff in 2019. The company offers a tailored training program according to employee job requirements. SIFI intends to mantain this performance in 2020

Supplier screening

— SIFI states that no suppliers have potential human rights issues

Performance to be maintained in 2020

Fund

IT → Fund III

ESG rating 2019

A+

Social

Social contributions — SIFI contributed approx. € 397,000 to various social initiatives and healthcare charities in 2019	SIFI has maintained its contribution in 2019 and intends to pursue diverse social contribution activities in 2020
Employee benefits — Pension plan — Health insurance — Flexible working hours — Smart working — Staff cafeteria — Company cars	The company intends to increase these benefits in 2020
Customer service and support — Dedicated customer service department with Quality Assurance procedures — Possibility to provide feedback through company website — Customer helpline — Pharmaceutical monitoring (Pharmacovigilance) forms — Customer satisfaction survey	SIFI intends to maintain these customer support mechanisms in 2020
Animal testing — All pharmaceuticals and most medical devices follow a highly regulated and strict procedure before receiving Marketing Authorizations from Governmental Agencies to ensure safety and efficacy of using drugs and devices in humans. — The process involves a mandatory testing in animals, before any compound moves to 3 different phases of clinical trials in humans. — Without animal testing, there would be no safe and effective drugs to treat illnesses. — Pharmaceuticals and devices contribute substantially to the increase in life expectancy in any country where a national health system gives access to drugs and devices for patients	Animal testing is performed routinely at SIFI in strict compliance to applicable laws under the supervision of an external veterinary. Approx. 80% of SIFI's turnover is realized with products subject to animal testing

Governance

2019 company performance	Notes
Governance principles — Code of ethics integrated with the clause "Value of Human Resources and protection of individual personality" — Policy to prevent potential crimes in accordance with Italian Legislative Decree 231/2001 ('Modello 231') — Clear definition of core management duties and powers — Regular BoD meeting — No female member of BoD — 1 independent member of BoD — Policy for the management of conflicts of interest	SIFI maintained a sound BoD structure. The company has published the code of ethics on the website
Management system & transparency — Presence of an Independent financial audit — 3 female members of the Top Management or Executive Committee — Financial performance releases on quarterly basis — Trasparent ownership and governance structure — Individuals in charge of compliance, risk management and anti-money laudering — No formalized ESG/ CSR policies — Team responsible for sustainable development	SIFI has a high quality management system, aimed at providing equal opportunities for all the workforce and maintains a high level of transparency
Stakeholders — Shareholders regularly updated on company operations — The company has not been involved in any governance dispute over the last four years — SIFI has a high quality management system, aimed at providing equal opportunities for all the workforce and maintains a high level of transparency	SIFI has an excellent shareholders interaction and aims to maintain it in 2020

ESG initiatives and best practices

Fund

IT → Fund III

ESG rating 2019

A+

Customer service

SIFI Group has a Vigilance system that allows it to take full responsibility for its medical and non-medical products, both marketed or in clinical development and to take appropriate action, if and when needed, in order to evaluate and update all information regarding the benefits and risk of its products.
Forms are available on the website for pharmaceutical, medical device and surgical device reporting.

Education initiatives

SIFI believes in supporting education initiatives for young students, especially in an environment of growing interaction between the academic world and industrial companies.In 2018, the company took part in a number of projects promoted by the University of Catania, providing the chance to develop a synergy between the company and the university.In 2019, SIFI collaborated with the placement of the Bocconi University of Milan to offer post-graduate internships in the company.

Noteworthy social innovations

SIFI has supported socially noteworthy innovations, intended to improve the quality of life of individuals with visual disabilities.

Art for the blind:
Inaugurated in 2017 at the Ara Pacis Museum in Rome "Art for the blind" provides to visually impaired visitors a poly-sensory exploration of the Monument and the works of art hosted in it. This artistic and technological innovation allows visitors to discover a reproduction of the monument, through tactile examination, while simultaneously activating accurate audio explanations of the area being explored.
In 2019, this technology is under implementation at the Louvre Museum in Paris and the Prado Museum in Madrid.

Sound meds:
This new audio technology, introduced in 2016 by SIFI, helps visually impaired patients better comprehend drug illustration leaflets, by reproducing clear and complete audio instructions on smart phones and tablets.
In 2017, SIFI enhanced the Sound meds system
by including tutorial videos that illustrate the correct use of the products. In 2018, SIFI optimized this service to include its comprehensive portfolio.
Sound Meds are currently being extended to The Spanish language.

Noteworthy social contributions

Imago sonora – Music for Sight:
SIFI sponsors classical opera concerts to support the Bambin Gesù Pediatric Hospital's Visual Rehabilitation Pediatric Center.

SIFI for Sight Savers:
Since 2015, SIFI has been supporting Sightsavers' work to prevent and treat eye diseases that lead to blindness in the world's poorest countries.
In 2018 alone SIFI funded 486 cataract operations in Pakistan, a country where it has been estimated that there are 1.5 million blind adults and another 170,000 become blind every year, mainly in rural areas: an emergency chiefly due to cataracts.
The cataract operations funded by SIFI were carried out at three different hospitals: Pasrur, Lahore (Multan Road) and Khanewal, where thanks to SIFI's help light and hope were brought into the future of these patients, transforming their lives.
In 2019, SIFI supported the "Stop Tracoma Forever" project. The value of SIFI's support is equivalent to the treatment of 29,411 people with the administration of antibiotics in the initial phase of the disease and more than 100 operations of trichiasis in the advanced stage.

Environmental best practices

At its headquarters SIFI has installed a cogeneration system for the production of electric and thermal energy. In order to raise awareness among employees on the issue, a counter was installed at the entrance which shows the amount of energy produced.
In 2019, SIFI gave its employees a personalized reusable bottles for water as Christmas present in order to avoid plastic waste.

La Casa di Toti

Since 2016, SIFI has supported the first Ethical Hotel in Sicily, "La Casa di Toti", a Social Enterprise, where individuals with neuro-diversity live and work in a unique hotel. Inauguration of another hotel in Modica (RG) is scheduled for 2020.
Since 2019, SIFI is a sponsor of the Blue café "Ethical Boat" by La Casa di Toti, a sailboat repurposed from human traffickers to sail on a journey of renewed hope and inclusion, providing children with neurological disorders the chance to have a unique experience on the water.

Poligof

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	High	74%	63%	68%	B+	**Adequate performance** Suggestion: aim to meet 2020 targets and consider implementing use of renewable energy sources
Social	Medium	75%	73%	78%	A	**Very good performance** Suggestion: maintain monitoring and consider implementing initiatives to improve employee wellbeing and engagement
Governance	High	65%	49%	49%	C	**Sufficient performance** Suggestion: aim to implement 'modello 231' and Code of Ethics in 2020 and implement additional management and transparency mechanisms in order to make governance more robust
ESG initiatives	Low	53%	63%	63%	B	**Good performance** Suggestion: continue improving the development of new ESG and Shared Value initiatives in 2020 which could create additional value for the company

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

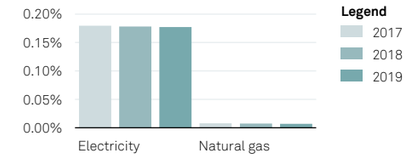
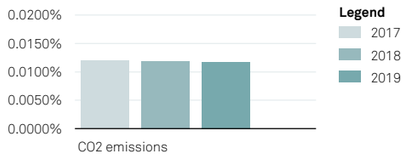
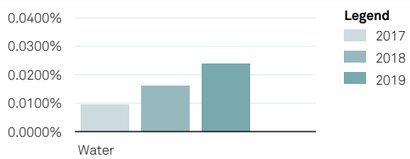
Fund

IT → Fund III

ESG rating 2019

B

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with all relevant environmental legislation — Carbon footprint assessment and ISO 14001 certification obtained for both Italian plants — No environmental disputes over the last three years — Energy efficiency audit performed by a third party in 2019 in compliance with D.L. 102/2014 — Full life cycle assessment for a particular product line	Poligof continued to comply with environmental regulations and intends to maintain this performance in 2020. Moreover, the company intends to carry out full life cycle assessment of all products in 2020
Energy consumption Consumption as % of net sales 	Poligof continued to monitor energy consumption in 2019 and intends to continue monitoring to maintain these levels in 2020
CO_2 emissions Emissions as % of net sales 	Poligof maintained a stable level of CO2 emissions despite increased production volumes in 2019 and intends to continue monitoring to maintain these levels in 2020
Water consumption Consumption as % of net sales 	Poligof's water consumption increased in 2019. The company intends to continue monitoring in 2020
Waste management — Monitoring of other raw material recycling — Waste recovery policy — Scrap reduction plan	Poligof reduced the percentage of waste and increased material recycled in 2019 and intends to continue with this approach in 2020

Social

2019 company performance	Notes
Legislation and procedures — CEO responsible for HR — Health and safety compliance to protect customers and employees — Health and safety officer and adequate health and safety policy — Health and safety risk assessment carried out — Data privacy compliance for employees and customers — Freedom of association for all employees — Employees involved in the decisions affecting them — No welfare disputes or strike action over the past 4 years	Performance to be maintained in 2020

Fund

IT → Fund III

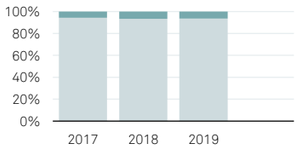
ESG rating 2019

B

POLIGOF

Social

Workforce structure
Equal opportunities

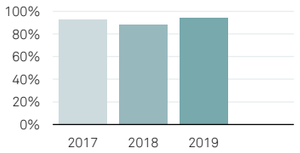


Legend
Female
Male

Poligof has a high male to female ratio and intends to continue monitoring equal opportunities in 2020

Gender wage ratio

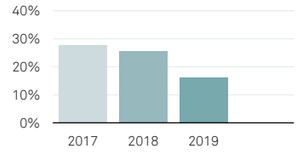
% ratio of avg female salary to avg male salary



The company reports that female employees' average salary is 6% lower than male employees' average salary

Staff turnover

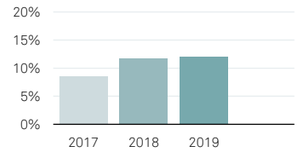
% employees leaving



Poligof's employee turnover decreased in 2019 and the company intends to continue monitoring in order to maintain this reduced level in 2020

Health and safety
Number of injuries reported in the workplace

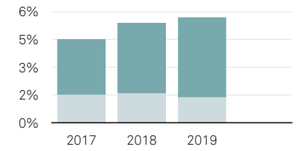
% employees reporting an injury



Poligof's injuries in the workplace remained stable in 2019. The company's health and safety procedures were correctly respected and intends to maintain this approach in 2020

Health and safety
Absence due to illness/injury

% working days absent



Legend
Absence due to non-work related injury/illness
Absence due to work related injury/illness

Poligof's absence rate increased slightly in 2019 and the company intends to continue monitoring absenteeism in 2020

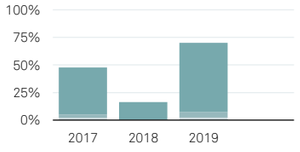
Employee engagement and development

— 2 senior managers receive an annual performance review and have an MBO scheme in place

Poligof has a low level of employee development and engagement

Employee training

% of total headcount



Legend
Manual laborers
Office staff
Middle management
Senior management

Poligof increased employee training and intends to maintain this approach in 2020

Supplier screening

— Poligof states that no suppliers have potential human rights issues

Performance to be maintained in 2020

Social contributions

— Poligof contributed €4,000 to a Children's association in 2019

Poligof intends to maintain contributions in 2020

Social

Employee benefits — No specific employee benefit plans in place beyond government schemes	Poligof intends to maintain this performance in 2020
Customer service and support — Dedicated customer service department — Possibility to provide feedback through company website — Customer helpline — Feedback on ESG criteria to clients upon request — Customer satisfaction survey	Poligof intends to maintain these customer support mechanisms in 2020

Governance

2019 company performance	Notes
Governance principles — No code of ethics — No policy to prevent potential crimes in accordance with Italian Legislative Decree 231/2001 ('Modello 231') — Clear definition of core management duties and powers — Regular BoD meetings — 2 female members of BoD — No independent member of BoD	Poligof intends to implement and put into practice a 'Modello 231' in 2020
Management system & transparency — Independent financial audit — Financial performance releases on monthly basis — Trasparent ownership and governance structure — No formalized ESG/ CSR policies	Poligof has an efficient management system and maintains a high level of trasparency
Stakeholders — Shareholders regularly updated on company operations — The company has not been involved in any governance dispute over the last four years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	Poligof has excellent shareholder interaction and aims to mantain it in 2020

ESG initiatives and best practices

Fund

IT → Fund III

ESG rating 2019

B

Environmental best practices

In order to comply with the highest environmental standards, Poligof has obtained an ISO 14001 certification for both of its production facilities in Italy (in Lodi and in Mira). ISO 14001 is the principal management system standard which specifies the requirements for the formulation and maintenance of an Environmental Management System. This system helps to control environmental aspects, reduce impact and ensure legal compliance.

Eco-friendly products

Poligof is developing new "eco-friendly products" increasing percentages of recycled material and based on renewable sources such as cotton and plant based polymer. At the same time, Poligof is improving its offer to customers, certificating the absence of toxic substances on raw materials.

Philippe Model

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	Medium	59%	58%	50%	C+	**Adequate performance** Suggestion: continue monitoring electricity consumption and other consumption
Social	Medium	74%	64%	66%	B+	**Good performance** Suggestion: maintain monitoring, consider implementing initiatives to improve employee wellbeing and increase training hours
Governance	Medium	57%	49%	48%	C	**Sufficient performance** Suggestion: meet goal of implementing the 'Modello 231'
ESG initiatives	Low	43%	57%	63%	B	**Good performance** Suggestion: aim to implement additional ESG initiatives in 2020 which could create additional value for the company

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

Fund

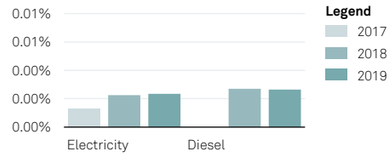
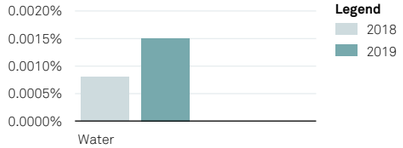
IT → Fund III

ESG rating 2019

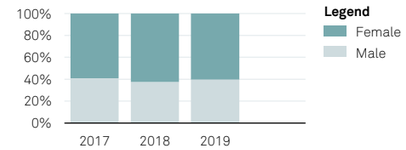
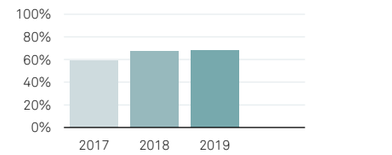
B-

PHILIPPE MODEL PARIS

Environment

2019 company performance		Notes
Legislation and procedures — Compliance with all relevant environmental legislation — No environmental disputes over the last three years		Performance to be maintained in 2020
Electricity & diesel consumption Consumption as % of net sales		Philippe Model's electricity and diesel consumption levels remain limited and stable in 2019. The company intends to continue monitoring in 2020
Water consumption Consumption as % of net sales		Philippe Model increased water consumption in 2019. The company intends to continue monitoring in 2020
Waste management — Waste recovery policy under the rules required by CONAI (a private consortium in Italy that ensures members achieve the recycling and recovery target of packaging waste provided for by law) and ARA (the Austrian packaging compliance scheme) — Differentiated waste collection		Philippe Model continued monitoring recycling. The company intends to maintain this performance in 2020

Social

2019 company performance		Notes
Legislation and procedures — Some HR policies have been clearly defined — Some HR functions are outsourced — Health and safety compliance to protect customers and employees — Health and safety officer and adequate health and safety policy — Data privacy compliance for employees and customers — Freedom of association for all employees — No welfare disputes or strike action over the past 3 years		Performance to be maintained in 2020
Workforce structure ***Equal opportunities***		Philippe Model maintained a balanced male to female ratio and intends to continue to monitor equal opportunities in 2020
Gender wage ratio % ratio of avg female salary to avg male salary		The company reports that female employees' average salary is 30% lower than male employees' average salary. The company aims to continue to pursue equal opportunities

Fund

IT → Fund III

ESG rating 2019

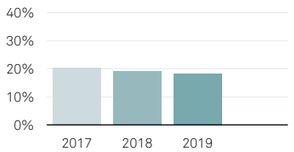
B-

PHILIPPE MODEL
PARIS

Social

Staff turnover

% employees leaving



Philippe Model slightly reduced its employee turnover rate in 2019 and intends to reduce it further in 2020

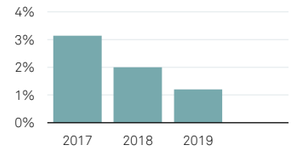
Health and safety
Number of injuries reported in the workplace

— No employees reported an injury in the workplace in 2019

Philippe Model implemented a health and safety policy and appointed a health and safety officer in 2019

Health and safety
Absence due to illness/injury

% working days absent



Legend
Absence due to non-work related injury/illness
Absence due to work related injury/illness

Philippe Model lowered its absence rate in 2019 and the company intends to maintain this in 2020

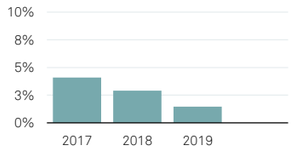
Employee engagement and development

— No performance reviews

Philippe Model has a low level of employee development and engagement programs. The company aims to improve this in 2020

Employee training

% of total headcount



Legend
Office staff

Philippe Model provides training to office staff and we suggest increasing this in 2020

Supplier screening

— Philippe Model states that no suppliers have potential human rights issues

Performance to be maintained in 2020

Social contributions

— Philippe Model did not make any social contributions in 2019

Performance to be maintained in 2020

Employee benefits

— Health and accident insurance for employees through the 'Sanimoda' fashion industry insurance program
— Medical care for employees' families
— Company cars for top management

Philippe Model intends to maintain these benefits in 2020

Customer service and support

— Dedicated customer service department
— Possibility to contact customer service and provide feedback through customer contact form on website
— Customer feedback and complaints report to CEO

Philippe Model intends to maintain these customer support mechanisms in 2020

Governance

2019 company performance	Notes
Governance principles — No code of ethics — No policy to prevent potential crimes in accordance with Italian Legislative Decree 231/2001 ('Modello 231') — No clear definition of core management duties and powers — Regular BoD meeting — No female member of BoD — No independent member of BoD	**Philippe Model is preparing a code of ethics and release is expected by 2020. We recommend the company consider implementing the 'Modello 231'**
Management system & transparency — Presence of an Independent financial audit — Top Management and Executive Committee — Financial performance releases on quarterly basis — Trasparent ownership and governance structure — No individuals in charge of compliance, risk management and AML — No formalized ESG/ CSR policies	Philippe Model appropriately complies with independency and trasparency standards
Stakeholders — Shareholders regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	Philippe Model has good stakeholder interaction and aims to mantain it in 2020

ESG initiatives and best practices

Fund

IT → Fund III

ESG rating 2019

B-

PHILIPPE MODEL
PARIS

Employee development program

In 2019, Philippe Model continued contributing to the tuition of two employees, to support their attendance of a program offered at the "Politecnico Calzaturiero", a technical school dedicated to shoe design in the renowned Riviera del Brenta footwear tradition.

Supplier best practices

Given the reputational, operational and regulatory risks associated with labor and human rights violations in the fashion industry, to ensure fair treatment of all employees in its supply chain, Philippe Model includes several ESG clauses in its supplier contracts. This is to guarantee that all suppliers comply with labor laws and includes clauses requiring compliance with all employee tax, social security, insurance and worker health & safety regulations. Moreover, Philippe Model has the right to verify that these clauses are respected at any moment.

Environmental best practices

In 2019, Philippe Model installed water dispensers in their offices in order to reduce plastic waste.

Appendix 6 Annual sustainability report 2020 Creating shared value 21 Invest

Gianni Chiarini

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	Medium	74%	76%	69%	B+	**Good performance** Continue monitoring and complying with all regulations. Aim to reduce water consumption and introduce a full life cycle assessment of products in 2020
Social	High	84%	81%	53%	C+	**Adequate performance** Suggestion: Aim to decrease staff turnover rate through employee engagement and increase and reinforce existing activities such as employee training in 2020
Governance	High	88%	82%	76%	A	**Very good performance** in line with company needs. Suggestion: meet goal of implementing modello 231 in 2020
ESG initiatives	Medium	87%	83%	83%	A+	**Excellent performance**

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

Fund

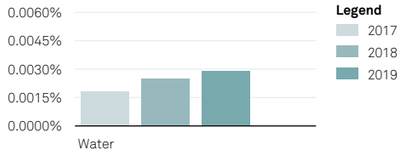
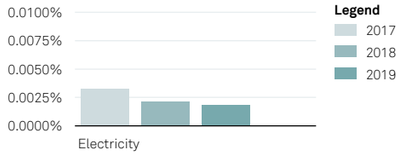
IT → Fund III

ESG rating 2019

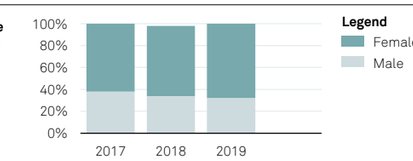
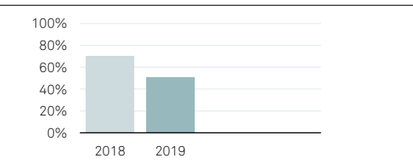
A-

GIANNI CHIARINI
FIRENZE

Environment

2019 company performance		Notes
Legislation and procedures — Compliance with all relevant environmental legislation — No environmental disputes over the last three years		Gianni Chiarini invested during the year to comply its activities with current environmental regulations. The company intends to maintain this approach in 2020
Water consumption Consumption as % of net sales		Gianni Chiarini increased water consumption in 2019 although it remains limited. The company intends to continue monitoring and improve efficency in 2020
Electricity consumption Consumption as % of net sales		Gianni Chiarini decreased electricity consumption in 2019 and aims to reduce this further in 2020
Waste management — Monitoring of paper recycling — Differentiated waste collection		Gianni Chiarini set best practices to reduce paper waste. The company intends to implement additional initiatives to reduce wasteful printing in 2020

Social

2019 company performance		Notes
Legislation and procedures — Clearly defined HR function in charge of people, processes and HR policies — Individual responsible for health and safety compliance to protect customers and employees — Adequate health and safety policy — Data privacy compliance for employees and customers — Freedom of association for all employees — Employees involvemed in company decision affecting them — No welfare disputes or strike action over the past 3 years		Gianni Chiarini is fully compliant with current legislation. The company aims to continue improvement of health and safety assessment of the workplace both internally and at suppliers' production facilities
Workforce structure ***Equal opportunities***		Gianni Chiarini has a high female to male ratio. The company intends to continue monitoring equal opportunities in 2020
Gender wage ratio % ratio of avg female salary to avg male salary		The company reports that female employees' average salary is 49% lower than male employees' average salary

Fund

IT → Fund III

ESG rating 2019

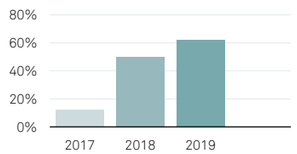
A-

GIANNI CHIARINI
FIRENZE

Social

Staff turnover

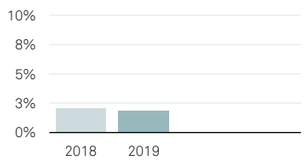
% employees leaving



Gianni Chiarini has experienced a high employee turnover rate following the rearrangement of some functions of the company. The company has hired new key people and implemented actions to increase employee engagement in 2020, such as flexible working hours

Health and safety
Number of injuries reported in the workplace

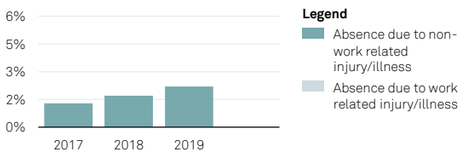
% employees reporting an injury



Gianni Chiarini ensured that its health and safety procedure was correctly respected in 2019 and intends to maintain this approach in 2020

Health and safety
Absence due to illness/injury

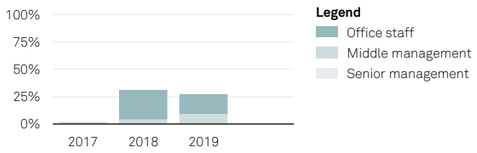
% working days absent



Gianni Chiarini reports a very low absence rate also in 2019 thanks to the company commitment to employee wellbeing, the company intends to maintain this in 2020

Employee engagement and development

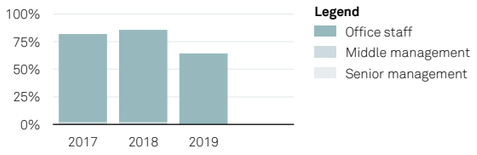
% of total headcount



Gianni Chiarini improved employee engagement in 2019 by introducing a performance review for all employee categories. The company intends to continue focusing on career development of its employees

Employee training

% of total headcount



In 2019, Gianni Chiarini provided training to its office staff. The company intends to increase this further in 2020

Supplier screening

— Gianni Chiarini states that no suppliers have potential human rights issues

Performance to be maintained in 2020

Social contributions

— Gianni Chiarini made an in-kind donation to a non-profit organization in 2019

Performance to be maintained in 2020

Employee benefits

— Flexible working hours
— Meal vouchers to some employees
— Mental health support
— Company cars to some employees

Gianni Chiarini intends to maintain these benefits in 2020

Customer service and support

— Dedicated customer service department
— Possibility to provide feedback through company website
— Customer feedback and complaints report to CEO
— Provide feedback on ESG criteria to some clients upon request

Gianni Chiarini intends to add a customer satisfaction survey to these customer support mechanisms in 2020

Governance

2019 company performance	Notes
Governance principles — Code of ethics — No policy to prevent potential crimes in accordance with Italian Legislative Decree 231/2001 ('Modello 231') — Clear definition of core management duties and powers — Regular BoD meetings — No independent member of BoD — No female member of BOD — Policy for the management of conflicts of interest	Gianni Chiarini is working on the implementantion of the policy to prevent potential crimes in accordance with Italian Legisletive Decree 231/2001 ("Modello 231")
Management system & transparency — Presence of an Independent financial audit — Financial performance releases on quarterly basis — Trasparent ownership and governance structure — Individuals in charge of compliance, risk management and anti-money laudering — ESG/ CSR policies included in code of ethics — Written remuneration policy for employees and BoD	Gianni Chiarini has an efficient management system and maintains a high level of trasparency
Stakeholders — Shareholders regularly updated on company operations — The company has not been involved in any governance dispute over the last 3 years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	Gianni Chiarini has an excellent shareholders interaction and aims to mantain it in 2020

ESG initiatives and best practices

Fund

IT → Fund III

ESG rating 2019

A-

GIANNI CHIARINI
FIRENZE

Supporting social initiatives

Gianni Chiarini continued to support the activities promoted by the non-profit organization "Noi per voi", which raises funds for scientific cancer research and to improve the care and aid to young patients afflicted with leukemia and cancer and their families.
The company finances this important organization with the in-kind donation of bags.

Fostering ethics with stakeholders

In 2017, Gianni Chiarini drafted and shared a Code of Ethics with all stakeholders (including employees), which provides precise guidelines on all major ESG topics. Moreover the code of ethics is required to be signed by all suppliers and includes provisions to prevent child labor, slavery, unfair wages and sexual harassment, among others. The company believes in fostering a professional and ethical code of conduct to those who are employed by and collaborate with the company.

Customer care and environmental awareness

Gianni Chiarini takes care to offer best-in-class products to its customers. In 2018, the company relied on an international testing Lab, UL[1], to test the raw materials used and provide official certification of the absence of harmful substances to both health and environment, in compliance with the strictest international regulations.

1 → www.ul.com

Carton Pack

Fund

IT → Fund III

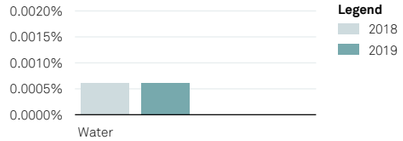
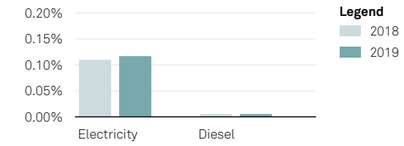
ESG rating 2019

A-

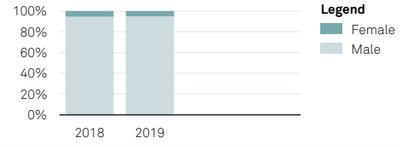
	Relevance of ESG issue	2018	2019	Rating	Feedback
Environment	High	65%	68%	B	**Adequate performance** Continue monitoring and complying with all regulations. Aim to further use ecofriendly solution in the production process and contribute to environmental protection
Social	Medium	70%	74%	A-	**Very good performance** Suggestion: aim to introduce monitoring on turnover while increasing employee training
Governance	Medium	56%	59%	B-	**Adequate performance** Suggestion: meet goal of implementing modello 231 and Code of Ethics in 2020 as targeted
ESG initiatives	Medium	70%	90%	A+	**Great performance** Continue implementing additional ESG initiatives in 2020 which could create additional value for the company

→ Worksheet prepared on the basis of information provided by the company

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with all relevant environmental legislation — Carbon foorprint assessment and environmental certification renewed in 2019 — No environmental disputes over the last three years — Use of solar panels, which provide 4% of its electricity needs in its production process — The company considers specific suppliers for disposal of plastic scraps & reuses them in production	Carton Pack invested during the years to comply with current environmental regulations. The company intends to keep its front running role in innovation, thus training to anticipate consumers' needs and tightening regulation
Water consumption Consumption as % of net sales 	Carton Pack's level of water consumption remained stable in 2019. The company intends to implement new actions to mantain consumption levels while increasing growth in 2020
Electricity & diesel consumption Consumption as % of net sales 	Carton Pack's level of energy consumption remained stable in 2019. The company intends to take new actions to mantain consumption while increasing growth in 2020
Waste management — Monitoring of plastic recycling	Carton Pack set best practices to increase re-use of scraps in 2019. The company intends to continue increasing the percentage of recycled plastic in 2020

Social

2019 company performance	Notes
Legislation and procedures — Clearly defined HR function in charge of people, processes and HR policies — Individual responsible for health and safety compliance to protect customers and employees — Adequate health and safety policy — Data privacy compliance for employees and customers — Freedom of association for all employees — Employees involvemed in company decision affecting them — No welfare disputes or strike action over the past 3 years	Carton Pack is fully compliant with current legislation
Workforce structure ***Equal opportunities*** 	Carton Pack has a high male to female ratio. The company intends to continue monitoring equal opportunities in 2020 and to increase the proportion of female workers on total FTEs

Fund

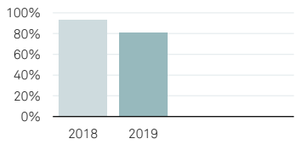
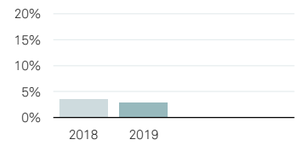
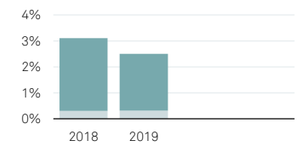
IT → Fund III

ESG rating 2019

A-

Carton Pack
GLOBAL PACKAGING EXPERTISE

Social

Gender wage ratio % ratio of avg female salary to avg male salary		The company reports that female employees' average salary is 19% lower than male employees' average salary
Staff turnover — Staff turnover rate is not available in 2019		Carton Pack intends to introduce monitoring of the staff turnover rate in 2020
Health and safety ***Number of injuries reported in the workplace*** % employees reporting an injury		Workplace injuries decreased in 2019 and the company's health and safety procedures were correctly followed. The company intends to maintain this approach in 2020
Health and safety ***Absence due to illness/injury*** % working days absent	 **Legend** Absence due to non-work related injury/illness Absence due to work related injury/illness	Carton Pack decreased its absence rate in 2019 and the company intends to maintain this in 2020
Employee engagement and development — Performance reviews for senior and middle management		Carton Pack has introduced annual reviews for middle and senior management and intends to maintain this in 2020
Employee training — Employee training not monitored in 2019		The company intends to introduce regular reporting of training hours for employees in 2020
Supplier screening — Carton Pack states that no suppliers have potential human rights issues		Performance to be maintained in 2020
Social contributions — Carton Pack made a €2.5k donation to local organizations and a €26k sponsorship to the local basketball team		Carton Pack intends to maintained contributions in 2020
Employee benefits — Health and accident insurance — Medical care for employees family — Flexible working hours — Job sharing — Working from home — Company cars to some employees		Carton Pack intends to maintain these benefits in 2020
Customer service and support — Dedicated customer service department — Possibility to provide feedback through company website — Customer feedback and complaints report to CEO		Carton Pack intends to maintain these customer support mechanisms in 2020

Governance

2019 company performance	Notes
Governance principles — No Code of ethics — Policy to prevent potential crimes in accordance with Italian Legislative Decree 231/2001 (**Modello 231**) to be implemented in 2020 — Clear definition of core management duties and powers — Regular BoD meetings — 1 independent member of BoD	Carton Pack is working on the implementation of the policy to prevent potential crimes in accordance with italian Legisletive Decree 231/2001 ("Modello 231") and to prepare a code of ethics in 2020
Management system & transparency — Presence of an Independent financial audit firm — Adoption on quarterly report on financial performance in progress — Trasparent ownership and governance structure as per Italian Law — CEO in charge of risk management — Written remuneration policy for BoD and CFO	Carton Pack has an efficient management system and maintains a high level of trasparency
Stakeholders — Shareholders regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	Carton Pack has an excellent shareholders interaction and aims to mantain it in 2020

ESG initiatives and best practices

Fund

IT → Fund III

ESG rating 2019

A-

Carton Pack
GLOBAL PACKAGING EXPERTISE

Supporting social initiatives

Carton Pack supports sports teams in its local community, such as the Rutigliano Basketball team in order to promote fair play, education and a positive culture of sport.
In 2019, Carton Pack promoted a local initiative to clean beaches from plastic, involving schools and local communities.

Quality management system certification

Carton Pack ensures the respect of quality requirements in the production cycle through technologically advanced systems of inspection and analysis of raw materials, semi-finished and finished products. The company has been operating for several years with an Integrated Quality and Environment Management System, certified by ISO 9001 and ISO 14001 standards in compliance with BRC/IOP standards, which is a best practice for manufacturers of raw materials with reference to food contact and was created to certify hygienic safety for customers.

Customer care and environmental awareness

Carton Pack takes care to offer best-in-class products to its customers, focusing on the organization and efficiency of the various production areas, always safeguarding the environment at every stage of the production and distribution process.

In 2018, Carton Pack supported the "We give a new footprint to the environment" campaign launched by a large supermarket chain in Italy to encourage the final consumer to purchase solutions that preserve food products without damaging the environment and to educate them about good recycling practices.

In 2019, Carton Pack signed a “Social Plastic” supply agreement with Plastic Bank, a globally recognized corporation working to stop ocean plastic while
improving the lives of people living in poverty and added innovative eco-friendly alveolar containers to its product
range which help to preserve fragile fruit and vegetable during transportation and storage.

Casa Vinicola Zonin

	Relevance of ESG issue	2019	Rating	Feedback
Environment	High	82%	A+	**Great performance** Suggestion: Aim to reduce electricity consumption and increase use of renewable energy sources and recyclable products
Social	Medium	62%	B	**Good performance** Suggestion: maintain monitoring. Aim to continue decreasing staff turnover through employee engagement and to introduce performance reviews
Governance	Medium	54%	C+	**Adequate performance** Suggestion: implement additional risk management and transparency mechanisms in order to make governance more robust and introduce written policies
ESG initiatives	Medium	90%	A+	**Great performance** Consider implementing additional ESG initiatives in 2020 which could create additional value for the company

→ Please note that 2019 represents the first year of reporting for Zonin (investment completed in December 2018)

Fund

IT → Fund III

ESG rating 2019

A-

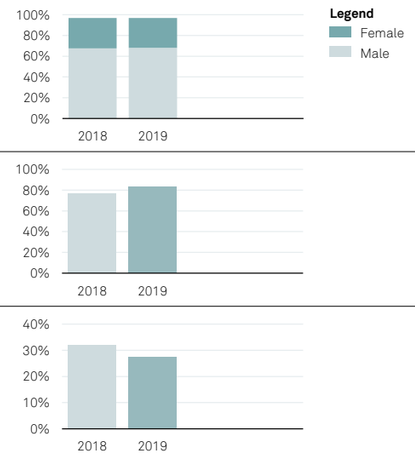
ZONIN1821

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with all relevant environmental legislation — Annual environmental regulatory check — Energy efficiency audit performed by a third party in 2019 in compliance with D.L. 102/2014 — No environmental disputes over the last three years — Carbon footprint assessment and certification for two estates obtained in 2019 — Use of renewable energy sources — The company contributed €412k to environmental protection in 2019	Zonin invested during the year to comply its activities with current environmental regulations. The company intends to maintain this target, complete the water purification plant and renew certifications in 2020
Consumption — Monitoring of electricity consumption — Monitoring of diesel consumption — Monitoring of natural gas consumption — Monitoring of water consumption — Use of solar panels	Zonin carried out a full assessment of the natural resources necessary to run the business. The company intends to take new actions to mantain consumption while increasing growth in 2020
Waste management — Monitoring of glass, plastic and paper recycling — Differentiated waste collection	Zonin set best practices to reduce waste. The company intends to increase use of recyclable products

Social

2019 company performance	Notes
Legislation and procedures — Clearly defined HR function in charge of people, processes and HR policies — Individual responsible for health and safety compliance to protect customers and employees — Adequate health and safety policy — Health and safety risk assessment carried out — Data privacy compliance for employees and customers — Freedom of association for all employees — No welfare disputes or strike action over the past 3 years	Maintain performance in 2020
Workforce structure ***Equal opportunities***	Zonin has a high male to female workforce ratio. The company intends to continue monitoring equal opportunities in 2020
Gender wage ratio % ratio of avg female salary to avg male salary	The company reports that female employees' average salary is 17% lower than male employees' average salary
Staff turnover % employees leaving	Zonin decreased its turnover rate in 2019. The company intends to continue monitoring staff turnover in 2020



Social

Health and safety ***Number of injuries reported in the workplace*** — No employees reported an injury in the workplace in 2019	Zonin ensured that its health and safety procedure was correctly respected in 2019 and intends to maintain this approach in 2020
Health and safety ***Absence due to illness/injury*** — The absence rate was around 2.5% of total working days in 2019	Zonin reported a very low absence rate in 2019 thanks to its commitment to employee wellbeing. The company intends to maintain this in 2020
Employee engagement and development — Performance review not in place in 2019	We recommend implementation of employee performance reviews in 2020, setting both quantitative and qualitative objectives
Employee training — 38% of the workforce received training in 2019	The company intends to increase this further in 2020
Supplier screening — Zonin states that no suppliers have potential human rights issues	Performance to be maintained in 2020
Social contributions — Zonin is involved in social activities in favor of local community	Zonin intends to maintain involvement in 2020
Employee benefits — Health and accident insurance — Medical care for employees families	Zonin intends to maintain these benefits in 2020
Customer service and support — Provide feedback on ESG criteria to some clients upon request	Zonin intends to maintain this customer support mechanism in 2020

Governance

2019 company performance	Notes
Governance principles — Code of ethics with clauses regarding sexual harassment — Policy to prevent potential crimes in accordance with Italian — Legislative Decree 231/2001 ('Modello 231') — Clear definition of core management duties and powers — Regular BoD meetings — No female member of BoD — No independent member of BoD	Zonin intends to maintain this performance in 2020
Management system & transparency — Presence of an Independent financial audit — Team responsible for sustainable development — Quarterly reports on financial performance — Trasparent ownership and governance structure as per Italian Law	Zonin has an efficient management system and maintains a high level of trasparency
Stakeholders — Shareholders regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	Zonin has a great shareholders interaction and intends to mantain it in 2020

Fund

IT → Fund III

ESG rating 2019

A-

ZONIN1821

Supporting sustainable viticulture

Zonin pays attention to practising ecologically sustainable viticulture through the implementation of green operating strategies and production techniques. The company operates keeping in mind that "every action that is put into effect must be safe for the environment, socially equitable and feasible from a financial point of view". In fact, the company's estates aim to become completely self-sustainable in terms of energy consumption and currently produce up to 44% of their energy needs through clean solar power.

Environmental awareness

Since 2008 the company has been working to reach certain important environmental goals.

Water Resources

Casa Vinicola Zonin has created artificial lakes within some properties, in order to collect rainwater and make estates self-sufficient with regard to their water needs.

CO_2 emissions

Casa Vinicola Zonin has found a way to reduce CO_2 emissions by introducing a natural fertilizer known as "green manure" using leguminous and graminaceous essences instead of mineral fertilizers, in order to give the soil those elements, needed by the vines for nourishment.

Sustainable business practices

Member of Sedex

Casa Vinicola Zonin is a member of Sedex, a collaborative platform that conducts audits every two-year on the company's suppliers, making it simpler to understand how supply chains are performing, and to help companies improve their responsible and sustainable business practices, and source responsibly.

Equalitas standards certification

The Equalitas standards focuses on the social, environmental and economic pillars of sustainability.
The Castello di Albola and the Rocca di Montemassi wineries, two of Zonin's estates in Tuscany, are members of Equalitas, a Sustainable Winery Initiative that aims to promote sustainability of the agrifood and wine supply chains as best guarantee to consumers.

Viabizzuno

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	Low	70%	68%	68%	B+	**Good performance** Continue monitoring and aim to reduce consumption in 2020
Social	High	80%	74%	78%	A	**Very good performance** Suggestion: aim to increase employee engagement and training in 2020
Governance	High	61%	63%	61%	B	**Good performance** Suggestion: consider implementing a 'modello 231' and a code of ethics
ESG initiatives	Medium	90%	90%	90%	A+	**Excellent performance**

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

Fund

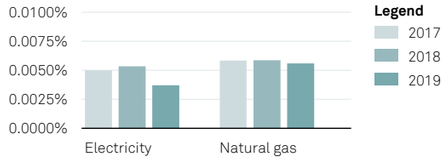
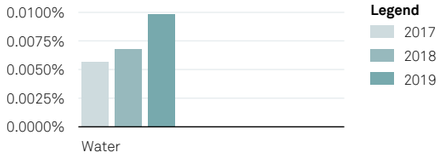
IT → Fund II

ESG rating 2019

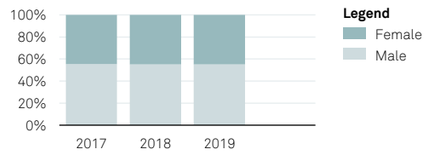
A-

Viabizzuno

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with all relevant environmental legislation — Classification of materials according to environmental impact — No environmental disputes over the last 3 years — Procedure which classifies all materials used according to their environmental impact — Energy efficiency audit performed by a third party in 2017 in compliance with D.L. 102/2014	Performance to be maintained in 2020
Energy consumption Consumption as % of net sales 	Viabizzuno reduced electricity and natural gas consumption in 2019. The company intends to continue using solar panels and monitoring energy consumption to improve its performance in 2020
Water consumption Consumption as % of net sales 	Viabizzuno's water consumption slightly increased in 2019, although levels remain very low and efficient. The company intends to maintain monitoring in order to improve efficiency in 2020
Waste management — Professional third party waste management guidelines followed — Differentiated waste collection — Scrapping of old lighting components and equipment at the end of lifecycle	Performance to be maintained in 2020

Social

2019 company performance	Notes
Legislation and procedures — Health and safety compliance to protect customers and employees — Health and safety officer and adequate health and safety policy — Health and safety risk assessment carried out on production and logistics activities — Data privacy compliance for employees and customers — Freedom of association for all employees — No welfare disputes or strike action over the past 6 years	Performance to be maintained in 2020
Workforce structure ***Equal opportunities*** 	Viabizzuno has an almost equal male to female ratio and intends to continue monitoring equal opportunities in 2020

Fund

IT → Fund II

ESG rating 2019

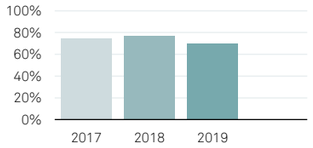
A-

Viabizzuno

Social

Gender wage ratio

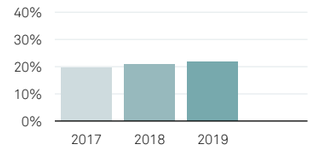
% ratio of avg female salary to avg male salary



The company reports that female employees' average salary is more than 30% lower than male employees' average salary, having a slight decrease vs 2018 ratio

Staff turnover

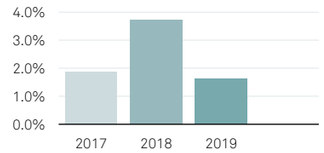
% employees leaving



Viabizzuno slightly increased its employee turnover rate in 2019. However, it aims to reduce this in 2020 through an ongoing focus on the professional development of its employees

Health and safety
Number of injuries reported in the workplace

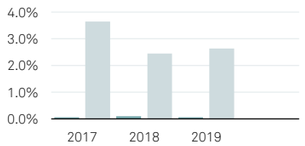
% employees reporting an injury



Viabizzuno reports a decreased injury rate in the workplace and aims to improve this rate in 2020, by increasing health and safety training

Health and safety
Absence due to illness/injury

% working days absent



In 2019, Viabizzuno maintained a very low absence rate due to work-related injury, although absence due to non-work related injury/illness increased slightly. The company aims to maintain these low rates in 2020

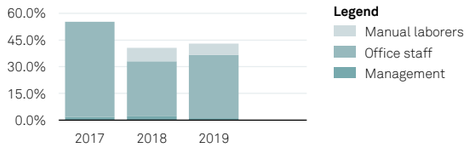
Employee engagement and development

— MBO incentive plan for top management and select employees
— Increased number of employees with performance-related component in their pay structure

Performance to be maintained in 2020

Employee training

% on total headcount



Viabizzuno carried out training according to training plans in 2019. Compulsory training courses have taken place periodically. The company intends to maintain this approach in 2020

Supplier screening

— Viabizzuno states that no suppliers have potential human rights issues

Performance to be maintained in 2020

Social contributions

— Viabizzuno did not make any social contributions in 2019

Viabizzuno currently has no plans to implement any form of social contribution

Social

Employee benefits

— Accident coverage for junior managers
— Medical care for all employees
— Daily lunch vouchers
— Company cars for select positions
— Three employee works from home office

Viabizzuno intends to maintain these benefits in 2020

Customer service and support

— Customer service department
— Customer support provided on company website
— Customer helpline
— Customer complaints reported to CEO
— Organization of events and workshops to provide training and insight into lighting solutions

Viabizzuno intends to maintain these customer support mechanisms in 2020

Governance

2019 company performance	Notes
Governance principles — No code of ethics — No policy to prevent potential crimes in accordance with Italian Legislative Decree 231/2001 (**Modello 231**) — Clear definition of core management duties and powers — Regular BoD meetings — No female member of BoD — No independent member of BoD	Viabizzuno intends to maintain this performance in 2020
Management system & transparency — Presence of an Independent financial audit — No Top Management or Executive Committee — Financial performance releases on quarterly basis — Trasparent ownership and governance structure — Individuals in charge of compliance, risk management and AML — No formalized ESG/ CSR policies — ISO 9001 quality management system implemented	Viabizzuno has an efficient management system and maintains a high level of trasparency
Stakeholders — Shareholders regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	Viabizzuno has excellent shareholder interaction and aims to mantain it in 2020

Fund

IT → Fund II

ESG rating 2019

A-

Viabizzuno

Customer care and employee engagement

Employee wellbeing is particularly important to Viabizzuno, considering that its products and services depend on the efficiency and innovative capability of its staff. As such, Viabizzuno organizes annual summer and Christmas parties for employees and their families, in order to improve employee perception of the workplace and their relationships with fellow colleagues. Strong focus on recycling: dedicated bins for waste, collection of ink cartridges and computer equipment, recycling campaigns to alert collaborators

Viabizzuno provided regular training to its sales force, architects and clients. During these meetings, new products are presented and detailed explanations are given as to how to install the products, what type of lighting they produce, how and where it is best to use each product, a sort of 'product training' aimed at improving the expertise and awareness of employees and existing and potential clients.

Education initiatives

The 8 rules of light:
Training by Mario Nanni
Viabizzuno held a series of two-day training sessions dedicated to all lighting designers. Viabizzunoscuola promotes this course focused on energy saving, renewable energy and a culture of light and grants 15 credits to all board-certified architects. The credits are recognized by the ministry of education, university and research and the required continuous training recognized by the royal institute of British architects. Viabizzuno has held regular courses every year since 2016.

Quality management system certification

Viabizzuno is Iso 9001 certified. It is the best known and most used standard for quality management systems throughout the world: over one million companies are certified with this standard in 170 different countries today.

The iso 9001 certification proves that corporate activities comply with the minimum requirements of the iso 9001 standard; hence, the end customer has the guarantee that services and products released on the market meet certain specifications and that all phases regarding their production are traceable and verifiable.

Considering environmental impact

Viabizzuno takes environmental impact into consideration. The n55 LED lamp allows clients to reduce refurbishment costs: when the LED is exhausted (usually 7 years after installation), clients can simply change the chip rather than the entire lamp system.

6.2 France

Fund IV

MaxiCoffee
page 134

Synerlab
page 140

Impact
page 146

DGF
page 152

Oberthur
page 158

Fund V

DL Software
page 164

PLG
page 170

FMA Assurances
page 176

LV Overseas
page 180

Landanger
page 186

MaxiCoffee

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	Medium	65%	70%	70%	B+	**Good performance** Room for improvement: monitor group energy consumption and improve product life cycle management
Social	High	76%	77%	76%	A	**Excellent performance** Room for improvement in turnover rate
Governance	High	71%	69%	69%	B+	**Good performance**
ESG initiatives	n/a	71%	71%	75%	A	**Excellent performance**

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

Fund

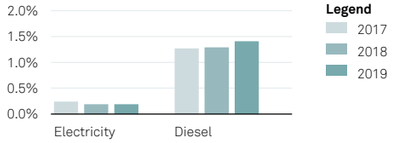
FR → Fund IV

ESG rating 2019

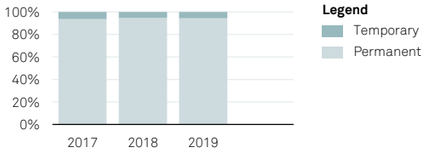
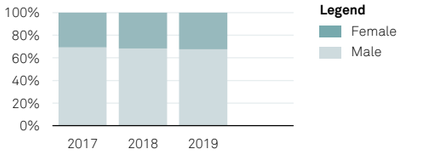
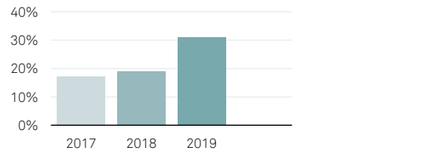
A–

MaxiCoffee

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with environmental legislation	Maintain performance in 2020
Energy consumption Consumption as % of net sales  	Stable energy consumption in 2019 on a comparable basis Maintain performance in 2020
Waste management — Local actions to recycle waste, in particular on cardboards and coffee ground scrap. — Management's awareness leads to ongoing actions to reduce the company's waste impact — Increasing use of 100% recyclable cardboard cups instead of plastic: MaxiCoffee bought 100% of the French production of Bio-organic cardboard cups in 2020	Maintain performance in 2020 Room for improvement: product life cycle analysis, notably on coffee scrap and cups

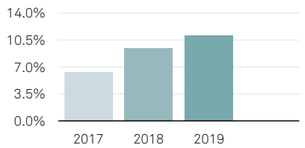
Social

2019 company performance	Notes
Legislation and procedures — Clearly defined HR function — Health and safety compliance to protect customers and employees — Data privacy compliance for employees and customers — Freedom of association for all employees — Some welfare disputes with employees over the past 3 years	Maintain performance in 2020
Workforce structure ***Types of contracts***  	High percentage of permanent contracts. Maintain performance in 2020
Workforce structure ***Equal opportunities***  	Management explains few women apply for technical / supply positions, explaining the >1 male/female ratio Keep improving gender distribution in 2020
Staff turnover % employees leaving  	Increase in turnover in 2019 due to new organization implemented in 2019 Improve performance in 2020

Social

Health and safety
Number of injuries reported in the workplace

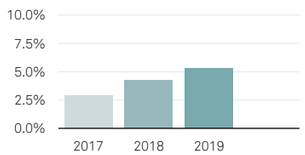
% employees reporting an injury



Slight increase in workplace injury rate in 2019
Improve performance in 2020

Health and safety
Absence

% working days absent



Low level of absanteism
Maintain performance in 2020

Training
Share of employees trained

— Group training "Tous Barista" and sales force specific internal training
— Specific focus given on training of all employees notably to increase Coffee awareness and become a Group Ambassador

Maintain level of planned training in 2020 and increase its monitoring

Employee performance monitoring

— All employees have an annual individual performance debrief
— Most employees also receive bonuses based on performance

Maintain performance in 2020

Supplier screening

— MaxiCoffee states that no supplier has potential human rights issue (mainly international food suppliers)

Maintain performance in 2020

Social contributions

— Support to local associations and projects
— Outsourcing of space maintenance activities to a specialiazed social enterprise that accompanies disabled workers

Maintain performance in 2020

Employee benefits

— Supplementary pensions and healthcare benefits
— Employee saving plan
— Traveller's cheques/gift vouchers
— Meal tickets
— Telecommuting

Maintain these benefits in 2020

Customer service and support

— Dedicated customer service team
— Reserved area for customers on company website to provide feedback
— Strong attention given by MaxiCoffee to client satisfaction
— Customer satisfaction surveys

Maintain performance in 2020

Fund

FR → Fund IV

ESG rating 2019

A–

MaxiCoffee

Governance

2019 company performance	Notes
Governance principles — Defined code of ethics — Clear definition of core management duties and powers — Internal procedure as safeguard against illegal practices — Regular Supervisory Board meetings (quarterly at least) — No independent member in the Supervisory Board but one woman	MaxiCoffee has well established governance principles Gender diversity in the Supervisory Board or Executive Committee is room for improvement in 2020
Management system & transparency — Independent financial audit — No female members among the Executive Committee — Financial performance releases on a monthly basis — Written remuneration and treasury management policies — Disclosure of financial results and ownership structure to business community — Person in charge of compliance — No formalized ESG/CSR policies	MaxiCoffee has an efficient management system, with regular attending of the Executive Committee and of Supervisory Board, as well as excellent shareholder interaction. Improvement of written procedures concerning risk management and conflict of interest policy is still underway
Stakeholders — Regular shareholder update on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions — R&D initiatives with the use of tax credit	MaxiCoffee has excellent shareholder interaction Maintain performance in 2020

ESG initiatives and best practices

Fund

FR → Fund IV

ESG rating 2019

A–

MaxiCoffee

Waste management – Reduce plastic use

MaxiCoffee provides around 350 million plastic cups per year to its customer, mainly in the vending machine business. MaxiCoffee committed to reduce its use of plastics, notably with:

- → Detection cells on new vending machines to select use of mugs rather than disposable cups
- → Replacement of plastic cups with paper cups: around 200 million paper cups have been ordered. MaxiCoffee is the only player on the French market that offers biodegradable and compostable cups
- → Development of specific reusable cups for vending machines (€200k R&D budget)
- → Replacement of traditional plastic coffee stirrers with wooden ones from sustainably managed forests

Social best practices

Since 2019, Maxicoffee has implemented a "CoffeeLosophie" to strengthen its corporate culture with the definition of a purpose in addition to the deployment of a single brand: MaxiCoffee. The group notably:

- → Defined MaxiCoffee's purpose: “Share the coffee to create the relationship”
- → Reidentified the value of the Group: solidarity, '*joie de vivre*', reliability, voluntarism and balance
- → Reorganised MaxiCoffee organization by putting its personnel and cooperation at the center of the group. For example, the new structure has been divided in small / local business units, with one leader, clear roles and objectives and an inverted pyramidal structure

Synerlab

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	High	72%	75%	77%	A	**Excellent performance** Room for improvement: consolidated data at group level and better monitoring of carbon emissions
Social	High	81%	84%	80%	A	**Excellent performance** Room for improvement in terms of staff turnover
Governance	High	72%	73%	72%	A-	**Very good performance**
ESG initiatives	n/a	92%	87%	87%	A+	**Outstanding performance** Numerous and highly qualitative initiatives

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

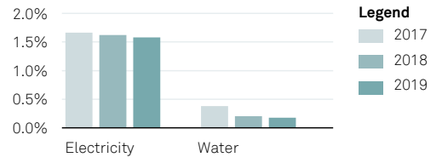
Fund

FR → Fund IV

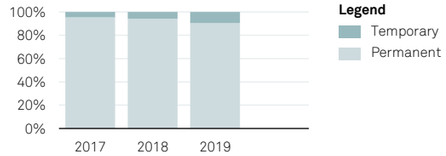
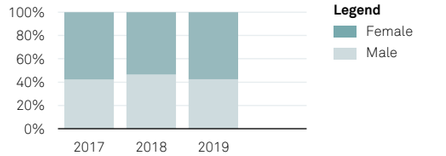
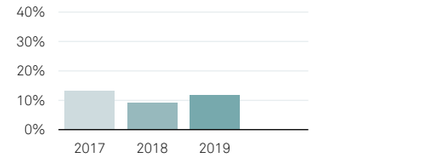
ESG rating 2019

A

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with environmental legislation — Carbon footprint analysis realized in 2014 by BTT and has been renewed by Sophartex in 2019 — One of the production sites is labelled ISO 9001 & ISO 13485	Maintain performance in 2020
Energy consumption Consumption as % of net sales 	Slight and constant decrease of consumption Maintain performance in 2020
Waste management — Strong focus on recycling and reduction of waste — Main products recycled : cardboard, paper and plastic	Maintain performance in 2020

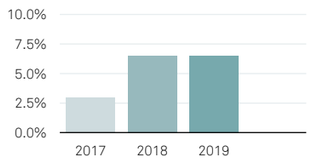
Social

2019 company performance	Notes
Legislation and procedures — Adequacy and compliance of the health and safety policy to protect customers and employees — Data privacy compliance for employees and customers — Freedom of association for all employees	Maintain performance in 2020
Workforce structure ***Types of contracts*** 	Mainly permanent contracts in the company structure. Increase of temporary contracts in 2019 due to a high level of activity. Maintain performance in 2020
Workforce structure ***Equal opportunities*** 	Strong share of women in the company To be noted: no significant salary difference between men and women. In addition, out of 6 production sites, 2 are headed by women. Maintain performance in 2020
Staff turnover % employees leaving 	Increase in turnover in 2019. Maintain performance in 2020

Social

Health and safety
Number of injuries reported in the workplace

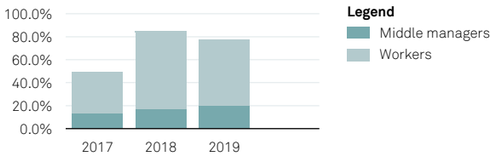
% employees reporting an injury



No major injuries in the workplace.
Improve performance in 2020

Employee training

% of total headcount



High level of training since last year
Maintain performance in 2020

Employee performance monitoring

- Annual performance debriefs for all employees
- Individual bonuses for sales people, middle and top management based on set objectives
- Very good gender equality

Launch of an online corporate university in order to digitize learning, and to provide knowledge in terms of security and well being in 2020
Maintain performance in 2020

Supplier screening

- Synerlab states that no supplier has potential human rights issue (main international medical/pharmaceutical groups)

Maintain performance in 2020

Social contributions

- Several social contributions in 2019 dedicated to associations such as *Réseau Entreprendre* and Unicef

Maintain performance in 2020

Employee benefits

- Supplementary pension
- Health and accidental insurance
- Workers council advantages
- Employee saving plan
- Project to finance Gymlib sports passes to encourage the practice of sport by employees

Creation of a company nursery at BTT in 2020.
Maintain other benefits in 2020

Customer service and support

- Reserved area for customers on company website to provide feedback and request support
- Customer dedicated service

Maintain performance in 2020

Fund

FR → Fund IV

ESG rating 2019

A

GROUPE SYNERLAB
Contract Manufacturing Organization

Governance

2019 company performance	Notes
Governance principles — Code of ethics — Clear definition of core management duties and powers — Set up of actions to prevent illegal acts (fraud/corruption) — Regular Supervisory Boards meetings (quarterly at least) — 1 female member in the Supervisory Board	Synerlab has a very good governance performance with a formalized code of ethics and regular mixed-gender Supervisory Board meetings. Maintain performance in 2020
Management system & transparency — Independent financial audit — 2 female members in the Executive Committee (out of 10) — Financial performance releases on a monthly basis — No individuals in charge of compliance, risk management nor AML — Disclosure of financial results and ownership structure to business community — Written procedure for treasury management and security measures — No formalized ESG/ CSR policies	Synerlab has good management performance with written HR, operational and risk management policies, all of them implemented on a group-wide basis. Remaining improvements include the appointment of a group-wide and dedicated risk manager
Stakeholders — Shareholders are regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	Good shareholder interaction. Maintain performance in 2020

ESG initiatives and best practices

Fund

FR → Fund IV

ESG rating 2018

A

GROUPE SYNERLAB
Contract Manufacturing Organization

Environmental best practices

The company has implemented several measures to save energy and reduce environmental impact:

→ Gradual implementation of LED lighting in all production sites / offices

→ Carbon offsetting

→ 100% green electricity contract at the group level with Engie, the leading developer of renewable energy in France

→ Establishment of a partnership with La Roue Verte, a company that helps to find alternative modes of transport to the private car

Focus on digitalization

The company has a strong focus on digitalization initiatives in order to increase employee commitment:

→ Implementation of the Javelo platform, a performance management and employee engagement tool

→ Digitalization of luncheon vouchers on the Swile (ex-Lunchr) card

→ Improvement of the Ecovadis rating by obtaining the silver label at LAF (Spain)

Social best practices

The company maintained strong attention to social best practices, such as:

→ Specialized coordinators for disabled employees at one production site (Pharmaster), in order to facilitate integration in the company

→ Launch of an online corporate university in order to digitize learning, and to provide knowledge in terms of security and well being

→ Conversion of subsidiary BTT's outbuilding into a nursery with cradles for the children of employees and inhabitants of the village in which the company is located, and into a relaxation room for employees (inauguration in 2022)

→ Financing of gym vouchers to encourage employees to exercise and thus promote their good health and wellbeing

Impact

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	Low	75%	81%	85%	A+	**Outstanding performance** Renewal of the vehicle fleet with hybrid and electric models and new corporate headquarters with high environmental performance To be maintained in 2020
Social	High	74%	83%	86%	A+	**Outstanding performance** Particular attention is paid to staff training. To be maintained in 2020
Governance	High	65%	78%	82%	A+	**Outstanding performance** To be maintained in 2020
ESG initiatives	n/a	75%	80%	87%	A+	**Outstanding performance** Various social and environmental initiatives carried out. To be continued in 2020

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

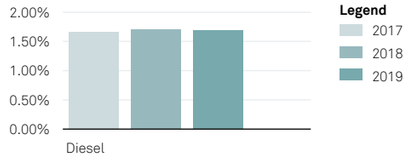
Fund

FR → Fund IV

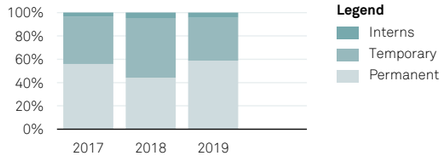
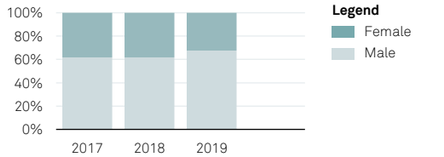
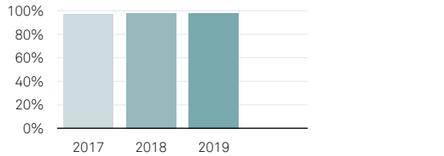
ESG rating 2019

A+

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with all environmental legislation — Gold level Ecovadis certification renewal — Signatory of the UN Global compact — Carbon footprint assessment — Green fleet management — New car policy in 2019 which goes beyond legislation	Strong commitment to legislation and procedures Maintain performance in 2020
Energy consumption Consumption as % of net sales  	Strong action based transport: hybrid and electric car fleet (a specialized software help to manage it), promotion of car sharing A part of energy consumption comes from renewable energy sources Maintain performance in 2020
Waste management — Green IT policy, notably with an increase in the product life of IT equipment — Waste recycling policy: ink toners, paper recycling, etc.	Maintain performance in 2020

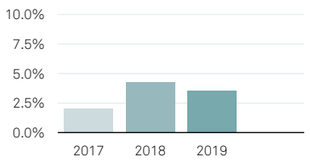
Social

2019 company performance	Notes
Legislation and procedures — Health and safety compliance to protect customers and employees — Data privacy compliance for employees and customers — No litigations with employees — Freedom of association for all employees	Maintain performance in 2020
Workforce structure ***Types of contracts***  	The level of temporary contracts and internships is high because there are lots of short missions (<1 month), which derives from Impact's business model and sales mix between activities
Workforce structure ***Equal opportunities***  	No relevant change in 2019 Improve gender distribution in 2020
Gender wage ratio % ratio of avg female salary to avg male salary  	Excellent Gender wage ratio Maintain performance in 2020

Social

Health and safety
Number of injuries reported in the workplace

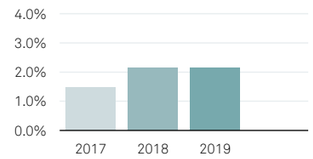
% employees reporting an injury



Low injury rate
Maintain performance in 2020

Health and safety
Absence

% working days absent



Low level of absenteeism
Maintain performance in 2020

Training

— In-house training school to provide specific training to employees at every stage of their professional life
— Disability awareness training
— Harassment awareness training

The Company now monitors all training sessions
Maintain performance in 2020

Employee performance monitoring

— All employees have annual individual performance meetings
— Most employees also perceive premiums based on performance

Maintain performance in 2020

Supplier screening

— Impact states that no supplier has potential human rights issue
— Impact integrates ESG criteria in its purchase process

Maintain performance in 2020

Social contributions

— Impact has been supporting a NGO for over 10 years (*Arthritis*), which is specialized in severe rheumatism care

Maintain performance in 2020

Employee benefits

— Supplementary pensions and healthcare benefits
— Workers' council advantages
— Employee saving plan
— Traveler's cheques / gift vouchers
— Meal tickets
— Company cars

Maintain these benefits in 2020

Customer service and support

— Customer query and reserved area for customers on company website

Room for improvement in 2020

Fund

FR → Fund IV

ESG rating 2019

A+

Governance

2019 company performance	Notes
Governance principles — Code of ethics — Clear definition of core management duties and powers — Regular Supervisory Board meetings (quarterly at least) — Signatory of the UN Global compact — Gold level Ecovadis certification renewal, from which derives a formalized ESG policy — ESG internal and external reports for the Ecovadis process — 2 independent members and 2 women in the Supervisory board	Impact improved its governance performance notably thanks to its commitment to the Global Compact and the publishing of a yearly report on sustainable development. Impact also incorporated the UN's Sustainable Development Goals in its CSR reporting Maintain performance in 2020
Management system & transparency — Independent financial audit — Mixed-gender Executive Committee — Written treasury management policy — Financial performance releases on a monthly basis — Disclosure of financial results and ownership structure to business community — No individuals in charge of compliance nor risk management — Formalized ESG policy — 1 ESG Commitee comprising 1 member of the executive Comitee	High level of financial transparency. Impact is also active in professional organizations of the field marketing business such as SORAP in France and EFMP in Europe Maintain performance in 2020
Stakeholders — Shareholders are regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high-risk and non-cooperative jurisdictions — Tax credit for employment and competitiveness	Impact has excellent shareholder interaction. Maintain performance in 2020

ESG initiatives and best practices

Global commitments

Impact has continued its pro-active ESG approach in 2019. Impact has once again obtained the Ecovadis Gold certification (highest performance), a leading sustainability certification platform in France.

Moreover, Impact is a signatory of the UN Global compact and has incorporated the UN's Sustainable Development Goals, targeting in particular the 8 goals presented on the right;

Goal 3
Ensure healthy lives and promote well-being for all at all ages

Goal 4
Quality education

Goal 5
Achieve gender equality and empower all women and girls

Goal 8
Promote inclusive and sustainable economic growth, employment and decent work for all

Goal 10
Reduce inequality within and among countries

Goal 12
Ensure sustainable consumption and production patterns

Goal 13
Take urgent action to combat climate change and its impacts

Goal 16
Promote just, peaceful and inclusive societies

Fund

FR → Fund IV

ESG rating 2019

A+

Best practices

Commitment to CSR

Impact has a CSR Committee that meets once a month in order to monitor and lead the deployment of progress plans. CSR surveys are sent to Impact's collaborators in order to understand their perception. The CSR Committee is based on 4 pillars, each with a sponsor:
→ Having business ethics
→ Being a responsible employer
→ Seeking to reduce its environmental footprint
→ Having a societal commitment

NGO commitment

In 2019, Impact supported "Planete Urgence", a non-profit organization that aims to empower people and protect their environment with the implementation of environmental protection projects to fight against deforestation and more widely the destruction of eco-systems

Social best practices

→ Moving to a new headquarters with better environmental and working conditions

→ Adoption of a new Car Policy in 2019: renewal of car fleets with hybrid and electric vehicles that can also be adapted for people with reduced mobility

→ Implementation of a green IT policy

→ Launch of a responsible purchasing policy

→ Professional development offered to everyone through internal promotions or transfers to partners

→ Training of a large number of apprentices in order to attract promising young talent and increase the employability of young people

→ Spreading of environmental awareness among employees

→ Disability and harassment awareness training

DGF

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	Low	66%	68%	75%	A	**Excellent performance** Bio-wastepolicy implemented in 2019
Social	High	71%	72%	78%	A	**Excellent performance** Notably through activities implemented by a HR manager recruted in 2018
Governance	High	64%	65%	68%	B+	**Very good performance**
ESG initiatives	n/a	67%	83%	83%	A+	**Outstanding performance**

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

Fund

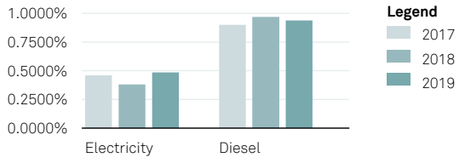
FR → Fund IV

ESG rating 2019

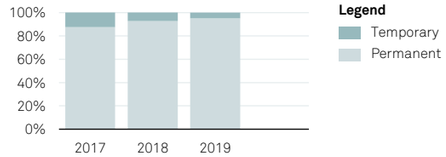
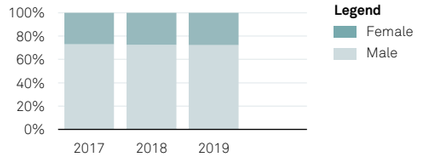
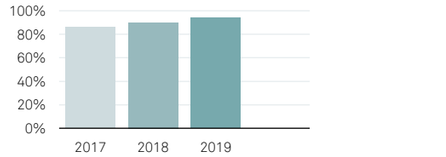
A

DGF

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with all relevant environmental legislation — Life cycle assessment of the 2 best-selling products — Ongoing energy efficiency, active plan to be implemented from 2020 — Future norms on frigorific gases have been anticipated on the new logisticial building	Maintain performance in 2020
Energy consumption Consumption as % of net sales  	DGF monitors closely its energy consumption Maintain performance in 2020
Waste management — Weekly optimization of inventory by offering discounts or donating products with an approaching expiration date — Methanization of 100% of bio-waste — Packaging sorting and re-use in the warehouses	Strong performance in 2019 to be maintained in 2020

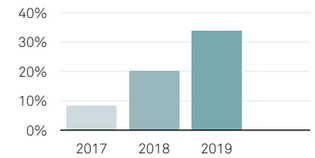
Social

2019 company performance	Notes
Legislation and procedures — Adequacy and compliance of the health and safety policy to protect customers and employees — Data Privacy compliance for employees and customers — Freedom of association for all employees	Maintain performance in 2020
Workforce structure ***Types of contracts***  	High share of permanent contracts Maintain performance in 2019
Workforce structure ***Equal opportunities***  	DGF's activitity (logistics and distribution of bakery pastry ingredients) implies heavy loads, that is why there is a high share of male employees Improve performance in 2020
Gender wage ratio % ratio of avg female salary to avg male salary  	Satisfaying gender wage ratio to be maintenained/improved in 2020

Social

Staff turnover

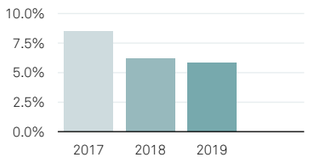
% employees leaving



High increase in staff turnover in 2019 due to status changes in some employment contracts
Improve performance in 2020

Health and safety
Number of injuries reported in the workplace

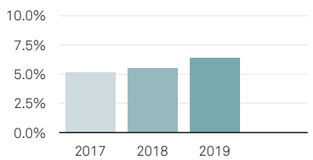
% employees reporting an injury



Decrease of injuries due to specific trainings led in recent years
Continue improvement in 2020

Absenteeism

% working days absent



Slight increase in absenteism in 2019

Training

— Global monitoring of employee training
— Mandatory training plan for salesforce to get acquainted with the new logistics platform

Significant budget is devoted to employee training: management, safety, language, etc.
Maintain peformance in 2020

Employee performance monitoring

— Annual performance debriefs for all employees in the main headquarters and also for the subsidiaries' directors
— Annual bonuses based on set objectives

Maintain peformance in 2020

Supplier screening

— As a distributor of food ingredients and frozen food, supplier screening is of high importance for DGF: quality audits are made regularly for each supplier
— In addition, DGF states that no supplier has potential human rights issues

Maintain performance in 2020

Social contributions

— DGF supported NGOs such as sports for disabled people and local organization

Maintain performance in 2020

Employee benefits

— Supplementary pension for managers
— Accident insurance
— Supplementary healthcare active since January 2016
— Workers' council advantages for part of the employees
— Employee saving plan for part of the employees

Maintain these benefits in 2020

Customer service and support

— Customer dedicated services in the distributor subsidiaries (call centers)
— Reserved area for customers on company website to provide feedback and request support
— Follow-up activities

Maintain performance in 2020

Fund

FR → Fund IV

ESG rating 2019

A

DGF

Governance

2019 company performance	Notes
Governance principles — No code of ethics — Clear definition of core management duties and powers — Regular Supervisory Board meetings (quarterly at least) — Defined rules for the election and appointment of Board members — Independent member in the Supervisory board — 1 female member in the Supervisory board	DGF has a good governance performance with excellent shareholder interaction and an independent advisor appointed to the Supervisory Board Defining a code of ethics is a room for improvement in 2020
Management system & transparency — Independent financial audit — 2 female members among the Executive Committee members — Written remuneration and treasury management policies — Financial performance releases on a monthly basis — Disclosure of financial results to business community — No individuals in charge of compliance nor risk management — 1 person is in charge of AML — Adoption of an ESG/sustainable development policy via the ISO 22000 and ISO 9001 norms	A quality department is in charge of the Health and Safety policy, hygiene and cold chain integrity for food products. A personn in charge of ESG could be appointed in 2020 Improve performance in 2020
Stakeholders — Shareholders are regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	DGF has excellent shareholder interaction. Maintain performance in 2020

ESG initiatives and best practices

Fund

FR → Fund IV

ESG rating 2019

A

DGF

Environmental best practices

At the headquarters

→ Installation of a fitting for reusing water from regulatory testing

→ Replacing the lighting with LED bulbs and changing the heaters for low-energy appliances

→ Organization of environmental protection awareness days, notably about eco-driving

→ Eco-pasturage: land maintenance is taken care of by sheeps, a policy which generated €5-6k savings

Waste management

→ Optimization of stocks every week with the sale of soon-to-expire products at a lower price

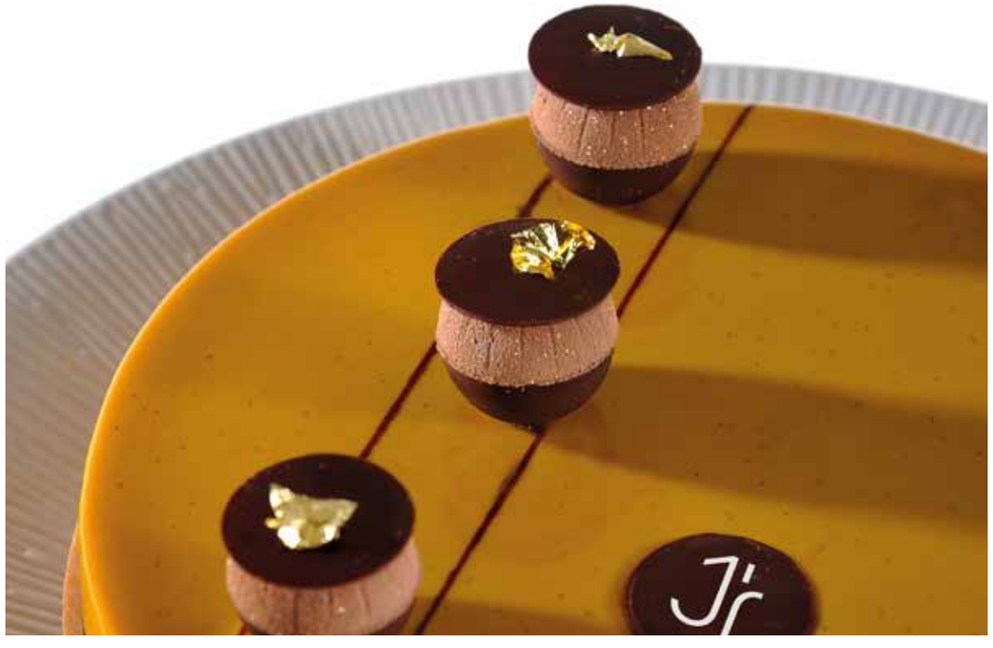
→ Methanization of 100% of bio-waste with Bionerval, a company specialized in this

Product life cycle

→ The company carried out a life cycle analysis of its 2 best-selling products in order to determine their real environmental impact, with the aim to study all products in the coming years

Quality management system

→ Adoption of an ESG/sustainable development policy via the ISO 22000 and ISO 9001 norms (concerning food safety and customer satisfaction)



Oberthur

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	Medium	71%	71%	72%	A-	**Very good performance**
Social	Medium	81%	78%	76%	A	**Excellent performance**
Governance	High	63%	66%	66%	B+	**Good performance**
ESG initiatives	n/a	67%	67%	67%	B+	**Good performance**

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

Fund

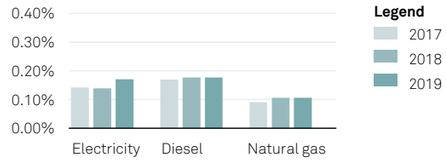
FR → Fund IV

ESG rating 2019

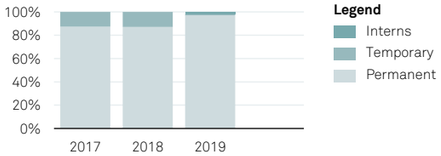
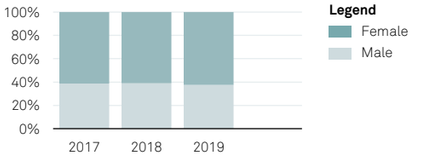
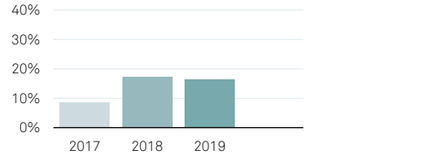
A–

OBERTHUR

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with all relevant environmental regulation — Pan European Forest Certification to promote sustainable forest management	Maintain performance in 2020
Energy consumption Consumption as % of net sales 	Careful monitoring of energy consumptions Maintain performance in 2020
Waste management — Recycling of paper, cardboard and vintage products — Subcontracted treatment of glue, inks and other chemical products	Maintain performance in 2020

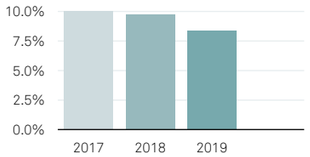
Social

2019 company performance	Notes
Legislation and procedures — Adequacy and compliance of health and safety policy to protect customers and employees — Data privacy compliance for employees and customers — Freedom of association for all employees	Maintain performance in 2020
Workforce structure ***Types of contracts*** 	High ratio of permanent workers Maintain performance in 2020
Workforce structure ***Equal opportunities*** 	Stable level of workforce structure Maintain performance in 2020
Staff turnover % employees leaving 	High level of staff turnover due to departures in the workshop Improve performance in 2020

Social

Health and safety
Number of injuries reported in the workplace

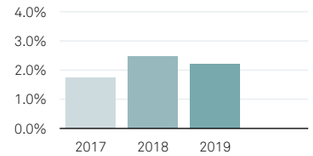
% employees reporting an injury



Decrease in injuries at work with no major incidents reported in 2019
Maintain performance in 2020

Health and safety
Absence

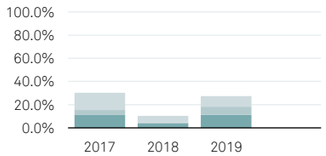
% working days absent



Slight decrease in absenteeism rate in 2019
Improve performance in 2020

Employee training

% of total headcount



Budget training has increased in 2019 with a focus on middle managers
Maintain performance in 2020

Employee performance monitoring

Maintain performance in 2020

— Annual performance debrief for all staff members
— Individual bonuses for salespeople based on set objectives

Supplier screening

Maintain performance in 2020

— Oberthur states that no supplier has potential human rights issue and each supplier is visited annually

Social contributions

Maintain performance in 2020

— Sponsorship of a NGO helping children (*Aide au Vietnam et à l'Enfance*)
— Partnership with Les Blouses Roses: 1€ given per Tann's school bag sold, to provide entertainment for children and the elderly in hospitals
— Donations of school supplies to the NGO "*Petites soeurs des pauvres*"

Employee benefits

Maintain performance in 2020

— Supplementary pension and healthcare
— Accidental assurance
— Workers council advantages
— Daily lunch vouchers, gift vouchers, traveller's cheques
— Employee savings plan
— Sick child leave

Customer service and support

Maintain performance in 2020

— Reserved area for customers on company website to provide feedback and request support
— Dedicated customer service

Fund

FR → Fund IV

ESG rating 2019

A–

OBERTHUR

Governance

2019 company performance	Notes
Governance principles — No code of ethics formalized — Clear definition of core management duties and powers — Clear definition of a policy as safeguard against illegal practices (corruption/fraud) — Regular Supervisory Board meetings (quarterly at least) — No females members nor independent members in the Supervisory Board	Oberthur maintained its overall governance performance in 2019 Improve performance in 2020
Management system & transparency — Independent financial audit — No female members in the Executive Committee — Financial performance releases on a monthly basis — Disclosure of financial results to business community — No individuals in charge of compliance, risk management or AML — Written procedure for accounting, treasury management and security measures — No formalized ESG/ CSR policies	Oberthur maintained its overall governance performance in 2019 Improve performance in 2020
Stakeholders — Shareholders regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	Oberthur maintained its excellent shareholder interaction in 2019 Maintain performance in 2020

ESG initiatives and best practices

Fund

FR → Fund IV

ESG rating 2019

A–

OBERTHUR

Environmental best practices

Regarding the origin of the paper it uses, Oberthur favors products guaranteed by PEFC and FSC labels:

→ The *Programme for the Endorsement of Forest Certification* (PEFC) is an international, non-profit, non-governmental organization which promotes sustainable forest management through independent third party certification. It is considered the certification system of choice for small forest owners;

→ The *Forest Stewardship Council* (FSC) is also an international not-for-profit organization promoting responsible management of the world's forests.

Waste management

Oberthur has multiple contracts with different companies in order to recycle and upgrade paper, electronical and chemical waste

Social best practices

Oberthur is involved in social contributions:

→ The company supports the *Aide au Vietnam et à l'Enfance* (AVE) foundation through donation and also by sending products. AVE provides help to Vietnamese children on the education and sanitary fields;

→ Oberthur also supports *Petites soeurs des pauvres* with donations of school supplies for children.

DL Software

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	Low	66%	77%	76%	A	**Very good performance**
Social	High	80%	88%	87%	A+	**Outstanding performance**
Governance	High	58%	68%	68%	B+	**Good performance** Room for improvement in cybersecurity
ESG initiatives	n/a	67%	77%	87%	A+	**Outstanding performance** notably at the division level

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

Fund

FR → Fund V

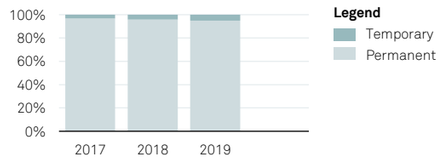
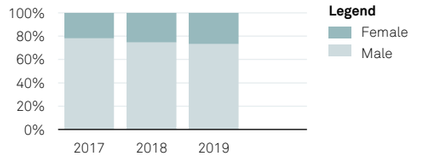
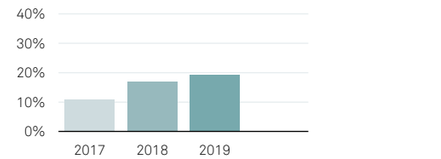
ESG rating 2019

A

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with environmental legislation	Maintain performance in 2020
Consumption — Low energy consumption at DL Software level — New group contracts with 100% renewable energy with suppliers — Participations in mobility challenges that promote the use of carbon-free transport and change the habits of some employees — Environmental issues considered in hosting tenders — Certain subsidiaries offset carbon emissions by planting trees	Energy monitoring to be implementend in 2020 in all subsidiaries
Waste management — Local actions to recycle waste, in particular for cardboards and IT materials — Actions to limit plastic cups with reusable utensils	Maintain performance in 2020

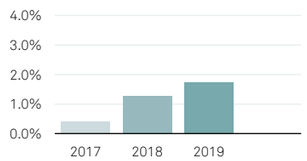
Social

2019 company performance	Notes
Legislation and procedures — Adequacy and compliance of health and safety policy to protect customers and employees — Freedom of association for all employees — HR Director at Group level and HR responsible in subsidiaries — Data privacy compliance for employees and customers — ISO norms for customer service	Maintain performance in 2020
Workforce structure ***Types of contracts*** 	High ratio of permanent contracts at DL Software Maintain performance in 2020
Workforce structure ***Equal opportunities*** 	IT employees are mainly men in France Feminization of HR support in 2019 Improve performance in 2020
Staff turnover % employees leaving 	Slight increase in turnover in 2019 mainly due a lack of trained staff in software sector in France Improve performance in 2020

Social

Health and safety
Number of injuries reported in the workplace

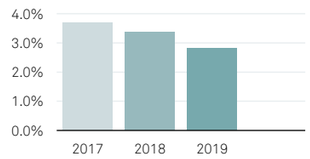
% employees reporting an injury



Low workplace injury rate
Decrease performance in 2020

Health and safety
Absence

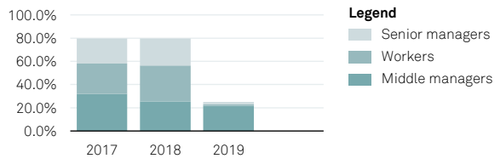
% working days absent



Decrease in absenteeism in 2019
Maintain performance in 2020

Employee training

% of total headcount



Training is part of DL's DNA
Training in IT skills but also management skills in 2019
New management and leadership program in 2020 with a focus on high-potential employees

Employee performance monitoring

— All the employees have annual individual performance debriefs
— C. 25% of the employees also receive bonuses based on performance

Maintain performance in 2020

Supplier screening

— DL Software states that no supplier has potential human rights issue (mainly IT international suppliers)

Maintain performance in 2020

Social contributions

— DL Software supported NGOs such as *Les Restos du Coeur* which provides food and homes for the homeless people

Launch of the MicroDON project (possibility for employees to donate a small amount from monthly salary) with 3 new NGOs supported in 2020

Employee benefits

— Supplementary pensions and healthcare benefits
— Workers' council advantages
— Employee savings plan
— Traveller's checks/gift vouchers
— Meal tickets
— Telecommuting

Maintain these benefits in 2020

Customer service and support

— Dedicated customer service team in all subsidiaries
— ISO norms for customer service
— Reserved area for customers on company website to provide feedback
— Customer satisfaction surveys

Maintain performance in 2020

Fund

FR → Fund V

ESG rating 2019

A

Governance

2019 company performance	Notes
Governance principles — No formalized code of ethics — Clear definition of core management duties and powers — Regular Supervisory Board meetings (quarterly at least) — Independent members in the Supervisory Board — No female members in the Supervisory Board	DL Software has a good governance performance with regular Board meetings (16 attendees), a Supervisory Board with an independent member and the COO of DL Négoce who represents management shareholders
Management system & transparency — Independent financial audit — Financial performance releases on a monthly basis — Disclosure of financial results and owernship structure to business community — No individuals in charge of compliance, risk management nor AML — 1 person in charge of ESG issues (nominated after 21CP inception) — ESG Commitment finalised in 2018 and publicly available on DL's website — Nomination of an IT system and cybersecurity at Group level	DL Software conducted an ESG due diligence following 21CP's entrance in 2018 and thereafter appointed a supervisor for sustainable development issues with a clear roadmap of actions to implement for the next years. ESG commitment published in 2018 Cybersecurity management will be improved in 2020 in each subsidiary. ESG report and internal communication are areas of improvement in 2020
Stakeholders — Shareholders are regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions — Large dedicated budget to R&D with tax credit	DL Software has excellent shareholder interaction. Maintain performance in 2020

21 Invest Creating shared value Annual sustainability report 2020 6 Appendix

ESG initiatives and best practices

Fund

FR → Fund V

ESG rating 2019

A

Environmental best practices

DL Software has a low impact on the environment but is nevertheless committed to decrease its environmental impact.

Waste management

→ Strong focus on recycling: dedicated bins for waste, collection of ink cartridges and computer equipment, recycling campaigns to alert collaborators

→ Use of non-disposable dishware and plates

Carbon emissions

→ Additions of ESG criteria to significant tenders, including hosting (main environmental impact at DL level)

→ Participation in mobility challenges to promote alternative carbon-free transport such as car-sharing and bicycles

→ Use of LEDs in all sites for lighting to decrease energy consumption

→ Carbon emission offsetting in certain subsidiaries by planting trees

Social best practices

Training initiatives

→ Launch of a training program session for managers in 2020 with two main thrusts: one on project management and one on leadership

→ Launch of a training program session for the development of high-potential young people in 2020

→ Set up a training program in computer science with the Epide association for young marginalized people without diplomas

Social contributions

→ Organization of a blood drive to increase DL employees awareness and promote blood donation

→ Food collection for *Les Restos du Coeur*, a French charity that distributes food packages and hot meals to those in need and donations to local sports associations

PLG

	Relevance of ESG issue	2019	Rating	Feedback
Environment	Low	62%	B	**Good performance**
Social	High	68%	B+	**Good performance** Room for improvement by implementing Group standards in all countries
Governance	High	69%	B+	**Good performance**
ESG initiatives	n/a	60%	B	**Good performance** Implement in 2020 the recommandation of the ESG review

→ Please note that 2019 represents the first year of reporting for PLG (investment completed in January 2019)

Fund

FR → Fund V

ESG rating 2019

B

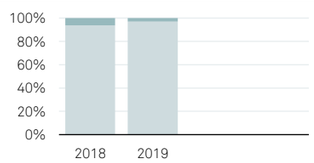
ProductLife GROUP

Environment

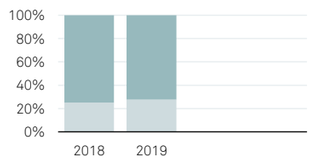
2019 company performance	Notes
Legislation and procedures — Compliance with environmental legislation — A carbon footprint has been carried out on Scope 1 and 2 emissions in 2019	Maintain performance in 2020
Consumption — No energy monitoring for the moment due to low materiality for PLG — Incentive to use clean energy and to take public transport	Maintain performance in 2020
Waste management — A recycling policy specific to each type of waste has been set up	Maintain performance in 2020

Social

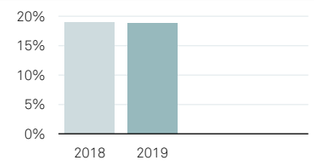
2019 company performance	Notes
Legislation and procedures — Adequacy and compliance of health and safety policy to protect customers and employees — Freedom of association for all employees — HR director at Group level — Data privacy compliance for employees and customers — No welfare disputes over the last 3 years	Maintain performance in 2020
Workforce structure ***Types of contracts***	High ratio of permanent contracts. Maintain performance in 2020
Workforce structure ***Equal opportunities***	Women account for nearly 3/4 of employees. The management says that it is usual in this business
Staff turnover % employees leaving	Turnover is in line with professional standards and is notably due to high proportion of young employees. Improve performance in 2020



Legend
Temporary
Permanent



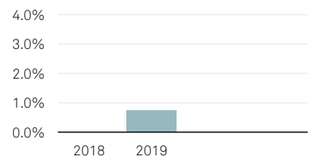
Legend
Female
Male



Social

Health and safety
Number of injuries reported in the workplace

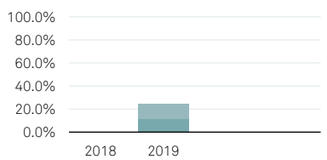
% employees reporting an injury



Low injury rate.
Maintain performance in 2020

Employee training

% of total headcount



Implementation of an in-house e-learning platform.
Improve performance in 2020

Employee engagement and development

— All the employees have annual individual performance debriefs
— Employees who achieve their performance objectives receive a bonus

Maintain performance in 2020

Supplier screening

— PLG says that no supplier has potential human rights issue (mainly healthcare international suppliers with employees with a high level of education)

Maintain performance in 2020

Social contributions

— No contributions at this stage

NGO support is planned in 2020

Employee benefits

— Additional pensions and healthcare benefits
— Workers' council advantages
— Employee savings plan
— Traveler's checks / gift vouchers
— Meal tickets
— Telecommuting allowed in all countries

Maintain performance in 2020

Customer service and support

— Dedicated customer service team in all subsidiaries
— No reserved area for customers on company website to provide feedback
— No customer satisfaction surveys

Maintain performance in 2020

Fund

FR → Fund V

ESG rating 2019

B

ProductLife GROUP

Governance

2019 company performance	Notes
Governance principles — Code of Ethics under finalization — Clear definition of core management duties and powers — Regular Supervisory Board meetings (quarterly at least) — No female member in the Supervisory Board	PLG has a good governance performance with regular Board meetings and Supervisory Board. Improve general performance in 2020, notably by signing the UN Global Compact and finalizing a Code of Ethics
Management system & transparency — High cybersecurity policy with a strong IT department and clean protection measures — Independent financial audit — Disclosure of financial performance and owernship structure to business community — No individuals in charge of compliance, risk management nor AML — 1 female member on the board of the Executive Committee	PLG has a high level of transparency and commitment with its client with strong operational procedures to deliver the highest quality of services. Maintain general performance in 2020
Stakeholders — Shareholders are regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	PLG has excellent relationships with its stakeholders. Maintain general performance in 2020

ESG initiatives and best practices

Fund

FR → Fund V

ESG rating 2019

B

ProductLife GROUP

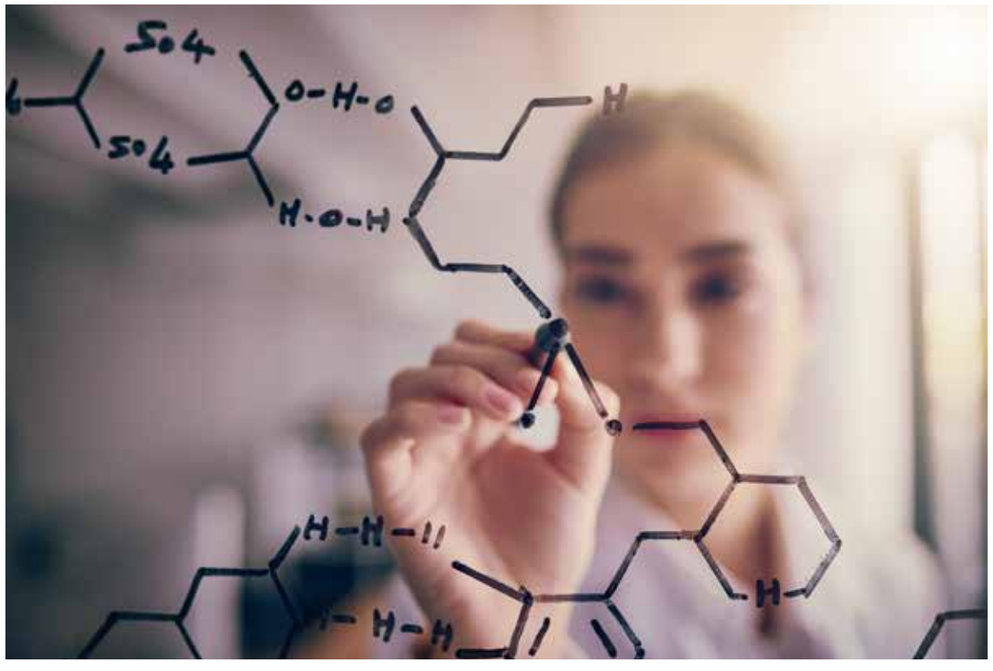
Environmental best practices

PLG has a low impact on the environmental but is commited to decrease its environmental impact:

- → An ESG review was carried out by the strategy firm Indéfi after it was acquired by 21 Invest. A calculation of the companie's carbon footprint has notably been done on scope 1 and 2 emissions, based on which an action plan has been defined (e.g. ongoing replacement of plastic cups by cardboard cups at the group level)
- → Recycling waste is optimized according to its nature notably papers, ink cartridges, corporate equipment etc.)

Social best practices

- → HR KPIs at consolidated at the group level, in order to review and manage HR issues globally (PLG is present in more than 25 countries)
- → The company has a strong focus on cybersecurity, which is essential in its sector
- → An employee satisfaction survey is performed annually
- → Implementation of an in-house e-learning platform



FMA Assurances

	Relevance of ESG issue	2019	Rating	Feedback
Environment	Medium	65%	B	**Good performance** Suggestion: start to make clients and suppliers aware of carbon emissions improvement
Social	High	76%	A	**Very good performance**
Governance	High	61%	B	**Good performance**
ESG initiatives	n/a	30%	C-	Suggestion: aim to implement and further develop ESG initiatives in 2020 which could create additional value for the company

→ Please note that 2019 represents the first year of reporting for FMA Assurances (investment completed in April 2019)

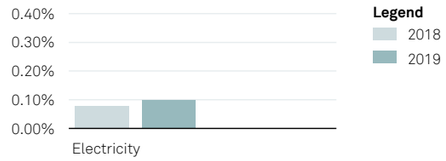
Fund

FR → Fund V

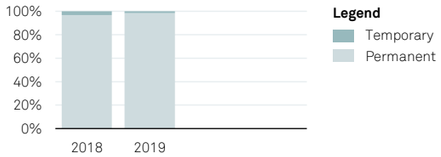
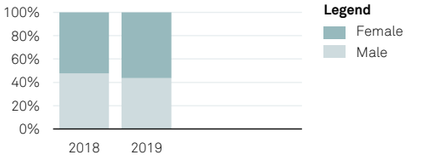
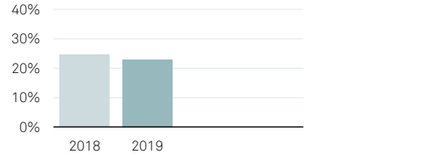
ESG rating 2019

B-

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with environmental legislation	Maintain performance in 2020
Energy consumption Consumption as % of net sales  	No consumption monitoring apart from electrcity consumption due to low materiality of environmental impact at FMA level. FMA car changed from diesel to petrol Increase in 2020
Waste management — No recycling strategy at this stage but measures will be put in place in 2020	Maintain performance in 2020

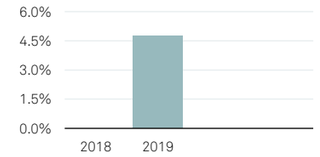
Social

2019 company performance	Notes
Legislation and procedures — Adequacy and compliance of health and safety policy to protect customers and employees — Freedom of association for all employees — HR Director at Group level — Data privacy compliance for employees and customers	Maintain performance in 2020
Workforce structure ***Types of contracts***  	Very high ratio of permanent contracts at FMA Maintain performance in 2020
Workforce structure ***Equal opportunities***  	Balanced male-female workforce
Staff turnover % employees leaving  	High staff turnover even if a slight decrease between 2018 and 2019 has been registered. The majority of jobs are related to operational activities with low salaries Improve performance in 2020

Social

Health and safety
Absence

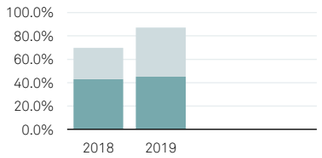
% working days absent



Low absenteism
Maintain performance in 2020

Employee training

% of total headcount



Legend
Middle managers
Workers

Significant increase in middle managers' training in 2019, notably on regulatory management
Maintain performance in 2020

Employee benefits

— Supplementary pension plan
— Health and accidental insurance
— Employee savings plan
— Workers' council advantages
— Meal tickets

Maintain performance in 2020

Customer service and support

— Dedicated customer service team
— Reserved area for customers on company website to provide feedback
— Customer satisfaction surveys

Maintain performance in 2020

Governance

2019 company performance	Notes
Governance principles — No ethics charter defined or CSR report published — Clear definition of core management duties and powers — Regular Supervisory Board meetings (quarterly at least) — No independent members in the Supervisory Board — 1 female member in the Supervisory Board — A board of directors is being set up	FMA has a good governance performance with regular Supervisory Board meetings. Improve general performance in 2020, notably by implementing a board of directors
Management system & transparency — Independent financial audit — Disclosure of financial results and owernship structure to business community — 1 person in charge of AML and compliances issues — Nobody in charge of the ESG and no commitment on this subject at this stage — Ongoing work on product optimization to increase shared value with customers	FMA has good transparency but has not defined an ESG policy
Stakeholders — Shareholders are regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	FMA has excellent shareholder interaction. Maintain general performance in 2020

Fund

FR → Fund V

ESG rating 2019

B-

FMA assurances

LV Overseas

	Relevance of ESG issue	2019	Rating	Feedback
Environment	Low	65%	B	**Good performance** Suggestion: start to make clients and suppliers aware of carbon emissions improvement
Social	High	76%	A	**Very good performance**
Governance	High	61%	B	**Good performance**
ESG initiatives	n/a	60%	B	**Good performance** Suggestion: improve ESG support at Group level

→ Please note that 2019 represents the first year of reporting for LV Overseas (investment completed in May 2019)

Fund

FR → Fund V

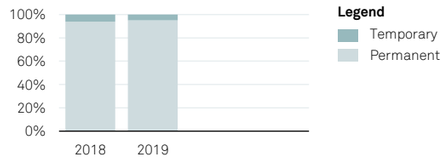
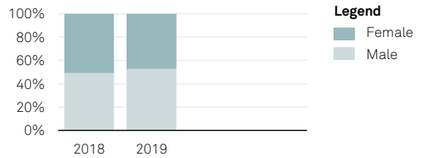
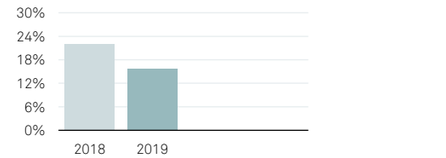
ESG rating 2019

B+

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with environmental legislation — Formalized ESG commitment — Biodiversity taken into account for buildings	Maintain performance in 2020
Consumption — Monitoring of electricity consumption — Monitoring of vechile fuel consumption — Monitoring of water consumption — A carbon footprint is currently being carried out on scope 1 and 2 emissions (scope 3 difficult to obtain) due to supplier limitations	Improve performance in 2020 by implementing an environmental policy
Waste management — Monitoring of waste and recycling — Local actions to recycle waste, in particular light bulbs, plastic caps and IT materials — Removal of plastic water bottles and cups	Maintain performance in 2020

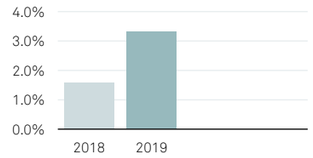
Social

2019 company performance	Notes
Legislation and procedures — Adequacy and compliance of health and safety policy to protect customers and employees — Freedom of association for all employees — HR representative at Group level — Data privacy compliance for employees	Maintain performance in 2020
Workforce structure ***Types of contracts***  	High ratio of permanent contracts. Maintain performance in 2020
Workforce structure ***Equal opportunities***  	Excellent male-female balance. In 2019, LVO obtained a score of 93/100 for its French index of professional equality between women and men. Maintain performance in 2020
Staff turnover % employees leaving  	High turnover rate due to the demanding nature of operations. Slight decrease in staff turnover in 2019. Improve performance in 2020

Social

Health and safety
Number of injuries reported in the workplace

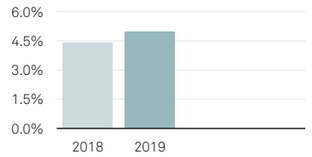
% employees reporting an injury



Low workplace injury rate in LVO.
Maintain performance in 2020

Health and safety
Absence

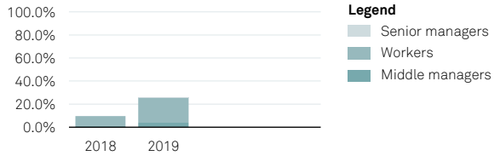
% working days absent



Absenteeism level in line with business sector.
Maintain performance in 2020

Employee training

% of total headcount



Increase in training in 2019.
Maintain performance in 2020

Employee engagement and development

— Employees do not receive annual individual performance debriefs

Improve performance in 2020

Supplier screening

— LVO says that no supplier has potential human rights issues (mainly international logistics suppliers)
— The company has measures concerning suppliers ethics

Maintain performance in 2020

Social contributions

— LVO supports charitable associations

Maintain performance in 2020

Employee benefits

— Supplementary pension
— Health and accidental insurance
— Employee savings plan
— Workers' council advantages
— Traveler's checks / gift vouchers
— Meal tickets

Maintain performance in 2020

Customer service and support

— Dedicated customer service team in all subsidiaries

Customer satisfaction survey is a way of improvement in 2020

Fund

FR → Fund V

ESG rating 2019

B+

Governance

2019 company performance	Notes
Governance principles — No formalized code of ethics — Annual publication of an ESG report — Clear definition of core management duties and powers — Regular Supervisory Board meetings (quarterly at least) — No independent members in the Supervisory Board — 1 female member in the Supervisory Board	LVO has a good governance performance with regular Board meetings and publish an annual ESG report
Management system & transparency — Independent financial audit — Financial performance releases on a monthly basis — Disclosure of financial results and owernship structure to business community — No individuals in charge of compliance, risk management nor AML — 1 person in charge of ESG issues — An ESG Commitment is available for employees on the corporate network	LVO has good transparency regarding its ESG policy and management team Suggestion: disclose on LVO's website its ESG commitment
Stakeholders — Shareholders are regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	LVO has excellent shareholder interaction Maintain general performance in 2020

Fund

FR → Fund V

ESG rating 2019

B+

Social best practices

A positive impact on civil society

→ A sponsorship policy managed at the local level (e.g. sponsoring sports events or teams) and at the national level (the "AVC pour tous" initiative, an NGO focused on stroke patients which aims to spread awareness about strokes, provide support and assistance to patients, families and medical staff and support stroke research

→ An ambitious total budget (nearly €42k spent in 2019, i.e. 0.1% of the Group's gross margin)

Quality and social issues as core values of the company's philosophy

→ Excellent labor relations with an open social dialogue, both formal and informal, based on management's closeness to their teams

→ An ESG report is published annually. Main focus is done on social issues

Landanger

	Relevance of ESG issue	2019	Rating	Feedback
Environment	Low	60%	B	**Good performance** Suggestion: study lifecycle impact of single use products
Social	High	73%	A-	**Very good performance**
Governance	High	59%	B-	**Good performance** Suggestion: pursue the structuring of the group, notably on finance/compliance issues
ESG initiatives	n/a	60%	B	**Good performance**

→ Please note that 2019 represents the first year of reporting for Landanger (investment completed in July 2019)

Fund

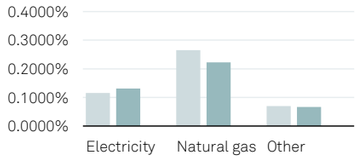
FR → Fund V

ESG rating 2019

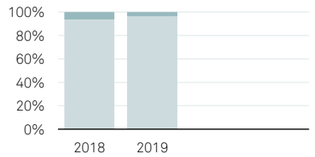
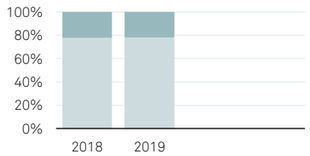
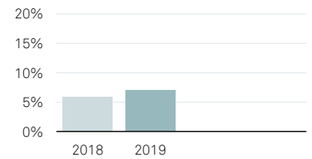
B

LANDANGER

Environment

2019 company performance		Notes
Legislation and procedures — Compliance with all relevant environmental legislation		Maintain performance in 2020
Energy consumption Consumption as % of net sales		Active Car Policy to foster the reduction of CO2 emissions. Low energy consumption at Landanger level. Monthly monitoring of consumption. Maintain performance in 2020
Waste management — Differenciated waste management — Recycling policy on renewable products by repairing as much as possible		Improve performance in 2020 by studying impact of single use products

Social

2019 company performance		Notes
Legislation and procedures — Adequacy and compliance of health and safety policy to protect customers and employees — Freedom of association for all employees — HR Director at Group level — Data privacy compliance for employees and customer — No welfare disputes over the last 3 years		Maintain performance in 2020
Workforce structure ***Types of contracts***		High ratio of permanent contracts at Landanger. Maintain performance in 2020
Workforce structure ***Equal opportunities***		Men represent more than 3/4 of employees. Improve performance in 2020
Staff turnover % employees leaving		Low turnover in Landanger. Maintain performance in 2020

Fund

FR → Fund V

ESG rating 2019

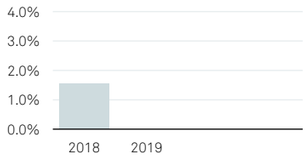
B

LANDANGER

Social

Health and safety
Number of injuries reported in the workplace

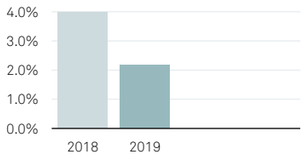
% employees reporting an injury



No workplace injury in 2019.
Maintain performance in 2020"

Health and safety
Absence

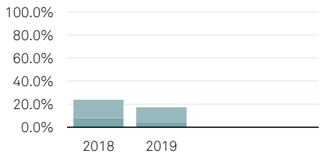
% working days absent



Low absenteeism rate (mainly due to long-term sick leave).
Maintain performance in 2020

Employee training

% of total headcount



All employees receive legal training related to healthcare activity. Figures presented are related to optional training

Employee engagement and development — Maintain performance in 2020

— All employees have annual individual performance debriefs

Supplier screening — Maintain performance in 2020

— Landanger works with suppliers based in Asia
— The company says that no suppliers have potential human rights issues thanks to regular controls by site visits
— Landanger also regularly control the quality of its products

Employee benefits — Maintain performance in 2020

— Supplementary pension plan and health insurance benefits
— Workers' council advantages
— Traveler's checks / gift vouchers
— Telecommuting

Customer service and support — Maintain performance in 2020

— Dedicated customer service team
— Reserved area for customers on company website to provide feedback
— Customer satisfaction surveys every 2 years

Governance

2019 company performance	Notes
Governance principles — No formalized code of ethics and no CSR report published — Clear definition of core management duties and powers — Regular Supervisory Board meetings (quarterly at least) — 1 independent member in the Supervisory Board — 1 female member in the Supervisory Board	Integrate ESG into governance and defining an internal code of ethics. Improve general performance in 2020
Management system & transparency — Independent financial audit — Financial results and shareholding structure are not made public — 1 person is in charge of compliance — Nobody is in charge risk management nor AML — Nobody is in charge of ESG and there is no formalized commitment on this subject for the moment — 1 female member on the board of the Executive Committee	Improve general performance, notably on internal procedures
Stakeholders — Shareholders are regularly updated on company performance and operations — The company has not been involved in any governance dispute over the last three years — The company works with suppliers from a country listed by the FATF (Pakistan) but controls it regularly — High budget dedicated to R&D	Maintain general performance in 2020

ESG initiatives and best practices

Fund

FR → Fund V

ESG rating 2019

B

LANDANGER

Environmental best practices

Carbon footprint

→ Reduction of energy consumption by using LED bulbs

→ Policy on means of transportation that encourages the reduction of CO_2 emissions, notably through the promotion of electric vehicles

→ Optimization of the dematerialization of services in the sales administration department

→ Encouragement of use of electronic meetings (via Skype)

Waste management

→ Development of an excellent waste management through the use of specialized service providers according to the nature of each type of waste (recycling of cardboard, plastic and scrap metal, donation or sale of liquids), repairing items as much as possible

→ Waste reduction awareness-raising policy

Social best practices

Quality of life at work

→ Excellent corporate culture and social dialogue with minimal hierarchy which leads to a very low turnover

→ Excellent working conditions with new, comfortable and quiet premises (optimized maintenance)

6.3 Poland

Fund I

Monevia
page 194

TXM
page 198

Hollywood
page 204

Red Rubin
page 210

Apaczka
page 216

DigiTree
page 222

VGL Group
page 226

Reesco
page 232

Monevia

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	Low	33%	44%	71%	A-	**Good performance** Impact on climate change or soil and groundwater contamination is very limited. Suggestion: continue to monitor consumption
Social	Medium	65%	69%	82%	A+	**Great performance** Health insurance policy, flexible working hours and job-sharing initiatives were implemented in 2019. Suggestion: maintain HR monitoring and new social benefits
Governance	High	69%	75%	80%	A	**Very good performance** in line with company needs
ESG initiatives	Medium	42%	53%	53%	C+	**Adequate performance** Some initiatives implemented in 2019, yet their number and quality needs improvement in 2020

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

Fund

PL → Fund I

ESG rating 2019

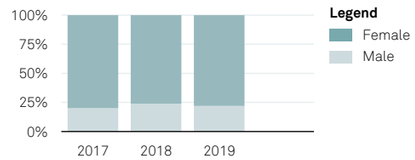
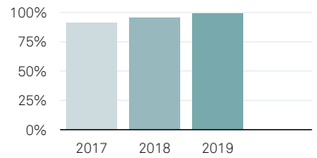
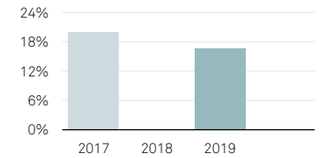
A-

Monevia.

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with all relevant environmental legislation — No environmental disputes over the last three years	Performance to be maintained in 2020
Consumption — Monitoring of energy and water consumption implemented in 2019 - in line with the target — Monitoring of diesel consumption implemented — No production assets nor any other facilities except for rented office space	Monevia has a limited impact on environment as the company runs its activities solely in the rented office space and employs 18 people in total. Monitoring of electricity, diesel consumption and water usage to be continued in 2020, when first conclusions will be made based on comparable data
Waste management — Lack of monitoring of waste production (no production assets) and recycling	In 2019 maintained the initiative of paperless office (clients are not required to send hard copies of documents and internal documentation of the company is also digitalized)

Social

2019 company performance	Notes
Legislation and procedures — Clearly defined HR functions and individuals responsible — Health and safety compliance to protect customers and employees — Health and safety officer and adequate health and safety policy — Data privacy compliance for employees and customers — Freedom of association for all employees — No welfare disputes or strike action over the past 3 years — Employees involved in company decisions affecting them	Performance to be maintained in 2020
Workforce structure ***Equal opportunities*** 	Monevia has a high female to male ratio of 78% female in employment structure. The company intends to continue monitoring equal opportunities in 2020
Gender wage ratio % ratio of avg female salary to avg male salary 	Monevia's relatively small wage gap has been narrowing since 2017 to reach 1.1% in 2019.
Staff turnover % employees leaving 	Relatively high staff turnover ration has been in a declining trend since 2016, nevertheless its level of 16% in 2019 was relatively high. In 2020 the Company plans to decrease this ratio.

Social

Health and safety
Number of injuries reported in the workplace

— No injuries reported over the last five years

The company plans to maintain this trend in 2020

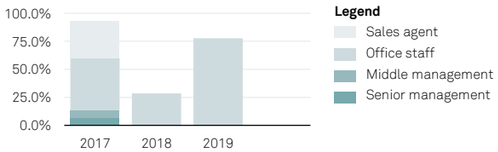
Employee engagement and development

— Performance and career development reviews for all employees
— All employees with performance-related component in their pay structure

Monevia intends to maintain its employee engagement performance in 2020

Employee training

% working hours spent training



After a decrease in total % of personnel trained in 2018, in 2019 Monevia returned to the practice developed in 2015 - 2017 and provided most of its employees with training. Performance to be maintained in 2020

Supplier screening

— No suppliers have potential human rights or child labour issues

Performance to be maintained in 2020

Social contributions

— Monevia contributed no funds to social causes in 2019

Performance to be maintained in 2020

Employee benefits

— Health insurance for employees
— Medical care (healt insurance refund) for families
— Flexible working hours
— Job-sharing
— Working from home

Monevia intends to maintain these benefits in 2020

Customer service and support

— Health insurance for employees
— Medical care (healt insurance refund) for families
— Flexible working hours
— Job-sharing
— Working from home

Monevia intends to maintain these customer support mechanisms in 2020

Fund

PL → Fund I

ESG rating 2019

A-

Monevia.

Governance

2019 company performance	Notes
Governance principles — Code of ethics in place — Anti-money laundering procedures implemented — Clear definition of core management duties and powers — BoD consisting of five Members — Clear definition of responsibilities and duties of BoD Members — Clear definition of rules for the election and appointment of BoD Members — No female member of BoD — One independent member of BoD	Performance to be maintained in 2020
Management system & transparency — Presence of an Independent financial audit and internal financial audits — One female member of the Top Management or Executive Committee (COO) — Financial performance releases on monthly basis — Transparent ownership and governance structure — Individuals in charge of compliance, risk management and AML — No formalized ESG/ CSR policies — Financial results and shareholding/ownership structure disclosed to the business community — Written procedure for accounting and treasury management — Written remuneration policy for employees and BoD	Monevia has an efficient management system and maintains a high level of transparency. Performance to be maintained in 2020
Stakeholders — Shareholders regularly updated on company operations — Regular reporting to shareholders — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	Monevia has excellent shareholder interaction and aims to maintain it in 2020

ESG initiatives

ESG initiatives

In 2019 Monevia continued few ESG initiatives (among others charity fundation initiative supporting rehabilitation of disabled children or employees blood donation), nevertheless the quality of those initiatives needs to be improved, which is the aim for 2020.

TXM

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	Low	44%	61%	42%	C-	**Sufficient performance** Decline due to cease of consumption monitoring. Company maintains negligible environmental impact nonetheless
Social	Medium	66%	76%	68%	B+	**Good performance** Decline in rating due to difficult financial situation, some of the initiatives such as employee training have been limited
Governance	High	80%	77%	75%	A-	**Very good performance** Good governance principles continue to be in place. Performance to be maintained in 2020
ESG initiatives	High	100%	67%	80%	A+	**Great performance**

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

Fund

PL → Fund I

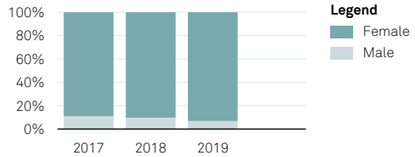
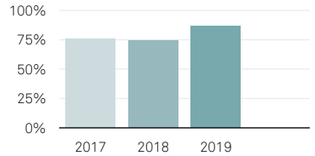
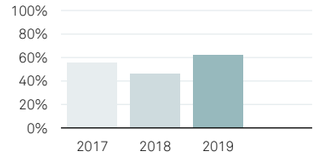
ESG rating 2019

B+

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with all relevant environmental legislation — No environmental disputes over the last three years — Waste segregation policy in place (requires monitoring) — Replaced stretch foil with straps to decrease plastic waste	Performance to be maintained in 2020
Consumption — Monitoring of environmental indicators irregular, largely due to a difficult turnaround situation — No production assets — No chemical/hazardous substances in use — Overall negligible impact on the environment	Even though the Company has no internal production operations it still tries to be wary about environmental issues
Waste management — Differentiated waste collection in place — Monitoring of paper & foil recycling — Recycled volumes monitored since 2015 with an increasing trend	TXM adheres to all waste-management legal requirements. It collects waste, monitors and recycles packaging waste

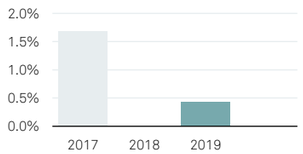
Social

2019 company performance	Notes
Legislation and procedures — Clearly defined HR functions and individuals responsible — Health and safety compliance to protect customers and employees — Health and safety officer and adequate health and safety policy — Data privacy compliance for employees and customers — Freedom of association for all employees — Employees involved in company decisions affecting them — No welfare disputes or strike action over the past three years	Performance to be maintained in 2020
Workforce structure ***Equal opportunities*** 	TXM is dominated by female employees, both in the store network as well as headquarters. The structure is not going to change over the course of 2020
Gender wage ratio % ratio of avg female salary to avg male salary 	TXM wage gap of is largely influenced by employment structure where majority of employees comprise female shop assistants
Staff turnover % employees leaving 	Continued high staff turnover ratio results from relocation of stores and ongoing transformation of store network. The KPI will continue to be monitored in 2020

Social

Health and safety
Number of injuries reported in the workplace

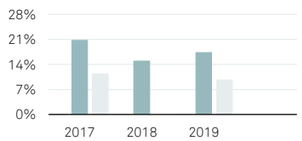
% employees reporting an injury



TXM continues to report low employee injury ratio providing safe workplace to its employees. The Company plans to maintain it in 2020

Health and safety
Absence due to illness/injury

% working days absent



Legend
- Absence due to non-work related injury/illness
- Absence due to work related injury/illness
- Due to other causes

Very low and decreasing absence rate due to work related injury/illness and an increased rate due to non-work related injury/illness or other causes. The latter two result from a very high proportion of female employees, who report absence related to pregnancy, birth and childcare

Employee engagement and development

— Vast majority of employees with variable element of remuneration
— Top Management share-based incentive plan

TXM plans to maintain high rate of variable remuneration. Top Management share-based incentive plan is reviewed regularly

Supplier screening

— TXM states that no suppliers have potential human rights issues

Performance to be maintained in 2020

Social contributions

— No contributions to social causes in 2019.

TXM intends to increase contributions in 2020

Employee benefits

— Additional health insurance for selected employees
— Health insurance for families of selected employees

TXM intends to maintain performance in 2020

Customer service and support

— Dedicated customer service department
— Possibility to provide feedback through company website and helpline
— Customer feedback and complaints report to CEO
— Customer survey compiled by PMR

TXM intends to maintain performance in 2020

Fund

PL → Fund I

ESG rating 2019

B+

Governance

2019 company performance	Notes
Governance principles — Governance good practices of Polish publicly listed companies — Clear definition of core management duties and powers — Regular BoD meetings — Defined responsibilities of BoD — One female member of BoD — Three independent members of BoD	TXM is a publicly listed Company and therefore is regulated by strict governance rules. The Company has a balanced Board of Directors with adequate structure and responsibilities
Management system & transparency — Independent financial auditor — Internal audit committee — One female member of the Top Management — Dedicated personnel responsible for compliance — Formalised ESG/CSR policy — Financial performance releases on quarterly basis — Transparent ownership and governance structure — Written remuneration, accounting and treasury management policies	TXM has an adequate management structure and control policies in place. The Company maintains a high level of transparency
Stakeholders — Shareholders regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions — Employee access to shareholding through Warsaw Stock Exchange	TXM is a publicly listed Company. It maintains regular interaction with shareholders and provides adequate disclosure

ESG initiatives and best practices

Charity activity

TXM is an active contributor to Poland-wide charity initiatives. These include Happy-Kids Foundation. Happy-Kids organises and supports so called familiy-orhpanages, small family homes taking care of orphan children.

Supporting local communities

TXM actively supports local initiatives focused on children (especially disadvantaged), and local culture. The support takes both monetary and physical form, including direct fund contribution and goods that are usually sold in the Company's store network. Last year, the Company was involved in a number of such initiatives, including regular undertakings supporting local sport clubs, cultural events and shools/kindergardens.

Fund

PL → Fund I

ESG rating 2019

B+

Hollywood

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	High	64%	78%	78%	A	**Very good performance** Visible trend of increased efficiencies in water and natural gas consumption. Further improvement in that area (including electricity consumption) planned for 2020.
Social	Medium	66%	66%	69%	B+	**Good performance** Monitoring to be maintained in 2020.
Governance	Medium	87%	83%	83%	A+	**Excellent performance** in line with company needs and stock exchange regulations. Aim to maintain performance in 2020.
ESG initiatives	Medium	79%	83%	93%	A+	**Excellent performance** High quality ESG initiatives in 2019 - mainly related to environmental protection. Performance to be maintained in 2020.

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

Fund

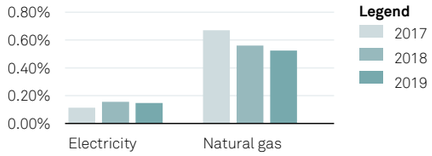
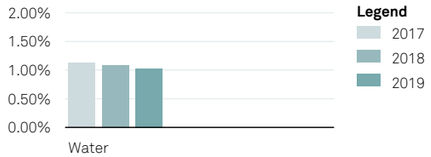
PL → Fund I

ESG rating 2019

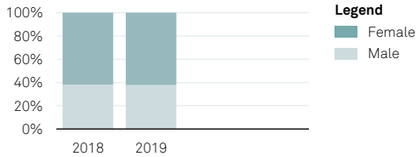
A+

HOLLYWOOD

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with all relevant environmental legislation — No environmental disputes over the last four years	Performance to be maintained in 2020
Energy consumption Consumption as % of net sales  	Hollywood's electricity consumption has been steady in the last few years, with a slight improvement in 2019. The company has decreased its natural gas consumption since 2017. The company intends to improve its energy efficiency in 2020
Water consumption Consumption as % of net sales  	Hollywood has been stadeily decreasing its water consumption since 2017 as an effect of water recycling initiatives. The company intends to continue implementing new initiatives and maintain monitoring water consumption in 2020
Waste management — Nearly all of the water used in the production process is recycled — Differentiated waste collection maintained — The company constantly implements innovative solutions in wastewater treatment to limit its footprint in water consumption — Environmental expenditure in 2020 at roughly the same level as in 2019	Hollywood intends to maintain this performance in 2020

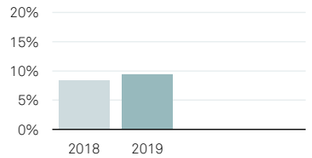
Social

2019 company performance	Notes
Legislation and procedures — Clearly defined HR functions and policies — Health and safety officer and adequate health and safety policy — Health and safety risk assessment carried out on production and logistics activities — Data privacy compliance for employees and customers — Freedom of association for all employees — Employees involved in the decision making process	Performance to be maintained in 2020
Workforce structure ***Equal opportunities***  	Hollywood's male to female ratio in 2019 was 38% to 62% - the same as in 2018. The company intends to continue monitoring equal opportunities in 2020

Social

Workforce structure

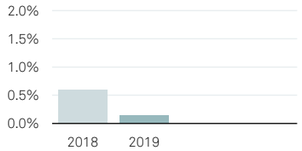
% employees with disabilities



Employees with disabilities was 9.4% of Hollywood's total employee number - a slight improvement in comparison to 2018, when it was 8.4%. Proportion varies throughout years due to consolidation of acquired units. Threshold to be further increased in 2020

Health and safety
Number of injuries reported in the workplace

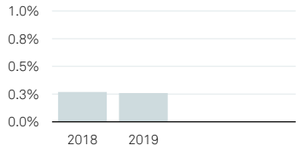
% employees reporting an injury



Work related injuries ratio in 2019 at the level of 0.15% (one employee) in comparison to 0.59% in 2018. The aim for 2020 is to have no injuries

Employee training

% working hours spent training



Legend
Senior management

Hollywood's employee training expenditures has been stable for the last three years. The company intends to increase its training budget in 2020

Supplier screening

— Hollywood states that no suppliers have potential human rights issues

Performance to be maintained in 2020

Social contributions

— Hollywood contributed €6k to the local sports teams it sponsors.

Hollywood intends to maintain contributions in 2020

Customer service and support

— Dedicated customer service department in each plant
— Possibility to provide feedback through the integrated IT system
— ESG criteria and commitments in contracts with several customers
— Customer feedback and complaints reported to CEO

Hollywood intends to maintain these customer support mechanisms in 2020

Fund

PL → Fund I

ESG rating 2019

A+

HOLLYWOOD

Governance

2019 company performance	Notes
Governance principles — Code of ethics in place — Clear definition of core management duties and powers — Code of good practices in place — One female member of BoD — Independent members in BoD	Hollywood has very good governance principles and aims to maintain them in 2020
Management system & transparency — Presence of an Independent financial audit — Independent Audit Committee — Written procedures for accounting and treasury management — Written remuneration policy for employees and BoD — Financial performance releases on quarterly basis — Transparent ownership and governance structure	Hollywood has an efficient management system and maintains a high level of transparency
Stakeholders — Shareholders regularly updated on company operations — Employees among the Company's shareholders — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	Hollywood has excellent shareholder interaction and aims to maintain it in 2020

ESG initiatives and best practices

Fund

PL → Fund I

ESG rating 2019

A+

HOLLYWOOD

Limiting environmental footprint

In 2019 Hollywood continued its numerous initiatives limiting company's environmental footprint such as:

- An integrated system for recovering thermal energy from devices used to heat up water used in the process
- A system for recovering heat from post-laundry water
- A system for monitoring steam driers
- A system for recirculating water used in the process
- A system for recovering heat from aggregates used in the production of compressed air to heat up water in the process
- A system for using the temperature of the water from wells to cool down the air in the production hall and recover heat from ventilation for heating up water used in the process
- A system for recovering steam from returning condensate used for heating up water in laundry tunnels and washer-extractors
- Broading the fleet of vehicles with vehicles powered by CNG
- Diversifying the power sources of energy carriers in the boiler room which produce steam
- A system for storing post-laundry water via the installation of buffer tanks that enable the diversification of recipients of industrial waste-water
- Obligatory ESG training for each employee to constantly improve ESG awareness among employees
- Launched a new initiative in 2019 to decrease natural gas consumption by replacing heating source with pyrolisis oil (oil produced from recycled tires). The full effect of this initiative is expected in 2020

Red Rubin/Minty Dot

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	Medium	50%	69%	68%	B+	**Good performance** Continue monitoring and complying with all regulations
Social	Medium	61%	80%	81%	A	**Very good performance** in employment. High proportion of female employees
Governance	High	66%	65%	65%	B+	**Good performance** Good governance principles in place. Customer focus is priority. Performance to be maintained in 2020
ESG initiatives	Medium	42%	57%	57%	B-	**Adequate performance** Performance maintained in 2020

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

Fund

PL → Fund I

ESG rating 2019

B+

Red Rubin

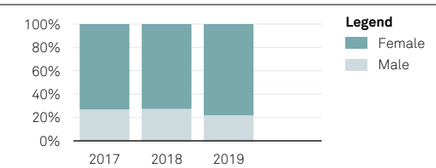
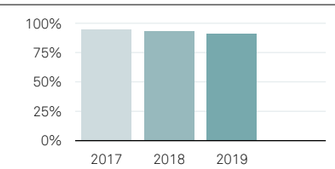
Minty dot

wszystko jest możliwe...!

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with all relevant environmental legislation — No environmental disputes over the last three years	Performance to be maintained in 2020
Consumption — Electricity consumption is monitored regularly — Natural gas consumption is monitored regularly — Water consumption is monitored regularly — Very limited production operations (jewellery workshop)	The Company manufactures part of its retail offer. The production is performed in its own jewellery workshop. The production scale and impact are small, with extremely limited production waste. The Company tries to minimise its energy consumption both in production process as well as in the retail network operation
Waste management — Differentiated waste collection introduced according to legal requirements — Recycled waste monitored — Regeneration of specialised fluids utilised in production	The Company adheres to all waste-management legal requirements. It collects waste in separate fractions and monitors quantities. Waste is minimised in the production process and selected fluids are regenerated. The performance is to be maintained in 2020

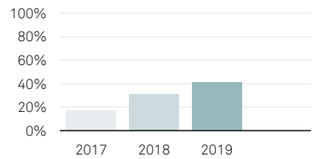
Social

2019 company performance	Notes
Legislation and procedures — Clearly defined HR functions and individuals responsible — Health and safety compliance to protect customers and employees — Health and safety functions outsourced to a specialised service provider — Data privacy compliance for employees and customers — Freedom of association for all employees — Employees involved in company decisions affecting them — No welfare disputes or strike action over the past three years	Performance to be maintained in 2020
Workforce structure ***Equal opportunities*** 	RRMD headcount continues dominated by female employees, both in the store network as well as headquarters due to the nature of the business. Most of male workers are employed in production and HQ
Gender wage ratio % ratio of avg female salary to avg male salary 	Gender wage ratio is influenced by employment structure and the difference between salaries in stores and production

Social

Staff turnover

% employees leaving



Increased staff turnover due to changes in the labour market in Poland and pressure on salaries. Staff turnover to be reduced in 2019

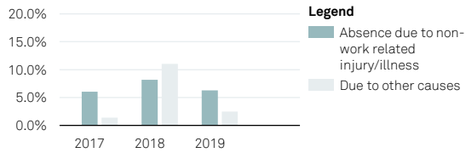
Health and safety
Number of injuries reported in the workplace

— In 2019, there were no work-related cases of illness or injury

Performance to be maintained in 2020

Health and safety
Absence due to illness/injury

% working days absent



Maternity and sickness leave were the main reasons for employee absence

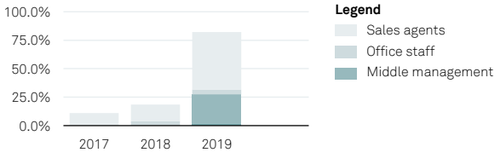
Employee engagement and development

— Majority of employees with variable element of remuneration
— Majority of staff receiving regular performance review

RRMD provides majority of its employees with performance-related element of remuneration and regular performance and career review. The performance shall not change in 2020

Employee training

% working hours spent training



In 2019 the Company increased substantially its employee education and training budget to focus on improving customer service and sales as well as management skils

Supplier screening

— The company states that no suppliers have potential human rights issues

Performance to be maintained in 2020

Social contributions

— No social contributions in 2019

Performance to be maintained in 2020

Employee benefits

— Flexible working hours for selected employees
— Medical care for employees
— Company cars for some employees

Performance to be maintained in 2020

Customer service and support

— Dedicated customer service department
— Possibility to provide feedback through company website and helpline
— Customer feedback and complaints reported to CEO
— Customer satisfaction screened in association with "Trusted Shops"
— Social media regularly monitored

Customer satisfaction and service is the key focus for RRMD. The performance is and will be constantly monitored in 2020

Fund

PL → Fund I

ESG rating 2019

B+

Red Rubin

Minty dot
wszystko jest możliwe...!

Governance

2019 company performance	Notes
Governance principles — No code of ethics — Clear definition of management duties and powers — Regular BoD meetings — Defined responsibilities of BoD — No independent members of BoD — No female members of BoD	Female BoD advisor hired. Performance to be maintained in 2020.
Management system & transparency — Presence of an independent financial audit — One female member of the Top Management (until April 2019) — Transparent ownership and governance structure — No formalized ESG/CSR policies	RRMD has an efficient management system and maintains a high level of transparency. Performance to be maintained in 2020
Stakeholders — Shareholders regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	Performance to be maintained in 2020

Fund

PL → Fund I

ESG rating 2019

B+

Red Rubin

Minty dot
wszystko jest możliwe...!

Supporting non-profit organization

The Company continues cooperation with DKMS, the foundation providing suitable donors for patients in need of a blood stem cell or bone marrow tranplant. RRMD designed one silver and one gold product. 25% of sales are donated to DKMS.

Apaczka

	Relevance of ESG issue	2017	2018	2019	Rating	Feedback
Environment	Medium	61%	44%	58%	B-	**Adequate performance** Continue monitoring and complying with all regulations
Social	Medium	67%	77%	81%	A+	**Great performance** Continue with employee training programs, monitoring of personnel structure and equal opportunities
Governance	Medium	65%	71%	74%	A-	**Very good performance** The company has been monitoring all compliance issues it has been exposed to, however the responsibility is spread across the organization
ESG initiatives	Medium	17%	47%	47%	C	**Sufficient performance** Aim to introduce additional ESG initiatives in 2020

→ Worksheet prepared on the basis of information provided by the company

→ Please note that year on year comparison needs to take into account that the rating system was updated in 2018

Fund

PL → Fund I

ESG rating 2019

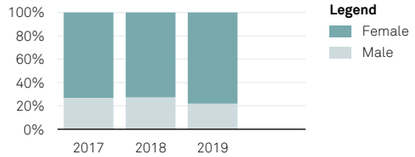
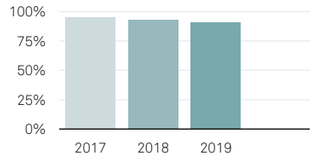
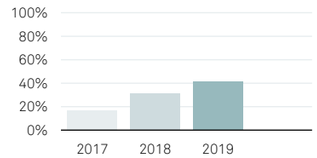
B+

apaczka

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with all relevant environmental legislation — No environmental disputes over the last three years	Performance to be maintained in 2020
Legislation and procedures — Electricity and water consumption monitoring — No production assets — No chemical/hazardous substances in use	Company has limited environmental impact as it has no production operations, however it started to educate staff and monitor electricity and water consumption
Waste management — Differentiated waste collection in place — Monitoring of paper & foil recycling	The company adheres to all waste-management legal requirements. It collects waste paper, used batteries and electro-waste

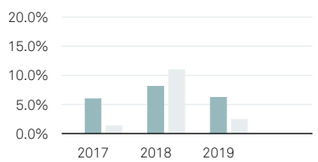
Social

2019 company performance	Notes
Legislation and procedures — Clearly defined HR policy — Health and safety compliance to protect customers and employees — Health and safety officer and adequate health and safety policy — Data privacy compliance for employees and customers — Freedom of association for all employees — Employees involved in company decisions affecting them — No welfare disputes or strike action over the past three years	Performance to be maintained in 2020
Workforce structure ***Equal opportunities*** 	Performance to be maintained in 2020
Gender wage ratio % ratio of avg female salary to avg male salary 	High share of male executives in the top management and well-paid IT developers resulted in a low gender wage ratio. Gender wage gap reduced in 2018 and 2019
Staff turnover % employees leaving 	Relatively high staff turnover ratio resulted from a search for highly qualified salespeople and customer services staff initiated in 2017 which continued in 2018 and 2019. The company continues to hire new skilled employees
Health and safety ***Number of injuries reported in the workplace*** — In 2019, there were no work-related cases of illness or injury	From 2017 to 2019, there were no absences as a result of a work-related injuries/ illness. The Company keeps educating employees of all working place related risks. It will be maintained in 2020

Social

Health and safety
Absence due to illness/injury

% working days absent



No cases of absence rate due to work related injury/illness and very low rate due to non-work related injury/illness or other causes. The latter two result from a an illness or absence related to pregnancy, birth and childcare

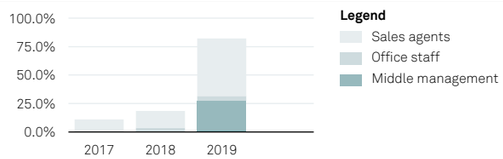
Employee engagement and development

— Sales, customer service and finance employees with variable element of remuneration
— Top Management (shareholders) motivated by growth in equity value

The Company plans to slightly adjust bonus policy of sales team in 2020. Introduced bonuses for customer service employees in 2019

Employee training

% working hours spent training



The Company focuses on sales and customer service trainings for mid management and regular employees. Increased training budget in 2019

Supplier screening

— The company states that no suppliers have potential human rights issues

Performance to be maintained in 2020

Social contributions

— Support of an orphanage
— Charity contributions - one children foundation and one oncology foundation

Performance to be maintained in 2020

Employee benefits

— Health insurance for employees
— Sports activity benefits for employees
— Company team building events

Performance to be maintained in 2020

Customer service and support

— Dedicated customer service department
— Possibility to provide feedback through company website and helpline
— Customer feedback and complaints report to CEO
— Customer satisfaction survey performed regularly

Performance to be maintained in 2020

Fund

PL → Fund I

ESG rating 2019

B+

apaczka

Governance

2019 company performance	Notes
Governance principles — No code of ethics — Clear definition of core management duties and powers — Transparent AoA and BoD bylaws with defined responsibilities of BoD — One independent member of BoD — No female members of BoD	Performance to be maintained in 2020
Management system & transparency — Presence of an independent financial audit — Disclosure of annual financial results — Transparent ownership and governance structure — No formalized ESG/CSR policy	The Company has efficient management system and maintains a high level of transparency
Stakeholders — Shareholders regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	The Company maintains regular interaction with shareholders and provides adequate disclosure

ESG initiatives and best practices

Apaczka supports orphanage

Orphanage support - a joint initiative with other companies to support selected orphanages. The primary purpose of the charity collection was to initiate a tradition among employees to share with those in need on a regular basis and to give some joy and bring a smile to kids at the orphanage. Apaczka decided to support - Dom Dziecka im. M. Konopnickiej in Szklarska Poreba.

Employee support program

Apaczka has been engaged in support of its employee who takes care of her close relative with health problems. The support has been arranged through a dedicated charity foundation. Together with the Alivia - Oncology Foundation we support one person who has been undergoing cancer treatment.

Fund

PL → Fund I

ESG rating 2019

B+

apaczka

DigiTree

	Relevance of ESG issue	2018	2019	Rating	Feedback
Environment	Low	44%	53%	C+	**Adequate performance** Energy and water usage monitoring started in 2019. Impact on climate change or soil and groundwater contamination is very limited. Maintain monitoring in 2020
Social	Medium	57%	64%	B	**Good performance** Initiatives to improve employee loyalty implemented in 2019 - effect on turnover expected in 2020.
Governance	High	75%	80%	A	**Very good performance** in line with company needs. Sufficient management system and high level of transparency - company listed on the Warsaw Stock Exchange
ESG initiatives	Medium	87%	87%	A+	**Great performance** Numerous ESG initiatives. Cooperation with many charity foundations, initiatives benefiting local community

→ Worksheet prepared on the basis of information provided by the company

Fund

PL → Fund I

ESG rating 2018

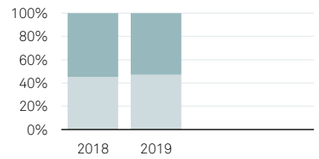
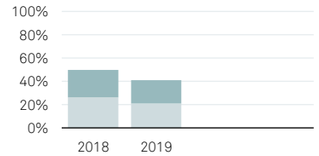
A-

DIGITREE GROUP

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with all relevant environmental legislation — No environmental disputes over the last three years — Implemented waste recovery policy	Performance to be maintained in 2020
Legislation and procedures — Energy (electricity and natural gas) consumption implemented in 2019 — No production assets nor any other facilities except for rented office space	Limited impact on environment as the company runs its activities solely in the rented office space. Nevertheless energy and water consumption monitoring implemented in 2019, first copmarable data to analyze trends expected for 2020
Waste management — Lack of monitoring of waste production (no production assets) and recycling	Initiatives to segregate waste (including separate bins for electronic waste), use reusable cups, regenerate printer toners

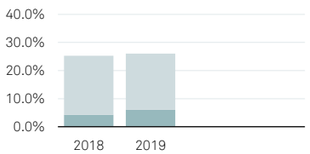
Social

2019 company performance	Notes
Legislation and procedures — Clearly defined HR functions and individuals responsible — Health and safety compliance to protect customers and employees — Health and safety officer and adequate health and safety policy — Data privacy compliance for employees and customers — Freedom of association for all employees — No welfare disputes or strike action over the past 3 years — Employees involved in company decisions affecting them	Performance to be maintained in 2020
Workforce structure ***Equal opportunities*** 	Relatively high female to male ratio of 53% female in employment structure in 2019 - level comparable to 2018. The company intends to continue monitoring equal opportunities in 2020
Gender wage ratio — No specific monitoring of gender wage gap. General rules of equality of wages on the same posts regardless of gender in place	Wage gap monitoring to be implemented in 2020
Staff turnover % employees leaving 	High staff turnover ratio in 2019 (nevertheless a diminishing trend) due to implemented cost optimization plan. Some initiatives to increase employees loyalty (especially in the IT area) implemented in 2019. The company intends to continue monitoring turnover in 2019.
Health and safety ***Number of injuries reported in the workplace*** — No injuries reported in 2019	The company plans to maintain this performance in 2019
Employee engagement and development — Performance and career development reviews for all employees	DigiTree Group plans to maintain performance and career development reviews for all employees in 2020

Social

Employee training

% working hours spent training



DigiTree provided training to 26% of its employees in 2019 (a 1 p.p. increase in comparison to 2018). In 2020 the Company intends to increase ratio of employees trained.

Supplier screening

— No suppliers have potential human rights or child labour issues

Performance to be maintained in 2020

Social contributions

— SARE contributed limited funds to social causes in 2018

Performance to be maintained in 2020

Employee benefits

— Health insurance for employees
— Medical care for employee families

DigiTree intends to maintain these benefits in 2020

Customer service and support

— Dedicated customer service department
— Possibility to provide feedback through company website
— Customer helpline
— Being subject to ESG criteria by some of its clients

DigiTree intends to maintain these customer support mechanisms in 2020

Governance

2019 company performance	Notes
Governance principles — Code of ethics in place — Clear definition of core management duties and powers — One female member of BoD — Two independent members of BoD — Clear definition of duties and responsibilities of the Board — Clear rules for election and appointment of Supervisory Board Members	Performance to be maintained in 2020
Management system & transparency — Board of Statutory Auditors in place — Presence of an Independent financial audit — Transparent ownership and governance structure — Individual in charge of risk management — Individual responsible for anti-money laundering — No formalized ESG/ CSR policies — Written procedure for accounting and treasury management — Disclosure of financial results to business community — Written remuneration policy for employees and BoD	Efficient management system and high level of transparency. Performance to be maintained in 2020
Stakeholders — Shareholders regularly updated on company operations — Regular reporting to shareholders — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions — Employees among Company's shareholders	DigiTree has excellent shareholder interaction and aims to maintain it in 2020

ESG initiatives and best practices

Fund

PL → Fund I

ESG rating 2018

A-

DIGITREE GROUP

In 2019 DigiTree took part in numerous ESG initiatives. The Company as one of the founders of FORCE foundation continues its educative mission on electronic communnication. In 2019 it supported local community in Rybnik by providing free training about digitalization – 268 inhabitants were trained to prevent them from digital exclusion.

SARE also supported many foundations (Polska Akcja Humanitarna, SOS Wioski Dzieci□ce Association in Poland, Dajemy Dzieciom Sił□ Foundation, Gaja Association, Nasza Ziemia Foundation) by its “SARE od serca” programme, where its core product – SARE System – is provided for free to those foundations to support them with tool for digital communication with stakeholders.

SARE’s employees and Management Board were also involved in committing their personal funds to support ill children at Christmas time via Dzieci□ca Fantazja Foundation. Employees gathered 20 boxes of toys, electronic devices and clothes as well as EUR 700 in cash for the children and their families.

VGL Group

	Relevance of ESG issue	2018	2019	Rating	Feedback
Environment	Low	42%	47%	C	**Sufficient performance** with a slight improvement. Limited scope of actions due to negligible impact on environment
Social	Medium	84%	84%	A+	**Excellent performance** in employment category. Low level of absenteeism and no work injuries. High employee satisfaction survey results. Rich HR initiatives and employee benefits packages
Governance	Medium	73%	75%	A-	**Very good performance** Good governance principles in place. Performance to be maintained in 2020
ESG initiatives	Medium	70%	83%	A+	**Excellent performance** Company supports sport events and donates to people in need. Performance to be maintained in 2020

→ Worksheet prepared on the basis of information provided by the company

Fund

PL → Fund I

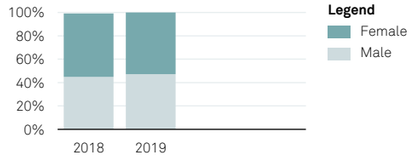
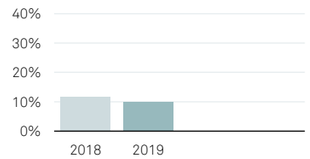
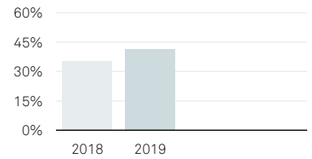
ESG rating 2019

A-

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with all relevant environmental legislation — No environmental disputes over the last three years — Waste segregation policy in place	Performance to be maintained in 2020
Consumption — Electricity consumption is monitored regularly — Initiatives aimed at decreasing paper waste — No production assets nor any other facilities except for rented office space — No chemical/hazardous substances in use	The company has limited environmental impact as it has no production operations
Waste management — Differentiated waste collection introduced according to legal requirements	The Company adheres to all waste-management legal requirements. It collects waste in separate fraction. The performance is to be maintained in 2020

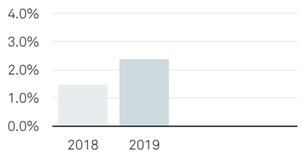
Social

2019 company performance	Notes
Legislation and procedures — Clearly defined HR functions and individuals responsible — Appointed health and safety officer to ensure compliance with legislation in Poland — Risk assessment conducted regularly — Data privacy compliance for employees and customers — Freedom of association for all employees — No welfare disputes or strike action up to date	Performance to be maintained in 2020
Workforce structure ***Equal opportunities*** 	The majority of VGL's employees are female. The structure is not expected to change over the course of 2020
Gender wage ratio % ratio of avg female salary to avg male salary 	Gender wage ratio is influenced by employment structure and the difference between salaries in different departments
Staff turnover % employees leaving 	High turnover rate due to employee driven market in Poland. HR department is actively trying to decrease this ratio

Social

Health and safety
Number of injuries reported in the workplace

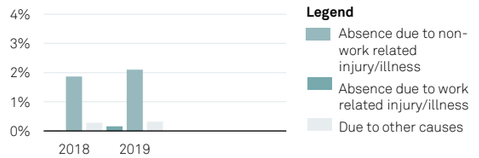
% employees reporting an injury



Very low level of injuries in the workplace. Performance to be maintained in 2020

Health and safety
Absence due to illness/injury

% working days absent



Low level of absenteeism in 2018 and 2019. Maintain performance in 2020

Employee engagement and development

— Employees undergo regular performance appraisal.
— Company offers structured career advancement system based on internal promotions.
— Sales teams motivated by comissions.

VGL plans to maintain its employees engagement performance in 2020

Employee training

% working hours spent training

More than half of total workforce took part in trainings in 2019. Performance to be maintained or increased in 2020

Supplier screening

— The company declares no business contacts with suppliers, who report potential human rights issues or child labour

Performance to be maintained in 2020

Social contributions

— VGL supported several social initiatives in 2018
— 7.0 EUR k contributed to local sports teams, Christmas fundariser for people in need and local orphanage

Performance to be maintained in 2020

Flexible working hours

— Private health insurance for employees, possibility to include family members
— Sports activity benefits for employees
— Company cars for employees, which can be available for private use
— Company has a very active HR department which supports a number of employee welfare initiatives
— Satisfaction survey conducted since 2016. In 2018 satisfaction rate was 61%

Performance to be maintained in 2020

Customer service and support

— Dedicated customer service department and customer helpline
— Timeliness and quality of responses to customer requests/complaints monitored and reported to CEO
— 'Logistics Leader Award' won by VGL Group based on the results of customer satisfaction survey

Performance to be maintained in 2020

Fund

PL → Fund I

ESG rating 2019

A-

Governance

2019 company performance	Notes
Governance principles — Code of ethics — Clear definition of management duties and powers — Regular BoD meetings — Defined responsibilities of BoD — One female member of BoD	Performance to be maintained in 2020
Management system & transparency — Presence of an independent financial audit — Two female members of the top management — Disclosure of annual financial results — Transparent ownership and governance structure — Internal policies to prevent reansparency and proper act of conduct — No formalized ESG/CSR policies	VGL has gender diverse and efficient management system and maintains a high level of transparency
Stakeholders — Shareholders regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — 4.16% of shares belongs to employees	Performance to be maintained in 2020

Fund

PL → Fund I

ESG rating 2019

A-

Logistics Leader's Award for VGL Group

The "Pomeranian Employer of the Year" competition is organized by the "Employers of Pomerania" Association, which is the largest and oldest Pomeranian organization associating companies with different business profiles, ownership forms and sizes.
VGL Group's award was granted in the category for the largest enterprises. The distinction in the competition falls in the year in which the Company celebrates its 20th anniversary.

Enea Ironman 70.3 Gdynia

VGL Group has for the third time been the official Logistics Partner and for the first time a sponsor of the Enea Ironman 70.3 Gdynia event. As part of our cooperation, our company was responsible for organizing competitions in terms of logistics, i.e. organization of road transport, storage and organization of refreshment points.
IRONMAN is an international series of triathlon competitions, present in over 50 countries around the world. Over 30,000 triathletes from 180 countries take part in the IRONMAN competition annually.

Reesco

	Relevance of ESG issue	2018	2019	Rating	Feedback
Environment	Low	61%	78%	A	**Very good performance** Continue monitoring and complying with all regulations
Social	Medium	69%	71%	A-	**Very good performance** Low level of absenteeism. Aim to introduce Reesco Technical Academy in 2020
Governance	Medium	64%	68%	B+	**Good performance** Governance principles in place
ESG initiatives	Medium	90%	90%	A+	**Excellent performance** Performance to be maintained in 2020

→ Worksheet prepared on the basis of information provided by the company

Fund

PL → Fund I

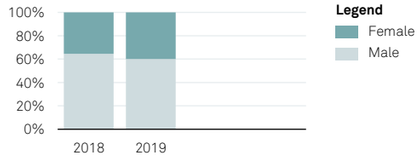
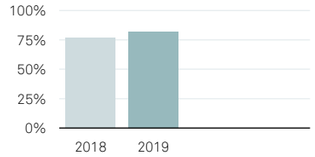
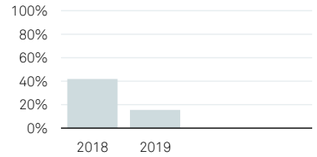
ESG rating 2019

A

Environment

2019 company performance	Notes
Legislation and procedures — Compliance with all relevant environmental legislation — No environmental disputes over the last three years — Waste segregation policy in place	Performance to be maintained in 2020
Consumption — Electricity consumption is monitored regularly — Natural gas and water consumption is monitored regularly — No production assets nor any other facilities except for rented office space — No chemical/hazardous substances in use	The company has limited environmental impact as it has no production operations
Waste management — Differentiated waste collection introduced according to legal requirements	The Company adheres to all waste-management legal requirements. It collects waste in separate bins. The performance is to be maintained in 2020

Social

2019 company performance	Notes
Legislation and procedures — Clearly defined HR functions and individuals responsible — Health and safety compliance to protect customers and employees — Health and safety functions outsourced to a specialised service provider — Data privacy compliance for employees and customers — Freedom of association for all employees — Employees involved in company decisions affecting them — No welfare disputes or strike action over the past three years	Performance to be maintained in 2020
Workforce structure ***Equal opportunities***  	Reesco activity determines a high share of male employees. The structure shall not change over the course of 2020
Gender wage ratio % ratio of avg female salary to avg male salary  	Gender wage ratio is influenced by employment structure and the difference between salaries in different departments
Staff turnover % employees leaving  	Staff turnover considerably reduced in 2019

Social

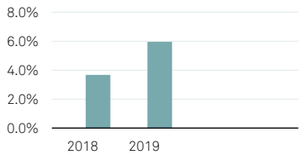
Health and safety
Number of injuries reported in the workplace

— No injuries reported in 2019

Performance to be maintained in 2020

Health and safety
Absence due to illness/injury

% working days absent



Legend
Absence due to non-work related injury/illness

Low level of absenteeism in 2018 and 2019. Maintain performance in 2020

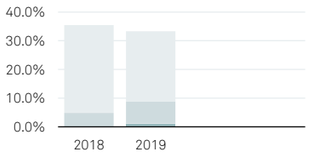
Employee engagement and development

— Significant part of staff with variable element of remuneration
— Top management motivated by growth in equity value

Reesco plans to maintain its employees engagement performance in 2020

Employee training

% working hours spent training



Legend
Office staff
Middle management
Senior management

Training available for selected employees. Implementation of Reesco Technical Academy planned in 2020

Supplier screening

— The company declares no business contacts with suppliers, who report potential human rights issues or child labour

Performance to be maintained in 2020

Social contributions

— No social contributions in 2019

Performance to be maintained in 2020

Employee benefits

— Additional health insurance for selected employees
— Sports activity benefits for employees

Performance to be maintained in 2020

Customer service and support

— No dedicated customer service department
— Timeliness and quality of responses to customer requests/complaints monitored and reported to CEO
— Customer satisfaction surveys

Performance to be maintained in 2020

Fund

PL → Fund I

ESG rating 2019

A

Governance

2019 company performance	Notes
Governance principles — No code of ethics — Clear definition of management duties and powers — Regular BoD meetings — Defined responsibilities of BoD — One independent member of BoD — No female members of BoD	Performance to be maintained in 2020
Management system & transparency — Presence of an independent financial audit — Disclosure of annual financial results — Transparent ownership and governance structure — No formalized ESG/CSR policies	Reesco has and efficient management system and maintains a high level of transparency
Stakeholders — Shareholders regularly updated on company operations — The company has not been involved in any governance dispute over the last three years — The company is not directly involved in business operations with high risk and non-cooperative jurisdictions	The Company maintains regular interaction with shareholders and provides adequate disclosure

ESG initiatives and best practices

Fund

PL → Fund I

ESG rating 2019

A

Cooperation with IWTH Foundation

Reesco cooperates with the 'I Want to Help' foundation. Before rearrangement of office space, the Company transfers used items (furniture, household appliances, floor-covering and doors) which are still in good condition to individuals, families, social groups and communities who need help.

Environmental best practices

- → Collecting waste paper, bottle caps and used batteries
- → Two-sided printing of documents
- → Segregation of rubbish
- → Reusable Reesco bags for employees
- → Reducing energy consumption: LED lighting in the office, prodecura for employees leaving the office (turning off the slats and monitors)

ESG initiatives

In 2019 Reesco and its employees implemented several ESG initiatives:

- → Participation in auctions organized by WO□P - the foundation supporting healthcare by purchasing the equipment for hospitals and clinics
- → "Airing" the wardrobe and transferring clothes to foster families
- → "Christmas package" for children from poor families

21 Invest

Our responsible investment philosophy is at the heart of our approach. At 21 Invest, we pursue long–term growth, to be realized not only by supporting a company in its development but concurrently focusing on the socioeconomic system in which it operates.