

# Miura Partners Divestment Report

---

## **THE REEFER GROUP**

TRANSFORMATION, INNOVATION AND SUSTAINABILITY



Miura  
Partners







# Content

---

6	A word to our stakeholders
8	A message from the CEO
10	A journey in figures
12	Value creation highlights

## **The beginning of the journey**

16	Pre-investment situation
17	Integration into TRG
18	Miura Partners' investment vision

## **A journey of sustainable value creation**

22	Long-term value generation drivers
25	Transformation
35	Innovation
45	Sustainability

## **A journey ahead full of potential**

62	TRG's road ahead
----	------------------

# A word to our stakeholders

Dear stakeholder,

We are very pleased to introduce our first **Miura Partners Divestment Report** in the wake of our exit of **The Reefer Group (TRG)**, the European leading group of high-end refrigerated semi-trailers. The purpose of this report is to highlight our **journey and partnership** with TRG with a special focus on the value generation drivers that have been leveraged during the holding period.

The current report is the final step of our **Responsible Investment Model**. As signatories of Principles of Responsible Investment (PRI) since 2014, we implement an active ESG management through all our investment lifecycle phases, starting with the pre-investment stage –where we screen and review the material aspects and identify potential risks & opportunities, following with the holding period –where we implement our ESG Blueprint across our portfolio companies and, lastly, in the divestment stage –where we reflect all the value and impact generated.

From now on, we wish to make a difference by publishing **divestment reports of some of our portfolio companies where we assess how value has effectively been generated both from a financial and non-financial perspective.**

In the case of TRG we strongly believe that, together with the management team, we have achieved impressive milestones that have **transformed the company through continuous operational improvements, pioneering innovations and ESG integration.**

## Transformation: a road to sustainable value creation

As a brief introduction, TRG is the result of the consolidation project of SOR Ibérica (Valencia, Spain, 1970) and CHEREAU (Ducey, France, 1950), companies in which Miura invested in late 2015 and early 2016, respectively. The company is the leading specialist player dominating the largest European markets, Spain and France, with a relevant position in other EU markets.

During our five-year journey we **launched an ambitious organic growth plan to improve the industrial levers while investing in cutting edge R+D projects fueled by €30 million of investments.** As a result of this, TRG went from €220 million to €270 revenues reinforcing its leadership as **the most profitable and performing company in the sector with a consolidated European market share of 23%.** In addition, the company's backlog reached record numbers during 2021 thanks to its savoir faire and its unique positioning in the sector. Finally, **TRG's production capacity soared by almost 50% while increasing its workforce by 15% increase**

## A benchmark on innovation

TRG has also led the innovation in the sector. CHEREAU raised the bar in that space when it launched NEXT vehicle in 2017, the first new generation refrigerated semi-trailer using multiplexed allowing **better ergonomics, performance, safety, and data analytics.** Furthermore, CHEREAU participated in the ROAD project, aimed to **reduce the environmental impact of refrigerated transportation.** In that regard, the company produced the first **hydrogen refrigerated semi-trailer worldwide**, based on the following properties: lightening of the chassis, aerodynamics, better insulation - which allowed a 25% reduction in the operating time of the refrigeration units, and **clean energy production.**

All these innovations have been acknowledged and awarded worldwide which clearly show the commitment of the company towards the continuous innovation in the refrigerated transport industry.

## ESG integration

Since our investment in 2016, we have centered ESG at the core of the value creation process, with the successful deployment of our ESG Blueprint, consisting in defining a stakeholder map and materiality analysis, developing an ESG Policy followed by an ESG Strategic Plan, and implementing a reporting framework. By the end of 2018, TRG had entirely developed an ESG Strategic Plan of 42 actions tackling all the organization's material aspects - considering stakeholders' expectations and in alignment with the UN's Sustainable Development Goals. In this sense, six dimensions were identified to frame the actions defined: product management, labour, environment, supply chain, corporate governance and social. Precisely, CHEREAU has just published its first ESG Report to share the progress and commitments on sustainability and innovation. This milestone adds another accomplishment on Miura's ESG Blueprint, which encourages all its portfolio companies to issue their reports.

TRG's ESG journey took a relevant step in early 2021 with the definition of TRG's Impact ambition, as a response of Miura to address Impact within its portfolio. The company committed to continuously innovate and improve to maximize energy efficiency and emissions reduction in refrigerated transport.

In short, TRG is a good example of the positive transformation and sustainable legacy that Miura Partners leaves in its portfolio companies, transforming our initial investment in SOR, a Spanish family-owned company, into a clear European leader with a fully professionalized management team and launching significant ESG initiatives that generate a strong positive impact which go beyond financial returns.

We hope that this report will walk you through our progress while we look forward to a promising future as we pass on the torch with a profound feeling of work well done. We would like to express our deep gratitude to TRG's management team and all those team members that contributed to build this success story.



**Jordi Alegre**  
Managing Partner, Miura Partners



**Juan Eusebio Pujol**  
ESG & Operating Partner, Miura Partners

## A message from the CEO

Dear friend,

I have already expressed my deep thanks to Miura Partners personally, but I would like to take the opportunity to highlight some key points I am grateful for during the last five years.

Prior to my position as CEO at TRG, I had a diverse background leading multinational companies, and the transition to a medium-sized private equity owned company was not an easy task. I truly appreciate Miura's bet on me and its incredible support in form of time invested, experience and good advices. There were difficult moments at the beginning, but even in the most complex situations, Miura was fully committed, and I thank you with all my heart.

Miura's desire to create long-term value and positive impact has been supported by significant investments that have helped to transform our company during this period. Your willingness to turn us into a benchmark company while offering the management team to be shareholders has been key to align our efforts to create value for all our stakeholders.

I would like to finalize by stressing the incredible human and professional quality of Miura's team, mixing professional rigor and a good atmosphere.

Once again, thank you for the journey and adventure we have shared. Your footprint will have long-lasting impact and remain in TRG for the years to come.



**Damien Destremau**  
CEO, The Reefer Group



**CHEREAU**  
next



**CHEREAU** next

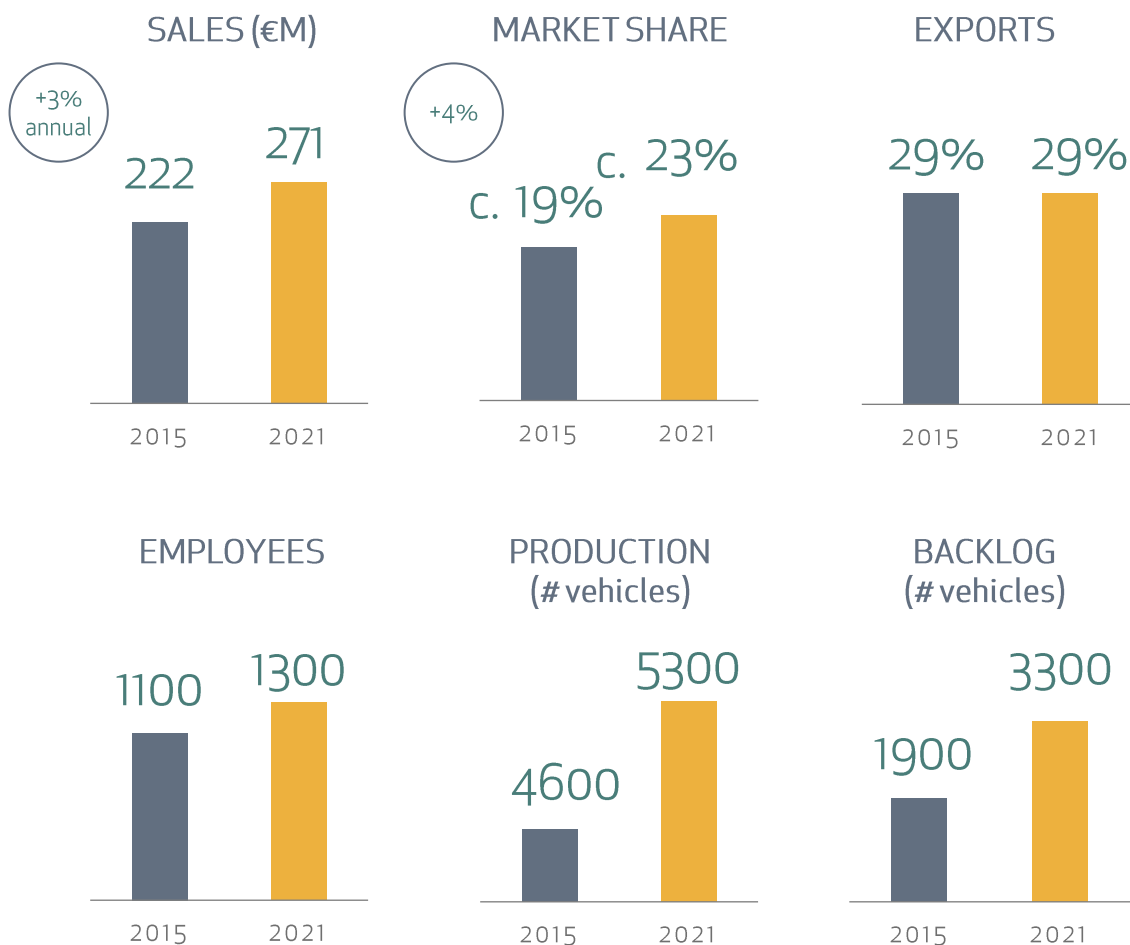
CHEREAU

W-573-FG

DHOLLANDIA

CHEREAU

# A journey in figures



**€30M**  
Investment in capex

**+40%**  
Production capacity increase

**+20%**  
Sales growth

**+20%**  
Additional jobs



# 104

Alternative energy vehicles  
produced in 2020

# +25%

Energy saving allowed by insulation  
coefficient & new technologies

# -25%

In fuel consumption of the vehicle  
allowed by new technologies



Our nature and mission is to build better and stronger companies, with reinforced and committed management teams, more international and diversified profile, the right growth opportunities (with industrial capacity and innovation) and a clear ESG mindset that will make them more sustainable in the future. Financial returns should be the natural consequence of all this.

*Jordi Alegre Managing Partner, Miura Partners*



# Value creation highlights

## 2016



### CONSOLIDATION

Consolidation of Spanish leader SOR and French leader CHEREAU



### SUSTAINABILITY

Formalization of TRG's impact ambition



### PROFESSIONALIZATION

Designation of new group CEO  
 Definition of governing bodies  
 Implementation of integrated reporting  
 Definition of group's commercial and R&D strategy

## 2017



### INTERNATIONALIZATION

Strengthening of commercial team in UK, Netherlands, Italy, Scandinavia and emerging markets (Northern Africa)



### ORGANIC DEVELOPMENT

Extraction of significant synergies  
 Consolidation of significant investments for environmental matters and obtention of the Integrated License in Avranches

## 2018



### ORGANIC DEVELOPMENT

Structural reorganization of industrial flows at CHEREAU  
 Investment in SOR's new 2nd press  
 Land consolidation at SOR to obtain Environmental Integrated License



### PROFESSIONALIZATION

Designation of new CFO and new HR Director  
 Exit of previous owners and transition to new management: CEO, CFO and CSO



### SUSTAINABILITY

Development of stakeholder map and materiality analysis  
 Reporting of ESG KPIs  
 Establishment of TRG's commitments through an ESG Policy

2019

**ORGANIC DEVELOPMENT**

- Real-estate reorganization at CHEREAU facilities
- Execution of Value Stream Mapping projects at CHEREAU to increase productivity
- Production of first fully autonomous hydrogen semitrailer
- Implementation of cost reduction projects
- Renewal of SOR and CHEREAU's premises and new delivery building at CHEREAU

**INTERNATIONALIZATION**

- Reinforcement of commercial team and distributors network

**PROFESSIONALIZATION**

- Management consolidation with several CHEREAU key managers becoming TRG shareholders
- Development of NWC management tools to improve cash cycle

**SUSTAINABILITY**

- Elaboration of ESG Strategic Plan
- Publication of Non-financial Information Statement

2020

**INTERNATIONALIZATION**

- Organic growth with new clients in Eastern Europe (Germany & Poland)
- Unification of distribution in UK resulting in commercial synergies

**SUSTAINABILITY**

- Publication of CHEREAU's first ESG report
- Publication of Non-financial Information Statement

**ORGANIC DEVELOPMENT**

- Increase of commercial activity to anticipate the degree and pace of backlog recovery post COVID
- Implementation of cost control, supplier's delivery monitoring and capex contention due to COVID
- Reinforcement of innovative initiatives: project to industrialize hydrogen vehicle and energy savings
- Decision to invest in a state-of-the-art laser-cutting facility at Ducey, to be operational in September 2021

2021

**ORGANIC DEVELOPMENT**

- Implementation of Value Stream Mapping project at SOR

**SUSTAINABILITY**

- Publication of first Miura Partners Divestment Report (TRG)



The beginning of  
the journey

---

## Pre-investment situation



SOR Ibérica, founded in 1970 by a group of Italian businessmen and a group of Spanish entrepreneurs, is specialized in design, production and commercialization of refrigerated truck semitrailers, small vehicles, rigids and optimized chassis. The company takes its name from the Società Officina Romagnole of Italian origin.

Back in 2015, SOR was already recognized as a leader in design and manufacturing of customized fiberglass refrigerated semi-trailers in the Spanish market.



280 employees



1250 vehicles produced



1 production site



Alzira, Valencia, Spain



INNOVATION DRIVES YOU FORWARD

Established in the 1950s in Avranches, Normandy, Jean CHEREAU developed the first refrigerated bodies designed specifically for transporting perishable goods.

The brand quickly consolidated its position by producing insulated, and subsequently, refrigerated vehicles, which were always one step ahead of regulation and the requirements of road haulage companies.



820 employees



3380 vehicles produced



2 production sites



Avranches, Normandy, France  
Ducey, Normandy, France



# Integration into TRG



In 2015, Miura Partners acquired SOR Ibérica together with the company's management team via a management buyout (MBO) and later, in 2016, acquired CHEREAU, with the vision to create The Reefer Group (TRG), as the European leader in the refrigerated customized semi-trailer niche sector.

The Group's consolidation process started already in 2016 after the acquisition of CHEREAU and involved challenges such as the integration of two different commercial teams or putting two different cultures and management teams together.

One of our achievements as TRG's partners has been to smoothly carry out this transition, leveraging synergies and encouraging both SOR and CHEREAU to join forces as technological pioneers, efficiently increasing production capacity and obtaining outstanding results as a Group.

With a customer centric approach, TRG has always pushed the bar to the highest levels in terms of innovation. This strategy has enabled the company to answer to its clients' needs with a very high degree of customization, an outstanding quality level, as well as a close and attentive customer service experience, having always customers at the heart of the company's action.



I would like to highlight that since the very beginning, we have felt highly valued and respected by Miura's team. Along our journey as partners, Miura has accompanied us fostering and ingraining a strong sense of belonging and teamwork within The Reefer Group. Miura's approach enabled a fruitful integration based on key elements in a partnership such as trust, listening and empowerment.

I still remember when back in 2015 Miura suggested CHEREAU as a partner to grow together with in Europe. It was an unexpected and bold move, certainly a challenge that we faced together. It was a decision that, through hard work, has brought incredible outcomes.

*José Górriz Managing Director, SOR Ibérica*

# Miura Partners' investment vision

## VISION

Create the leading pan-European manufacturer of refrigerated semi-trailers

## BUSINESS TRANSFORMATION



### CONSOLIDATION

Consolidating TRG's leading position in Spain and France, two of Europe's largest markets, with an expected solid evolution in coming years on the back of strong underlying food and regulation fundamentals, expected economic recovery and ageing fleets that need to be renewed.



### INTERNATIONALIZATION

Enhancing TRG's presence in international markets through a reinforced international commercial team to grow in developed markets such as UK, Netherlands, Italy, Scandinavia and Eastern Europe, and emerging markets such as Northern Africa.



### ORGANIC STRATEGIC INITIATIVES

Organic growth mainly through the implementation of synergies as a result of integrating SOR and CHEREAU (in COGS, production capacity increases, commercial, financial and administrative areas), investment in the Group's fixed assets, structural reorganization and process optimization projects.



### PROFESSIONALIZATION

Strengthening the Group's management team through the professionalization and consolidation of key roles, new governing bodies and the development of new and more efficient management tools.



### SUSTAINABILITY

Generating long-lasting stakeholder value by integrating ESG management model into the business process, governance and decision-making through the definition of impact objectives, an ESG Policy and an ESG Strategic Plan.

## TRG'S IMPACT AMBITION

Continuously innovate and improve to maximize energy efficiency and emissions reduction in refrigerated transport.

Transportation is responsible for 24% of direct CO2 emissions from fuel combustion and road vehicles (cars, trucks, and buses) account for nearly three-quarters of the transport sector's CO2 emissions.

Both SOR and CHEREAU already had an intrinsic innovative nature and the capacity to generate impact and shape the industry. Miura Partners was committed from the beginning to leverage this capacity and strongly believed that the consolidation of SOR and CHEREAU into TRG boosted the power to positively contribute to the following UN SDG's:



### CLIMATE ACTION

Design and production of more environmentally conscious trucks that contribute to the reduction of emissions mainly through the use of green energies, lighter materials and better insulation characteristics.

Moreover, there are two additional impact areas for which TRG was greatly placed to make a relevant contribution:



### SUSTAINABLE CITIES

Industrialization of 100% electric trucks for delivery in urban areas to foster sustainable mobility in cities and contribute to lower noise emissions.



### INNOVATION

Continuous research towards new technologies that can contribute to operational efficiencies, lower environmental impact and improved product performance.



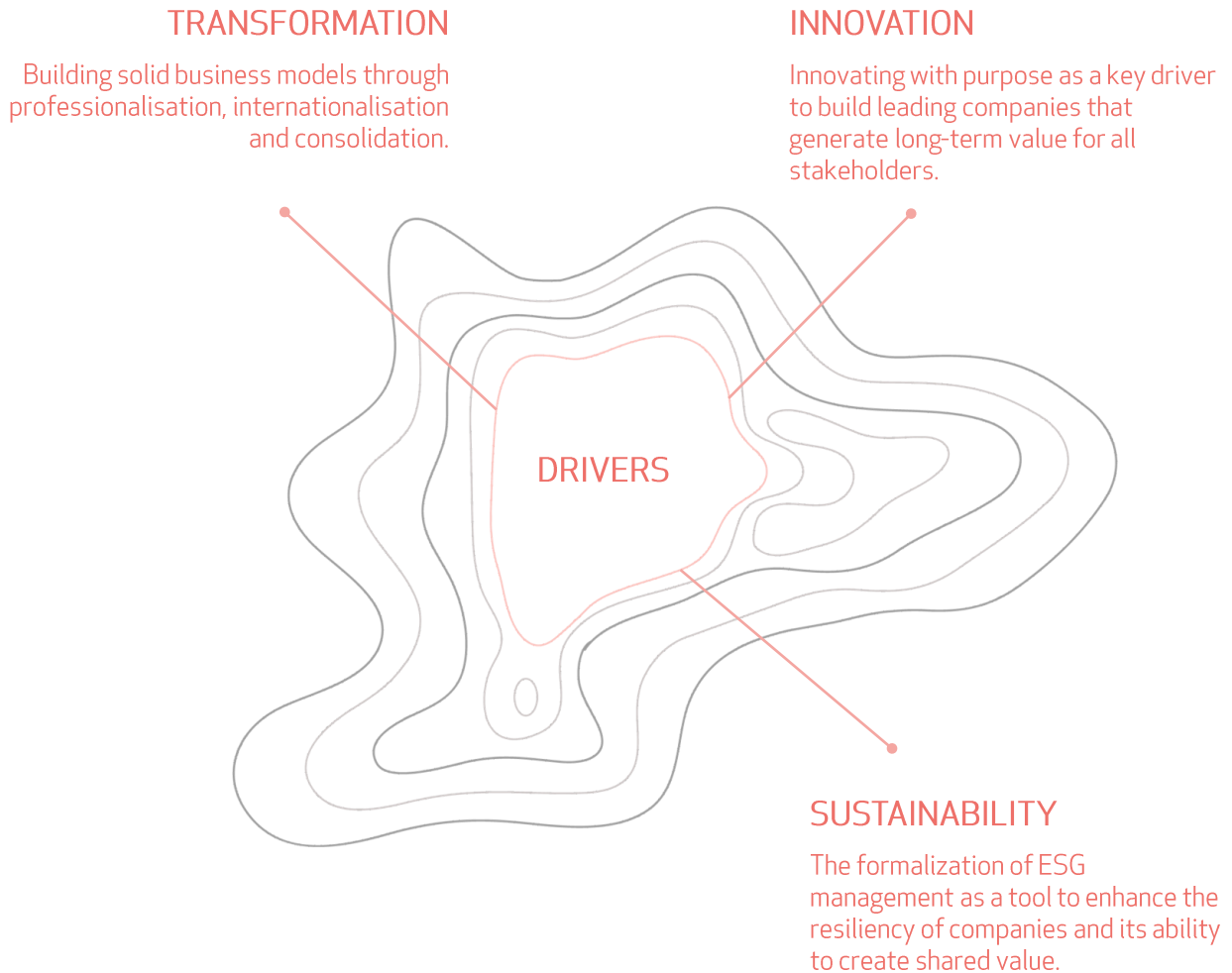
A journey of sustainable  
value creation

---

# Long-term value generation drivers

As TRG's partners, we have worked hand in hand during the last five years to consolidate a resilient and sustainable leading company which creates shared value: enhancing the competitiveness and profitable results of the company while simultaneously contributing to the economic, social and environmental conditions in the communities in which it operates, generating a long-lasting impact on society.

It has been an initially-challenging but beautiful journey that has showcased TRG's potential as a Group and its genuine impact ambition to continuously innovate and improve to maximize energy efficiency and emissions reduction in refrigerated transport, as well as its willingness to positively contribute to the local areas in which it operates.









# Transformation

---

Our consistent investment strategy is committed with leading companies and solid business models to undertake projects driven by professionalisation, internationalisation and consolidation (organic and inorganic growth).

In this sense, we strengthen the company's management team, we boost projects for sales acceleration and for operational solutions to grow organically, we analyze the acquisition of selective and complementary national and international build-ups to strengthen competitive positioning and we scale the business for global growth in product and service offering.

# Transformation

## MANAGEMENT AND FINANCIAL TRANSFORMATION

One of the steps to create long-lasting value at TRG went through the professionalization of the management team in order to designate a strong and solid governance capable of leveraging TRG's potential as a consolidated group, through the extraction of synergies, and tackling the challenges faced during this shared journey. We also provided the necessary tools to successfully carry out an efficient management of the company's operations, as well as some cost reduction and refinancing projects to improve profitability.,

### Management reinforcement

To this end, at the beginning of our partnership we enhanced and strengthened TRG's management team through a smooth transition from founders, which indicated as part of the initial transaction their willingness to leave their management roles, to a new management team. This implied a thorough research of new talent, and the consequent designation of a new group CEO, CFO, COO, CSO and HR Director.

To fully align the group's management team with the key shareholders, several key managers of both SOR and CHEREAU became shareholders of TRG. This empowered them to get more involved and feel part of the transformation and value generation process of TRG.

# >15

Directives becoming TRG shareholders during Miura's ownership

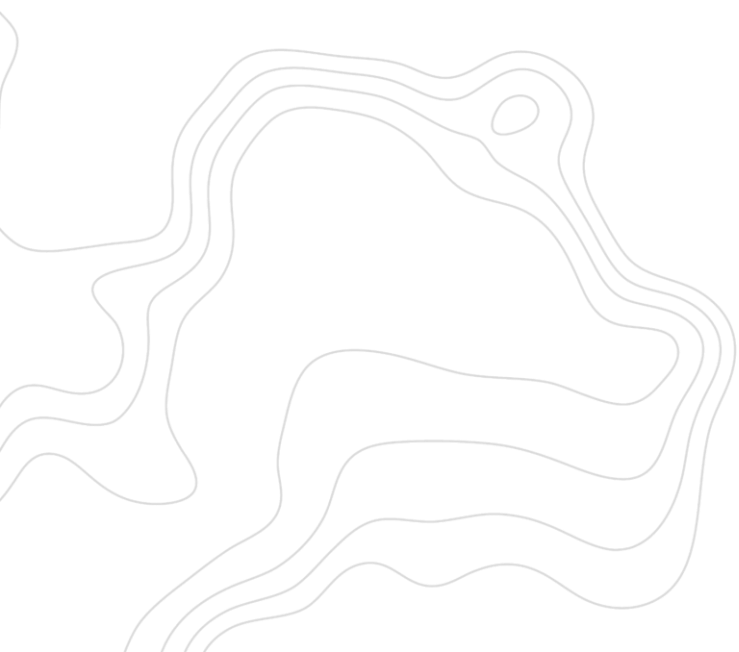
### Financial reporting

The implementation of an integrated reporting system enhanced financial and operational monitoring by providing the Group with a well-developed KPI dashboard.

Five years after the implementation of the financial reporting the Group is still using it successfully and will likely continue doing so given that it allows a periodic monitoring that provides data to a better decision-making.

### Debt refinancing

Only two years after the acquisition, and thanks to a strong deleveraging of the Group due to cash flow generation and EBITDA growth, the Group refinanced its debt with two main objectives. On the one hand, it allowed the company to reduce the cost of acquisition debt and on the other hand it was an opportunity to increase our ability to implement all further changes that were in line with our vision of transformation, innovation and sustainability, by renewing the shareholder set up.



## Development of NWC management tool

Together with the new Group CFO, a new automated tool was implemented to reduce Net Working Capital intensity through reductions in inventory and better monitoring of accounts receivable and accounts payable, resulting in €10-15m cash cycle improvements.

The implementation of the NWC tool has allowed us to increase the visibility of incoming payments and to internally encourage communication and coordination of the financial and commercial team.

# €10 – 15 m

Reduction of working capital

## Cost reduction

We identified significant opportunities to reduce costs. These were based on the Value Stream Mapping project (refer to page 28), reduction of costs linked to guarantees of defective products and supply chain partnerships. These partnerships were established with companies with similar supply chain necessities aiming to increase supply volumes thus reducing costs. This clustering of supply needs was done for all suppliers and was a long, complex and well-monitored process to ensure and measure its impact on cost efficiency.

# €750 k

Reduction in COGS

## Synergies

We have managed to extract significant synergies from the consolidation of SOR and CHEREAU as a Group through several projects in the following areas:

- **COGS:** renegotiated the most important commodities to get better prices through increased purchasing volumes.

# c. €3 m

Reduction in COGS

- **Production capacity:** increased SOR's capacity in the short and mid terms as well as CHEREAU's productivity and capacity by optimizing production flows. Moreover, we fostered best practice sharing within the group.
- **Commercial:** enhanced the group's commercial approach by focusing on a common strategy, leveraging each company's strengths and a shared service point network, which has been reinforced with new points in France and Europe. On this same line, TRG has consolidated its international image as a Group by jointly attending fairs and congresses at the same stand.

# 95

Service points in Europe

- **Administrative:** developed a common financial analyses and communication tool integrating monthly commercial, financial and operating reporting.

# Transformation

## OPERATIONAL EFFICIENCIES

Following TRG's consolidation, the Group has been able to leverage from operational and cost synergies that have showcased the benefits of joining forces between the two companies. Besides from accompanying TRG during this integration process, we have also fostered projects that aim to increase efficiency and move towards a leaner structure.

### Value Stream Mapping at CHEREAU

The Value Stream Mapping project (VSM) carried out at CHEREAU's site aimed to define new and better process flow, as well as an action plan and its implementation. It enabled to visualize the link between every process and the information system, have a clear vision of the lead-time, exhibit sources of waste and target resources on the elimination of the non-value-added actions. In this sense, it allowed to mobilize resources from every department and prioritize projects to gain operational efficiency.

Thanks to this, CHEREAU's facilities were better prepared for a capacity increase, which ended up being from 15 vehicles per day to 20 vehicles per day in CHEREAU only, while making the production process smoother.

#### VSM Project KPIs

CAPACITY

+5

Capacity increase  
(vehicles per day)

COST

15 days

Material rotation

SECURITY

-50%

Number of accidents  
with workdays lost

<250

Work in progress stock  
(vehicles)

QUALITY

80%

Good the First Time

DELAY

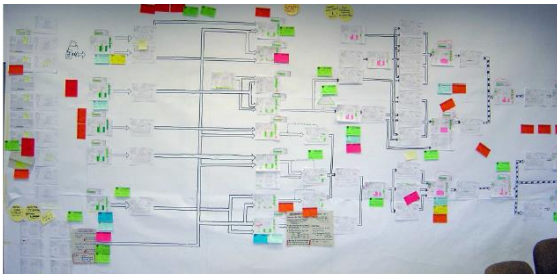
80%

Service Rate

## Supply chain project

The supply chain project was established to solve scheduling problems linked to production and to improve the coordination of all workshops within the manufacturing plants. In addition, some actions were implemented to improve tasks and workflows within and between workstation.

The project also brought improvements by integrating the forecasted order book area in the component calculation requirements. In addition, KPI monitoring has been reinforced by implementing a daily meeting based on the tracking of the logistics indicators, followed by the whole production team.



I am infinitely grateful for your trust, unconditional support, your relevant advice and above all for the quality of our exchanges. Beyond the purely professional and technical aspects, I very much appreciated your listening, your kindness and the cordiality of our relations. Even though I am full of dynamism for this new chapter, it is with great nostalgia that I look back on our collaboration together.

Albéric de Torcy *CFO, CHEREAU*

## Dreamwork project

CHEREAU's Dreamwork project consists in the ongoing development of a new 3D design tool, which increases the quality of product designs, decreases their cost and speeds up delivery time. This innovation allows to design customized features and show the expected result to customers beforehand, ensuring it perfectly matches their needs. The direct feedback loop created between the customer and production engineering maximises production efficiency, thus reducing costs and minimizing the production of waste material.

Due to the project's complexity and its implication of several departments, the implementation is ongoing and will last 3 years.

€1.3 m

Investment



# Transformation

## INVESTMENT IN THE GROUP'S FACILITIES

### New premises at CHEREAU

CHEREAU now counts with a brand-new delivery building that offers not only a greater capacity but also a better customer experience. The capacity is of up to three vehicles for delivery to customers, instead of using the parking lot for direct pick-up. With this project, spaces such as reception and waiting areas were also renovated and are much more modern, welcoming and comfortable, making the interaction with clients more personal.

Another relevant reorganization at CHEREAU's premises has been the change in some of the production units' localization in order to increase efficiency by improving the flow between the two sites and by reducing transportation of non-finished units between the two production sites.

Also, a new building is also being built at Ducey (**Metallerie Project**) to allow space for top-notch machinery that will improve efficiency and reduce waste through laser-cutting technology. This new facility will imply a ~€1 m in cost savings in raw materials, subcontracting and others.



# €3 m

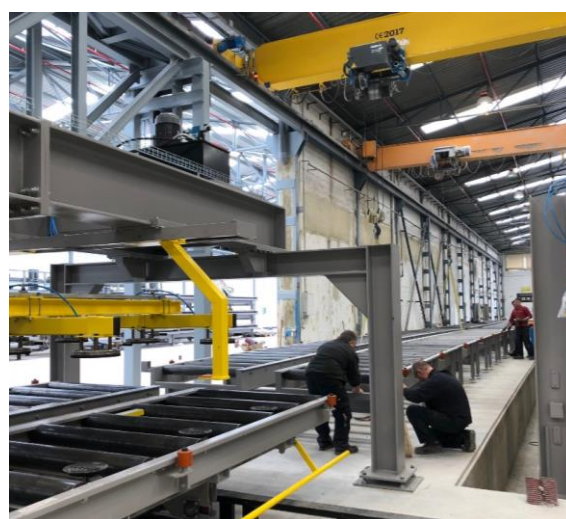
Metallerie Project capex

### Investment in SOR's 2<sup>nd</sup> press

During 2018, SOR invested €3,5 m in the installation of its second press in order to increase the site's production capacity by 1,8x.

This second press has also allowed to:

- Increase production with more complex products
- Increase mix of semitrailers and rigid/small vehicles, which could not be done with the original layout
- Move from 3 shifts to 5 equivalent shifts (and a 6<sup>th</sup> shift that has become a reality in 2021)
- Improve production security with a back-up press in case the first one is out of order



## Office renewals

We have promoted the renewal of both SOR and CHEREAU's premises with the aim to endow the company with a brand-new image towards customers and specially employees. The premises were outdated, and the project was not strictly necessary, but it was an effort towards creating a new space in which collaborators could feel comfortable and with a greater sense of belonging and well-being. The offices have been redesigned in a way to create a more welcoming environment, presenting the company's renewed corporate image, as well as taking into account sustainability considerations.



*SOR offices, before renewal*



I has been a great pleasure to be part of Miura Partners throughout the TRG adventure. Over almost six years, we have worked very hard together and achieved amazing results we can all be very proud of.

*José Górriz Managing Director, SOR Ibérica*



*SOR offices, after renewal*



Thank you very much for having bet on us and having made SOR a more productive, capable and efficient company than it already was. I can only thank the treatment and recognition shown all this time.

*Miguel Ángel Martínez Production Director, SOR Ibérica*



*SOR offices, after renewal*

# Transformation

## LAND CONSOLIDATION PROJECTS

### SOR, Alzira

On our journey towards increasing our production capacity, new urbanization requirements, such as the Environmental Integrated License, motivated the acquisition and consolidation of surrounding lands. It has been a process of nearly three years working in collaboration with the city hall, different landowners and other companies within the industrial area. We are now much closer to our targets.

While land consolidation at SOR was a necessary step towards meeting our responsibilities as a company, as a by-product we have been able to increase the company's space currently being used as parking space and increased production space.



*SOR, 2015*



*SOR, 2021*

### CHEREAU, Ducey

In order to increase our control over the site and to be in a more advantageous position to implement initiatives that go with our philosophy, we transformed Ducey into a single-shareholder site through a land consolidation project.

The property was partly owned by previous shareholders of CHEREAU, who were no longer linked to the company. Through the land consolidation project, current shareholders won full ownership and greater flexibility in decision making and the implementation of relevant projects.



*Ducey (CHEREAU), 2016*



*Ducey (CHEREAU), 2021*







100.000  
SERIE

N° 47 / 50

90  
80  
60

CHEREAU

V-608-EM

CHEREAU

CHEREAU

CHEREAU

VOLVO

## Innovation

---

Innovating with purpose is a key driver for generating long-term sustainable value for stakeholders. Innovation projects always have a competitive element that seeks differentiation and industry leadership, improving brand image and making sustainability competitive. In this sense, TRG has always pushed the bar to the highest levels in terms of innovation.

We can proudly say that, during the last 5 years together as partners, we have supported and encouraged TRG in its innovative efforts to boost revolutionary projects with a clear impact on the future of refrigerated transport. The Reefer Group has always had an intrinsic will to innovate with purpose: enhancing its product technical features to reduce its environmental impact and contribute to an improvement in health, safety and ease of use for its product users.

While TRG also takes care of innovating to optimize its production processes, it is fully aware that its material impact and contribution to society is throughout the use phase of its products.

# Innovation

## RECOGNIZED INTERNATIONALLY

### Multiple awards

The Reefer Group's capacity to innovate has been widely recognized by the industry at an international level.

The company has received awards such as Green Truck Transport Solution, Hydrogenies Prize 2019 and the I-nnovation Awards from Solutrans.



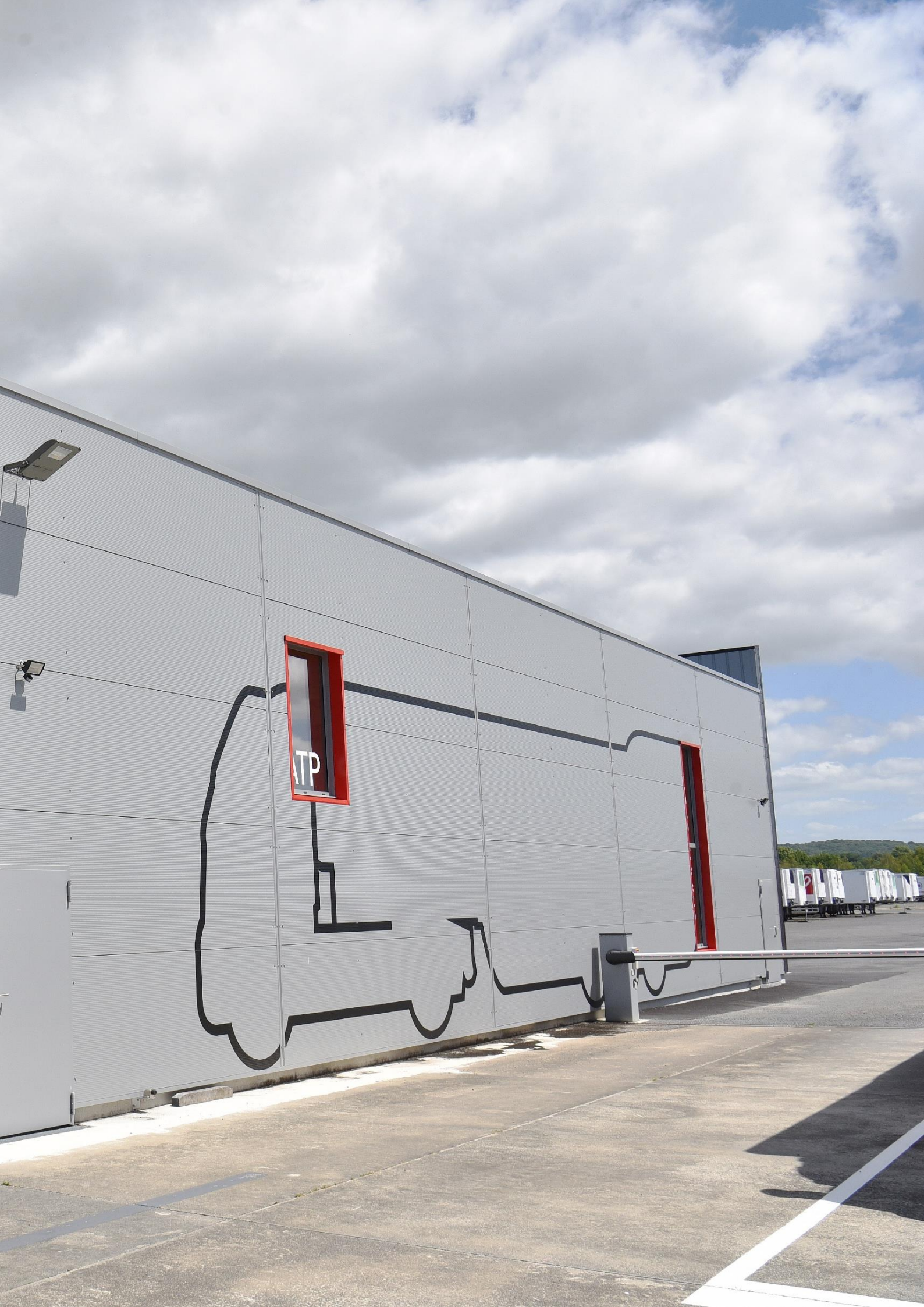
This award, which comes after two gold and one silver medals won at the innovation prize at the previous three SOLUTRANS editions, underlines CHEREAU's ambitions to fully contribute to the ongoing energy transition. Indeed, CHEREAU has decided to industrialize the hydrogen semi-trailer and the new generation of super-insulated semi-trailer, convinced that sustainable development is no longer an option but a necessity. CHEREAU's employees can be proud to make our brand shine nationally and internationally thanks to their capacity of innovation and the quality of their daily work. Congratulations to all of them.

Damien Destremau, *CEO, The Reefer Group*



HYDROGÉNIES  
Trophées  
— DE L'HYDROGÈNE





# Innovation

## ROAD PROJECT

### Developing green energies and encouraging the hydrogen sector

With the revolutionary ROAD (Refrigerated Optimized Advanced Design) collaborative project, The Reefer Group is raising the bar in terms of research and innovation in the sector. Thanks to this project, in 2019, TRG industrialized the first hydrogen refrigerated semi-trailer worldwide, based on the following properties:

#### 1. Lightening

Weight reduction on the chassis using multi-material technologies

#### 2. Aerodynamics

Fuel consumption reduction by optimizing aerodynamics

#### 3. Thermal insulation

New generation insulating materials

#### 4. Energy

Clean energy production hydrogen and fuel cell

#### 5. Cold production

New generation refrigeration unit without diesel engine and with natural refrigerant

#### 6. Mechanical and electrical architecture

Integration of new components, multiplexing and a connected semi-trailer



This project has led to a specific product range: CHEREAU Hydrogen Power H2.

It answers to the market demands and contributes to foster sustainability in the semi-trailer industry focusing on the reduction of environmental impact of vehicles both regarding gas emissions and noise pollution and enhancing the operational conditions in terms of safety and ergonomics.



c. €5m

Invested capex

€250k

Current Average Selling Price  
(vs. €70k for conventional vehicles,  
including fridge unit)

€200k

Objective Average Selling Price by 2023

€120k

Objective Average Selling Price by 2026

20%

Objective of sold vehicles by 2030

### ROAD's key benefits



No use of fossil fuels: 0 emissions



Weight savings



Completely silent



High autonomy



10 min hydrogen filling time



# Innovation

## Vacuum Project – top-notch insulation

Since 2012, TRG has used vacuum insulation panels, a leading technology in terms of insulation, offering one of the best insulation coefficients on the market. An example is the Vacuum Project, which aims to maintain temperature for a much longer time, making the cold equipment more efficient and therefore requiring less energy, hence generating fewer emissions.

The new panels developed in the Vacuum Project are ultra-thin high-performance panels that can be up to 20 times more effective than traditional insulation products. This technology has improved the insulation coefficient by 25% and reduced fuel consumption needs by 25%, minimizing the vehicle’s environmental impact.

**+25%**

Insulation coefficient

**-25%**

Fuel consumption

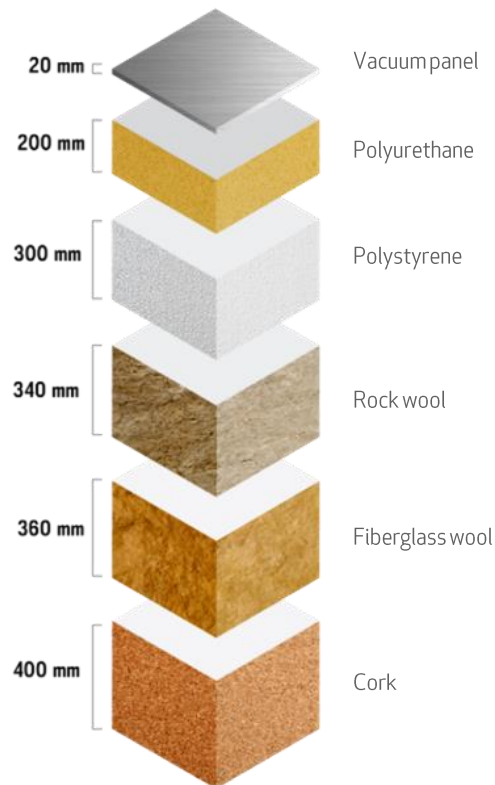
**3**

ROI years

**25%**

Objective of sold vehicles by 2025

## Thickness of different materials needed to achieve the same level of insulation





## NEXT Project - enhanced ergonomics and safety

CHEREAU NEXT is CHEREAU's first trailer using the CAN bus Technology which allows all equipment to communicate and interact together. It offers a central command that allows for a continuous improvement through the obtention, monitoring and analysis of data of all clients to achieve consolidated conclusions. This new central command and many new, innovative functionalities result in:

### 1. More connectivity

15 pin sockets enable communication between the truck units and key trailer information are displayed in the truck dashboard

### 2. More safety

Brand new safety features increase the safety both on site and on the road

### 3. More ergonomics

The exclusive centralized command "nextcontrol" pilots all trailer features

### 4. Better performance

Automatic combination of all truck features increases performance, monitoring and resource efficiency



# Innovation

## ELECTRIC CITY VEHICLES

Urban deliveries account for 20% of city traffic. On top of this, the current and upcoming environmental regulation is a big challenge for the transportation business. For this reason, it is necessary to look for alternatives that offer a more environmentally-friendly solution to city transportation.

### CityMove Project

TRG has been demonstrating its willingness to contribute to more sustainable cities even prior to Miura's investment. CHEREAU participated in 2013 in the CityMove partnership project, aiming to produce a 100% electric truck for delivery in urban areas. The vehicle was tested in urban traffic by Transports Jammet.

The innovative features developed in CityMove are the following:

- Zero CO2 emissions – 100% electric
- Low noise emissions
- Lithium battery - the truck is equipped with a traction battery and another one for the refrigerated body
- Safety - birdview camera system to facilitate driver maneuvers



### SOR's chameleon for the city

In 2019, SOR developed a unit to supply leading supermarkets in Spain such as Mercadona. These units are designed to carry out home deliveries of groceries, which is possible thanks to the combination of three temperature levels within the different compartments: ambient, chill and frozen. Therefore, in the same route, dry, refrigerated and deep-frozen cargo can be combined, the latter, through refrigerated trolleys with eutectic plates.

Finally, the isothermal platform facilitates unloading in narrow and inaccessible streets, while the absence of doors speeds up the waiting time. This versatility allows for up to 25-30 daily deliveries.



### Civitas Project

As part of the European Civitas project SOR was selected to develop a 100% electric truck to foster sustainable mobility and delivery in cities. The project was supported by the city of Madrid, big logistics operators and companies of the industry.



## INCREASED DELIVERY CAPACITY PER TRUCK

### DuoSor truck

DuoSor has been developed for one of SOR's key clients and is the largest refrigerated truck in Spain, consisting of two semi-trailers connected by a dolly. It is a 32-metre, 70-tonne vehicle with a capacity of 66 European pallets.

Consequently, DuoSor allows to double the delivery capacity of conventional trailers, improving load capacity by transporting more goods with fewer resources, and therefore contributing to the reduction of fuel consumption and emissions.

The vehicle is circulating in experimental mode throughout Spain, within a project in collaboration with the University of Zaragoza, MAN industrial vehicles, and the Directorate General of Traffic.

This collaborative project gave us the chance to once again innovate with a purpose: optimizing distribution while contributing to better environmental practices, as well as to satisfy customer expectations through an innovative product in the market.



These past years have given us the chance to carry out, hand in hand with Miura, a business project that has covered all aspects and reached all levels. You have empowered us by giving us confidence for decision-making and by sharing responsibilities.

We must be greatly satisfied of the results of the project, that has not been easy due to the complex characteristics of this sector. Congratulations to all of us for our work together!

The end of this chapter leaves us a bittersweet feeling, due to the interruption of our personal relationship with Miura. Know that SOR will always be your home and that you are already part of the history of the company.

*Dario Tabacco Deputy Managing Director and CFO, SOR Ibérica*





CHEREAU  
hydrogen power

LA PREMIERE SEM ANTIPOLOISE  
PRODUITE A HYDROGENE

ZERO EMISSIONS  
SCIENCE  
EMPLOI & EN 10

DELANCHY II

SERVEN SUR LES OCEANS  
DE HYDROGENE SUR LES ROUTES.

ENERGY OBSERVER

ENERGY OBSERVER

ENGIE

DELANCHY II

thélem  
assurances

ACCORINVEST

TOYOTA

# Sustainability

---

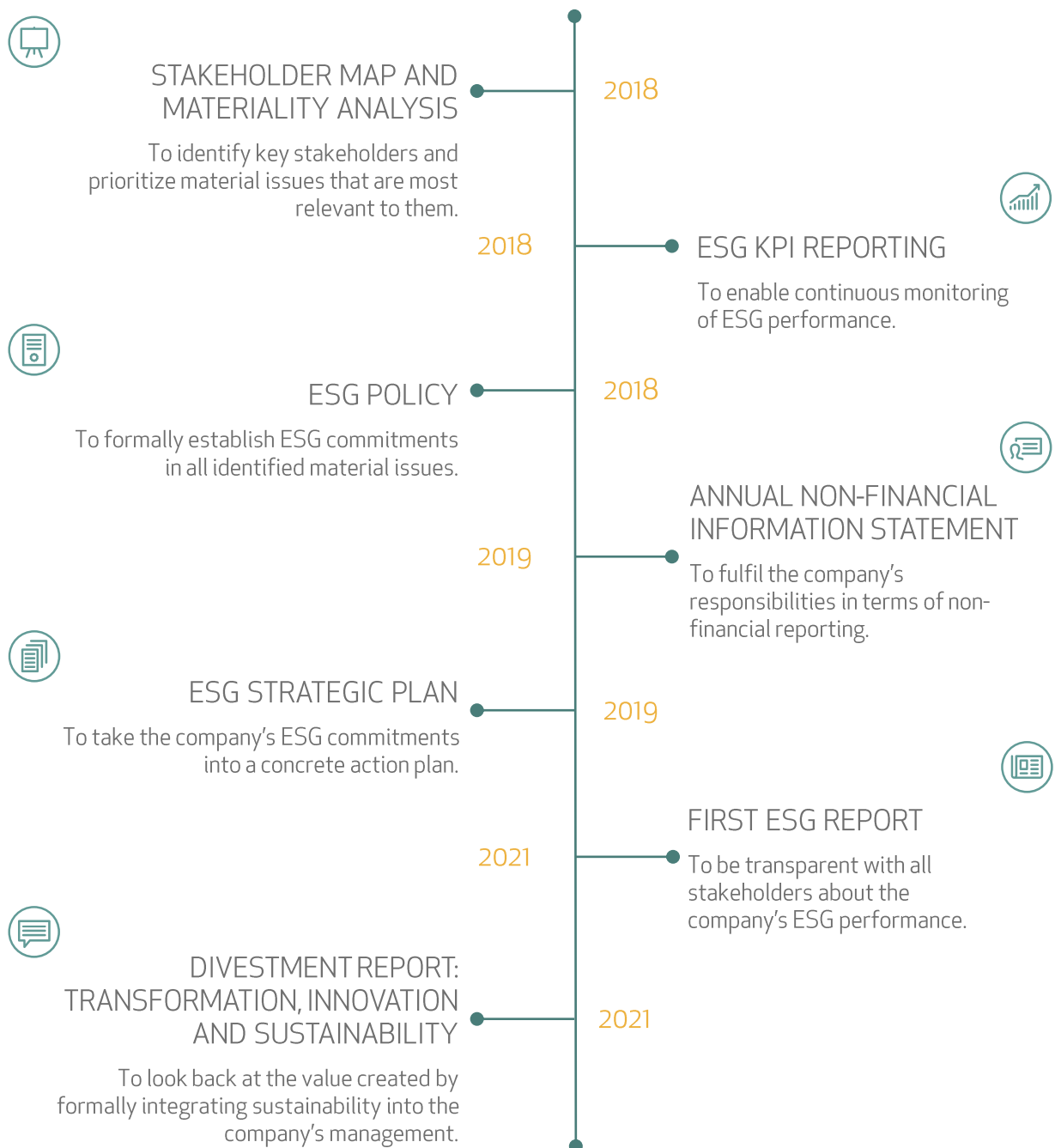
Our aim is to maximize the capacity of the investment company to generate sustainable value, and that's why we carry out the implementation of an ESG Blueprint throughout the holding period that links business and impact objectives.

In line with the commitments established by the company, various actions and initiatives were deployed within the three dimensions of sustainability: Environment, Social and Governance.

# Sustainability

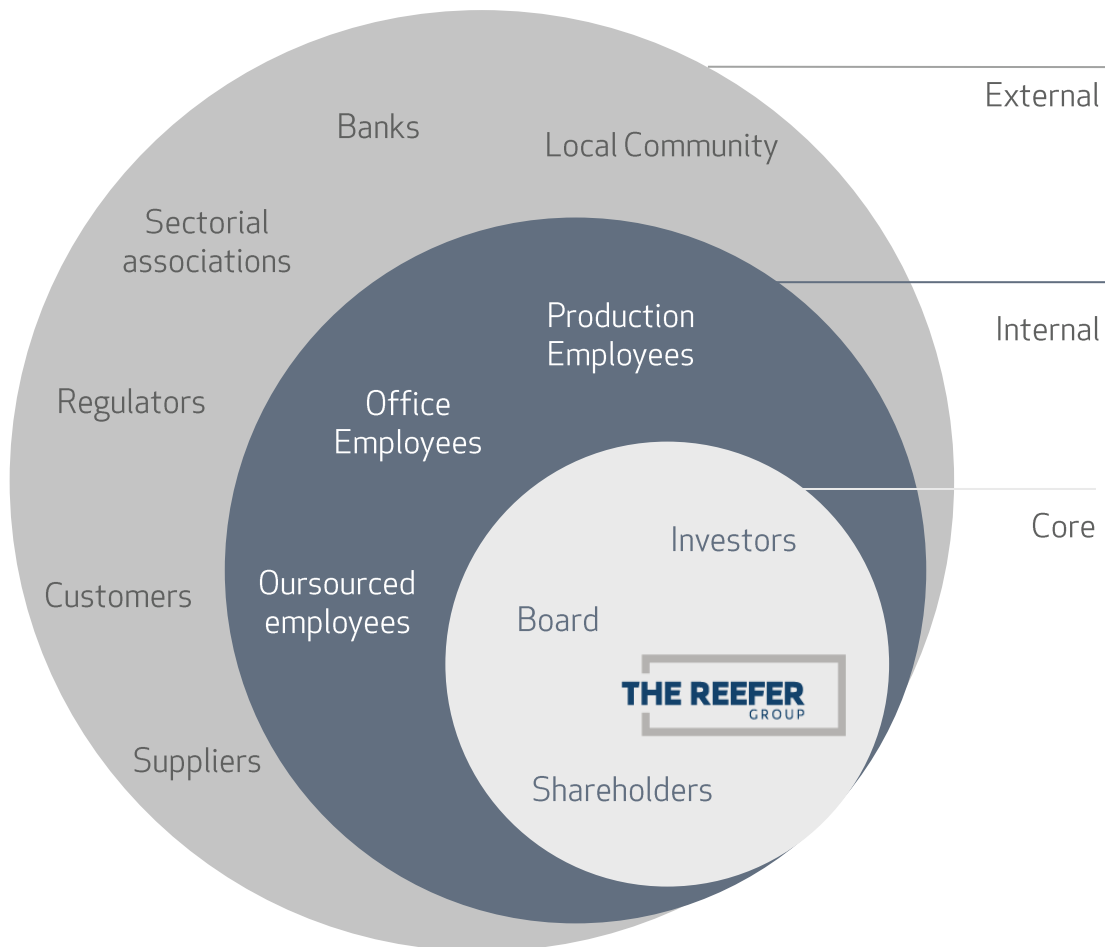
## ESG Blueprint implementation at TRG

Despite the complexity of integrating ESG management in a group whose companies have different regulatory and cultural contexts, TRG's innovative spirit and ambition to be a sustainable made the Blueprint's implementation a lot easier. From understanding the groups' stakeholder needs and material ESG issues, to monitoring performance, setting commitments and taking them to actions, we have worked hard together to go beyond compliance looking for shared value creation.



## Stakeholder value

We aim to create the optimum level of return for all stakeholders and that's why we accompanied TRG in the development of a **stakeholder map** and **materiality analysis**, as the first step of its ESG Blueprint, to identify key stakeholders and recognize and prioritize material issues that are most relevant for the company and in line with their stakeholders' expectations.



Without a doubt, Miura leaves behind a better company and a better management team that has learned and grown in this journey together. We now begin a new stage. However, please know that in SOR you leave friends and will always find a home. To the entire team at Miura, we thank you once again for such a worthwhile partnership.

*José Górriz Managing Director, SOR Ibérica*

# Sustainability

## Materiality analysis

Through the materiality analysis, 16 themes were identified as key sustainability issues to proactively manage in order to generate shared value. These themes are those where TRG can make an impact and are both relevant to the group and to its stakeholders. The results of the analysis guide the establishment of ESG commitments and the definition of the strategic plan.







### 6 DIMENSIONS

### 16 MATERIAL THEMES





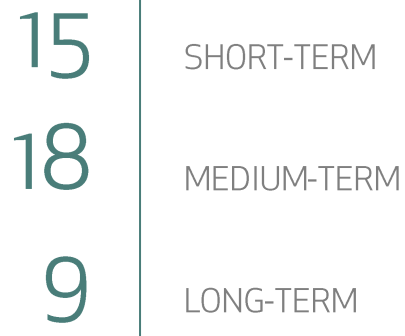
## ESG commitments

-  TRG is committed to providing top-quality services and products that are both competitive and sustainable, providing best-in-class tailor-made solutions that adjust to the specific needs of each customer. It is also committed to encourage innovation to generate value and contribute to continuous improvements, making life easier for its product users and promoting eco-design and clean technologies.
-  TRG is committed to creating quality jobs and promoting a safe workplace. Its culture is based on cultivating exemplary behaviour and high standards in a caring, respectful working environment, valuing teamwork and collective success, and fostering enthusiasm and initiative through personal growth and room for error.
-  TRG is committed to the reduction of its environmental impact at all stages of the value chain, through the elimination of waste and reduction of emissions, encouraging the reuse of its products, developing green energies and supporting the hydrogen sector, and measuring, improving and communicating on its environmental performance.
-  TRG works closely with suppliers that are solidly established and promotes ethical practices by ensuring that its suppliers share the Group’s values and apply them in each of their critical processes.
-  TRG is committed to having solid governing bodies that steer the decision-making processes and the development of its activities in an ethical and transparent manner, complying with regulations and acting within the framework of our values.
-  TRG is committed to generating shared value for society by promoting good practices in the semi-trailer manufacturing sector.

## ESG Strategic Plan deployment

By the end of 2018, we developed TRG’s ESG Strategic Plan, consisting of 42 actions tackling all the organization’s material aspects, considering stakeholders’ expectations and in alignment with the UN’s SDGs.

Since then, the Group has been working on the deployment of such actions to continue its efforts towards a better ESG management within the organization. In the following pages, some of the initiatives within the Plan will be further explained as highlights.



# Sustainability

## ENVIRONMENTAL HIGHLIGHTS

The environmental impact of the Group's processes is one of the biggest concerns to TRG, as we are aware of the importance of preserving the environment. We work with productive processes that allow us to reduce our environmental impact and we promote continuous improvement, involving employees in the development of best environmental practices in a coordinated manner.

### Reducing emissions

The emissions our products generate throughout their entire life cycle are a relevant dimension of environmental impact. Through the reduction of usage of solvents with VOC (Volatile Organic Compounds) emissions, and the reduction of other volatile emission we strive to minimize emissions in our production process. Moreover, we work to reduce emissions in the use phase of our products through the development of green energy solutions and better insulation of trailers.

# 104

Alternative energy vehicles produced in 2020

# -25%

In fuel consumption of the vehicle allowed by new technologies

### Efficient use of resources

We know that our activities have an environmental impact, which is why we consider it our responsibility to implement measures to optimize resource consumption.

Regarding efficient use of raw materials, our guiding principles to achieve it are innovation and continuous search for more sustainable options. When it comes to water, it is only used in auxiliary production processes and we make sure that all residual waters are treated to meet all environmental requirements for their disposal.

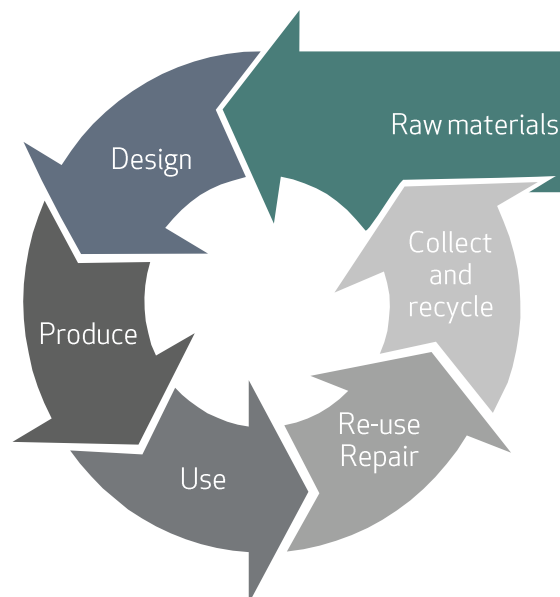
Over the years we have implemented numerous changes directed at reducing our energy consumption. Aside from collecting data on consumption and reviewing our energy plans annually, we have optimized illumination by taking advantage of natural light, changing to more efficient artificial lighting and installing timers in our offices and production areas, we have switched to electric forklifts, we are controlling temperature and optimizing climatization and we make sure that we follow maintenance plans for all our machinery.



## Chasing circularity and waste reduction

Responsible waste management is central to us. The reduction of waste and with it the promotion of the 5Rs (reduce, repair, reuse, recover, recycle) and the transition to a circular economy model is a key pillar of our business. To that end aside from selective waste separation and its control in ecoparks we have implemented circular economy projects, such as industrial distillation equipment for the recovery of solvents and cleaning agents in order to reintegrate them in the production process.

We have also developed training units to integrate best practices relating to waste management into everyday operations and increase awareness. SOR has a hazardous waste reduction plan for the years 2020- 2023, while in 2019 CHEREAU launched a waste reduction project that includes a MFCA (Material Flow Cost Accounting) system to improve waste and emissions quantification and traceability which in turn enables us to set quantified reduction targets.



## Longer life cycle of products

Since the beginning our philosophy has always been to offer durable quality. Producing less but producing better, selling less often but for a longer period of time benefits both our customers and our environment. That's also the underlying rationale for several of our innovation initiatives.

To expand the life cycle of our products even further at CHEREAU we have been looking into ways to give them a second life; old bodies have ended up becoming buildings, changing rooms or offices, amongst others. It's a win-win approach for profit and for our planet.

# Sustainability

## SOCIAL HIGHLIGHTS

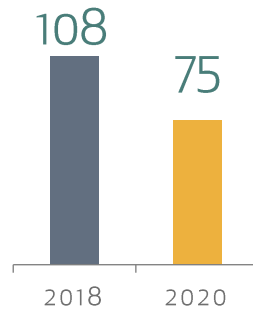
### Developing green energies and encouraging the hydrogen sector

With the revolutionary ROAD (Refrigerated Optimized Advanced Design) collaborative project, The Reefer Group is raising the bar in terms of research and innovation in the sector. Thanks to this project, in 2019, TRG industrialized the first hydrogen refrigerated semi-trailer worldwide, based on the following properties:

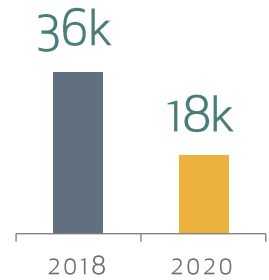
### Accident measurement and prevention plan

The safety of our workers is one of our priorities as a responsible company. We make continuous efforts to ensure that our installations, system, processes and teams are ideally equipped to offer a safe working environment. Guided by external actors, we invest in constant improvements in this area; focusing on training and capacity building, requiring subcontractors to ascribe to our preventative culture and developing emergency plans. Additionally, each of our entities counts with a specialised committee and all our centres have a prevention plan in place that is audited and updated regularly. These measures have resulted in a significant progress in the reduction of accidents at work in recent years.

ACCIDENTS



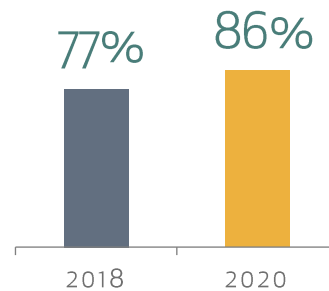
ABSENTEEISM (H)



### Training programs and talent retention

The training of our workforce and the attraction and retention of talent are central pillars of our human resource strategy, as we believe that this gives us a differential value as an organization. In this sense, a new HR Director was appointed to strengthen people management. We implement this vision through 3 training modalities: mandatory trainings in line with each job profile, internal session about legislative developments and training units directed at our managers.

PERMANENT CONTRACTS (%)



Through this professional development vision, our retribution policy and the wide range of social benefits we offer to our employees we commit to creating quality employment, prioritizing talent attraction and retention.

21

Internship opportunities in 2020

9,833

Training hours in 2020

## Equality Plan

We are committed with promoting equality between men and women in all aspects relating to access of opportunities, training and promotion of professionals and labour conditions, and vehemently reject any type of discrimination based on gender. To this end we establish and develop policies that integrate the principle of equality. On top of that SOR has recently formalised an Equality Commission and is reviewing the final draft of their Equality Plan, while CHEREAU updated theirs in 2019 with a validity of 4 years.

The Reefer Group cares for the work-life balance of its employees promoting measures to make motherhood and fatherhood compatible with a professional career. One of these measures is the possibility of requesting reduced working hours.

## COVID-19 day-care at CHEREAU

In June 2020 we took a further step towards the responsible company we are working to become. In order to make it easier for our employees to consolidate their work-life balance we proudly inaugurated the CHEREAU Junior Academy, a day-care centre for 3 to 16 year olds, made available to our employees, to help them to take care of their children in the best way possible.

## Profit-sharing scheme with employees

Fair remuneration schemes are a key element in taking care of our people and recognizing the value they generate as human capital. At group level our retribution scheme counts with two elements: fixed retribution and variable retribution linked to individual performance. Additionally, CHEREAU counts with an additional bonus for employees based on the company's profits. Miura has supported CHEREAU in improving and elevating this profit-sharing scheme, demonstrating that we know that we have our people to thank for the company's results.

# 36

Employees who took parental leave, 2020

# 100%

Employees who returned to work after taking parental leave, 2020



We will forever remember the chapter that now comes to an end. Your help and support has been fundamental and rest assured that today both SOR and CHEREAU are better companies than five years ago.

*Dario Tabacco Deputy Managing Director and CFO,  
SOR Ibérica*

# Sustainability

## GOVERNANCE HIGHLIGHTS

In every step of our business, from corporate governance to our operations and supply chain we are committed to business practices with integrity and to contributing to the respect of human rights, labour standards and environmental practices and to the fight against corruption.

### Compliance model

We have developed a compliance model in line with applicable penal codes to prevent or if necessary mitigate any crimes committed by employees or directives while acting in our name.

In this context the societies have carried out an analysis of all their internal controls and procedures to evaluate the risks in order to be able to implement organisational, technical and disciplinary measure to take a preventive and proactive stance that counts with effective controls against any action that could be punishable by law.

This model includes a risk inventory for each department and a revision of critical activities, controls, such as corporate policies, that are periodically monitored, a specialised committee, a disciplinary system, a financial management system, a training plan and a grievance mechanism.



Our partnership with TRG has helped the implementation of environmental initiatives, while recognizing the importance of making an impact in the communities where our companies are based.

*Ignacio Moro Investment Director, Miura Partners*



We will also miss TRG from a personal level, as it was always a pleasure and a lesson for us at Miura to see your exceptionally high level of commitment, transparency, professionalism, responsibility, ownership and excellence, and always with a smile in your faces.

*Jordi Alegre Managing Partner, Miura Partners*



## Code of Ethics and internal regulation

In line with the above described compliance model in 2019 SOR approved their Code of ethics at the highest level. The objective of this code is to formalize our values and how they guide our interactions within the group but also with third party actors. This code has been communicated to all our employees to ensure that our culture of prevention, respect and business with integrity is understood and lived at all company levels. CHEREAU for their part updated their internal regulation in 2019 to reflect this vision more accurately.

0

Ethics code complaints in 2020

## Ethics channel

We understand that as a responsible company we have to offer an appropriate access channel for grievances. This is why as part of our governance model we have created such a grievance mechanism. The access instructions, its scope of application and the follow-up of received communications has been communicated to or employees during their compliance training sessions, in order to guarantee the effectiveness and accessibility of said channel.

0

ESG incidents in 2020



# Sustainability

## ESG MONITORING

### A successful blueprint implementation

Looking back, we are proud of the successful implementation of our ESG Blueprint at The Reefer Group, having completed the entire process and becoming our first Divestment Report.



What makes us feel really happy and proud is to see that most or all of these qualitative objectives have been largely met, transitioning from a family owned with limited growth capacity (SOR) with a subordinated second line (CHEREAU), into a clear European leader with a well diversified international exposure, solid management, strong growth prospects and significant innovation and ESG progresses over the last few years.

*Jordi Alegre Managing Partner, Miura Partners*



## ESG KPIs monitoring

		2018	2019	2020	Improvement 19/20
ENVIRONMENT	Water consumption (m3)	10,263	15,109	14,867	-2%
	Electricity consumption (kWh)	11,695	11,679,000	10,376,000	-11%
	Gasoil consumption (l)	400,944	499,276	372,912	-25%
	Propane consumption (Tn)	9.5	8.1	6	-26%
	Gas consumption (Mwh)	15,539	14,639	11,434	-22%
	Scope 1 emissions (Tn CO2eq)	4,200	4,213	3,018	-28%
	Scope 2 emissions (Tn CO2eq)	925	836	613	-27%
	Dangerous waste (kg)	2,914,000	4,099,265	3,247,096	-21%
	Non-dangerous waste (kg)	482,000	542,000	530,406	-2%
SOCIAL	Accidents	108	78	75	-4%
	Total employees	1,299	1,228	1,263	3%
	Total women	84	87	84	-3%
	Total men	1,215	1,141	1,179	3%
	Permanent employees (%)	77%	81%	86%	6%
	Training hours	13,186	8,406	9,833	17%
	Employees with diverse capabilities	35	44	54	23%
	Internships	10	13	21	62%
GOVERNANCE	Ethics code complaints	0	0	0	-
	ESG incidents	0	0	0	-



A journey ahead full  
of potential

---

## TRG's road ahead

In the wake of **stakeholder capitalism**, it is of great importance that TRG continues to take into account everyone's interests in its decision making. This means **creating value** for **employees** through wellbeing at work, for **customers** through the safest vehicles, for the **planet** with clean energy and efficiency solutions, for **investors** through solid and sustainable returns, for the **community** through local supply chains and employment creation, and for the **industry** through partnerships and collaborations.

TRG finds itself in an incredibly exciting moment of its journey, having become a **benchmark on innovation, ESG and sustainability**. With a solid management team, technological know-how, an engaged team and a strategic capital expenditure, **TRG has achieved an effective transformation with solid KPIs**: 50% increase of production, 23% European market share or record backlog in 2021, to name a few. Thus, we believe that the company is perfectly placed to **continue creating shared value**.

In addition, **the group has led through innovation with purpose**. TRG has continuously launched solutions in safety, ergonomics, clean and efficient use of energy and client experience. It is with great pride and satisfaction that the company celebrates every contribution to a more sustainable world through the green energy transition.

We would also like to encourage TRG and their shareholders to stay true to its **impact ambition** in every step of its way forward: **to continuously innovate and improve to maximize energy efficiency and emissions reduction in refrigerated transport**. We are convinced that by ingraining this ambition in TRG's decision making, the group will achieve great accomplishments that make a difference and contribute to a much needed energy transition and climate action.



In this sense, **Amundi Private Equity Funds, who will lead the new investor consortium, has expressed its commitment with TRG's management team to continue its growth strategy across Europe with a focus on innovation, safety and sustainability.** We fully trust that this will be TRG's way forward and are deeply convinced that it is the right path to continue creating long-term sustainable value for everyone.

Once again, **we are wholeheartedly grateful for our partnership,** journey, learnings and shared achievements. We sincerely wish The Reefer Group all the best in its future endeavours.



TRG is a good example of the positive transformation and sustainable legacy that Miura leaves in the companies on which invests, transforming our initial investment in SOR, a Spanish family-owned company, into a clear European leader with a fully professionalized management team and launching significant ESG activities that generate a strong positive impact.

We are grateful for our journey and partnership and wish you all the best in your future.

*Jordi Alegre, Managing Partner, Miura Partners*



I would like to thank TRG for all the good work done since Miura's investment in early 2016. Ultimately, we can say that we are stronger, more solid, more perdurable and more sustainable than we were 5 years ago. Well done!

We are convinced that the next stage will be as positive as Miura's partnership and we wish TRG every success. It has been a pleasure working with all the team. We are most grateful for their commitment, professionalism, responsibility and the effort made during this time.

*Juan Eusebio Pujol, ESG & Operating Partner, Miura Partners*



### **Edition**

Miura Partners | [www.miura.partners](http://www.miura.partners)

### **Consultants**

Deloitte | [www.deloitte.es](http://www.deloitte.es)

### **Design and creation**

Deloitte | [www.deloitte.es](http://www.deloitte.es)

Limba | [www.limba.agency](http://www.limba.agency)

### **Photo credits**

Sor Ibérica | [www.soriberica.com](http://www.soriberica.com)

CHEREAU | [www.chereau.com](http://www.chereau.com)

Sylvain Malmouche

Santiago Garcés



Printed on chlorine-free, recyclable  
and biodegradable paper





Passatge Josep Llovera, 4 | 08021 Barcelona  
t. +34 93 272 34 40 | F. +34 93 272 34 45  
info@miura.partners | www.miura.partners