



Food, Environment, BioPharmaceutical  
and Clinical Testing

**30** years **Testing For Life**  
| | | | | 1987-2017



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# 30 YEARS 400 LABORATORIES 30,000 EMPLOYEES

**30 MILLION TESTS PERFORMED EVERY MONTH.  
WE'RE HERE TO KEEP OUR WORLD SAFE.**

In numbers, the Eurofins story makes impressive reading. In three decades, our company has grown more than 3,000 times, today employs more than 30,000 people, works across more than 400,000 sqm of laboratory surface and generates over €3 billion in annualised revenues. In the 20 years since our IPO, our shares have not only vastly outperformed the markets but match the best in the world for total shareholder returns. According to a recent study, over the past 20 years, Eurofins shares have been the best performing in Europe and among the best in the world. We are a recognised world leader in food, pharmaceutical products and environmental testing, and a fast-growing player in the emerging area of speciality clinical diagnostic testing.

But it is the people behind the numbers that really count. Our people, who strive every day to deliver solutions that help make our planet a safer, better place to live. And the millions more who enjoy safe products, clean air and better health as a result of the testing and analyses undertaken in our global network of laboratories. We're proud of what we've achieved, which is why we're celebrating Eurofins at 30.



# TESTING FOR LIFE

The air we breathe, the food we eat, the water we drink, the everyday products we use, the diagnostic techniques, treatments and medicines we rely on when we are unwell – so often we take them for granted. As we go about our daily lives, many of us scarcely notice the complex processes, scientific endeavour and rigorous testing that keep us, and the environment around us, safe and well.

As a world leader and innovator in analytical testing, Eurofins is the quiet hero that stands between you and the hazards of an ever-changing, highly complex world. Our continuous innovation and ceaseless vigilance mean you can trust the products you consume, the medicines you depend on and the environment you live in. We walk beside you every day, keeping your family safe, making our world better.

Day in, day out, we are testing for life.

## CELEBRATING THE VISION OF A BETTER LIFE FOR EVERYONE

Eurofins is 30 years young in 2017 and we believe that's a good reason to celebrate. But we're not just marking the passage of time. We're recognising what we've achieved over the past three decades and the difference we make every day.

We're paying tribute to all the remarkable people who have contributed to our success story.

And we're celebrating the vision of a healthy and safe life for everyone on earth – and our contribution in making that a reality.



### 1987 - 1997

#### The start-up phase

In 1987, the Company was founded and purchased the rights to ground breaking testing technology SNIF-NMR®, which could detect whether sugar had been added during wine-making. In 1988 and 1989 the technology was used to verify the origin and purity of other products, including fruit juices and natural flavours.

### 1997 - 2001

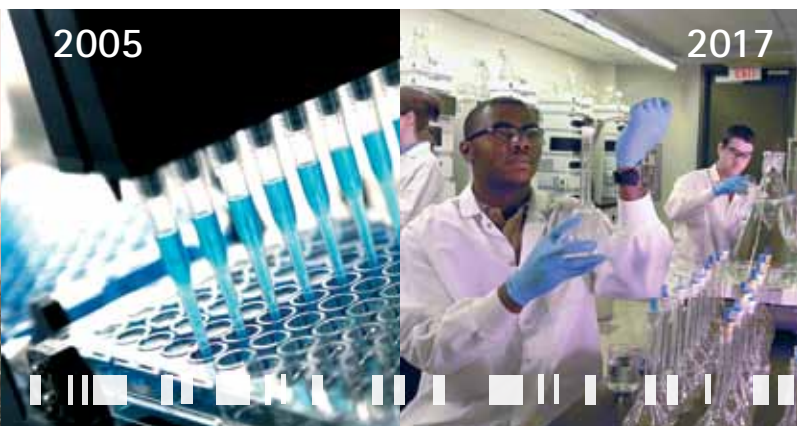
#### Expanding the technology portfolio

In 1997, our IPO in Paris helped fund our rapid geographic expansion. The strategy was to join forces with the best laboratories, with the brightest talent and most exciting technologies, in order to build a leading position in core markets - Food, Pharma and Environment testing. By 2001, we were present in eight countries and had a network of more than 50 laboratories.

## One breakthrough technology was at the start of the Company that became the global name for testing for life

From the beginning, Eurofins was driven by a passion to use cutting-edge science to improve safety and verify the authenticity of the products we consume. In 1987 Gilles Martin purchased the rights to ground-breaking testing technology developed by Gérard and Maryvonne Martin, professors at the University of Nantes. This used Nuclear Magnetic Resonance to detect whether sugar had been added during the wine-making process to increase the alcohol content. In the following years, the patented SNIF-NMR® technology was applied to fruit juices,

natural flavours and other non-alcoholic beverages, picking up sophisticated frauds that traditional testing methods failed to detect. Indeed, even 30 years later, the SNIF-NMR® technology has not been equalled for detecting certain types of adulteration and still generates about €1 million annual revenues. Ever since, Eurofins has often been the first in the world to develop new testing technologies that have a positive impact on day-to-day life.



### 2002 - 2004

#### Establishing the infrastructure

This was a period of foundation building, developing the infrastructure to support growth and improve service to customers. Bigger and more productive sites were developed, allowing Eurofins to drive higher sales and margins through economies of scale while a unified IT platform provided a logistical advantage for this now global business. Despite our rapid growth, we retained a start-up's passion for innovation and ground breaking science by structuring our laboratories as centres of excellence, nurturing talent and funding research.

### 2005 onwards

#### Becoming a global reference

We are continuously expanding our global network, both through acquisition and by seeding our own greenfield laboratories to match customer demand. By the end of 2017 we will have launched 100 start-up laboratories in five years. We now operate over 400 laboratories across six continents, with a product portfolio of more than 150,000 methods and over 30,000 employees.





# EUROFINS 500 ENTREPRENEURS CREATED 100 STARTUPS IN FIVE YEARS



Eurofins is, by choice, not a typical centralised laboratory group. Instead, we are, by design, a hub of entrepreneurship. Each of our laboratories is usually an independent company led by an entrepreneur. Why? Because we believe in excellence for every customer and understand this is only possible when our laboratory leaders are empowered to make their own decisions in their own company and optimise their own services.

Each of our laboratories operates as a dynamic, market driven business in its own right, managed by its own independent entrepreneurial leader, constantly striving for improvement. Our people are empowered, not micro-managed. They're not afraid to take risks or do things differently. Because world-class results don't happen by accident. They require focus, a concentration of brilliant minds and best-in-class resources, highly motivated to push the boundaries and deliver the very best outcomes.

Excellence is never typical and this is why we offer our testing services through a global network of centres of excellence. This means every customer, wherever they are in the world, can tap into the Eurofins network to access unrivalled expertise and the very latest testing technologies while having a local direct point of contact they know.

Our laboratories always look for the best outcome for every customer, referring work to the most appropriate centre of excellence and welcoming referrals from others in return. At Eurofins, we understand that we all win when the customer wins.

This atypical approach requires atypical people. It is never business as usual. Our people must be entrepreneurs with a passion for collaboration. They must combine scientific excellence with commercial awareness and be as comfortable at the lab bench as they are building the business. We look for leaders who thrive on the freedom to make their own decisions but understand the importance

of teamwork. We're entrepreneurs, who understand we're stronger together.

A decentralised approach only works when a business has complete confidence in the judgement and competence of its leaders. Our Leadership Charter makes clear the high standards we set, be it the ability to hire the best talent or executing strategies that deliver results and delight customers. You can read more about our Leadership Charter on page 21.

## **School for entrepreneurs: building success from scratch**

There are times when we start from scratch to build the right laboratory to meet market demand. This generates exciting opportunities for those with the skills and ambition to create a start-of-the-art greenfield laboratory to complement our existing network. We provide the start-up capital, a bespoke IT system and a suite of tools, processes and laboratory blueprints - not to mention access to the talents and know-how of our proven entrepreneurs around the world. It's a chance to test yourself against the best in the world, with the support and back-up of those who have done it before. We're proud of what our start-ups have achieved and will build more to meet ever-evolving customer requirements. By the end of 2017 we will have launched 100 laboratories in just five years. Our ability to nurture entrepreneurs and support their success really sets us apart, creating unparalleled opportunities for our people and outstanding returns for our shareholders.

## ACTIVE WHEREVER TESTING CAN PROTECT LIFE



Whenever clarity and certainty about life-enhancing resources, products and processes are needed, you will find Eurofins at work.

We never accept the status quo. Always questioning, challenging and searching, Eurofins is committed to finding better alternatives and smarter solutions.

And it's not just our science that pushes the boundaries of what's possible. We are constantly striving to improve our service to our customers, from real-time ordering to turnaround times of less than 24 hours.

### FOOD AND FEED TESTING

#### **Foods you can trust**

As the world leader in this market, we are actively testing for safety, authenticity and quality at every stage of thousands of food supply chains – from crops and livestock in fields to the finished dishes you buy from shops or enjoy in restaurants.

Find out more about Eurofins Food and Feed Testing at [www.eurofins.com/food-and-feed-testing/](http://www.eurofins.com/food-and-feed-testing/)

### ENVIRONMENT TESTING

#### **Protecting planet Earth**

The air we breathe, the water we drink, the soil we rely on to sustain life – our tests help a wide range of companies, NGOs and governments ensure the Earth's scarce resources are sustainably preserved for future generations. And because we're number one in the world, we always offer more protection at a lower cost.

Find out more about Eurofins Environment Testing at [www.eurofins.com/environment-testing/](http://www.eurofins.com/environment-testing/)



#### BIOPHARMA SERVICES

### Utilising life to save life

As dramatic breakthroughs in biopharmacology make it possible for humanity to fight life-threatening diseases by utilising the building bricks of life itself – genes, stem cells, viral manipulations and more – we are delivering innovative new ways to test their safety and effectiveness.

Find out more about Eurofins BioPharma Services at [www.eurofins.com/biopharma-services/](http://www.eurofins.com/biopharma-services/)

#### CLINICAL DIAGNOSTICS

### Redefining diagnosis

Clinical diagnostic tests are a key factor in 70% of medical decisions. Our innovative tests help clinicians make the very best decisions to improve outcomes for patients, be it ensuring access to better treatments, reassuring individuals genetically predisposed to certain diseases or supporting women during pregnancy with non-invasive prenatal tests.

Find out more about Eurofins Clinical Diagnostics at [www.eurofins.com/clinical-diagnostics/](http://www.eurofins.com/clinical-diagnostics/)

#### AGROSCIENCE SERVICES

### Building confidence in agroscience

The global population is set to reach 10 billion around 2050, but Earth's land and sea resources are finite. No wonder agroscience is being asked to provide innovative answers to the oldest of all questions – 'What can we eat?' From field to research facility, Eurofins is helping to find these answers.

Find out more about Eurofins Agroscience services at [www.eurofins.com/agroscience-services/](http://www.eurofins.com/agroscience-services/)

#### GENOMIC AND FORENSIC SERVICES

### Leading the way on DNA

DNA sequencing, DNA synthesis and other linked techniques and tests are helping humans to make transformative leaps across many fields – from medical diagnosis to food production. We are world leaders and ground-breakers in this field.

Find out more about Eurofins Genomic and Forensic Services at [www.eurofins.com/genomic-services/](http://www.eurofins.com/genomic-services/) [www.eurofins.com/forensic-services/](http://www.eurofins.com/forensic-services/)

#### CONSUMER PRODUCT TESTING

### Products you can enjoy with confidence

How can product designers, manufacturers, distributors, retailers and consumers be sure that products we are in contact with, and use every day, meet the required quality and safety standards? The answer is through rigorous testing, certification and consultation. We provide these services in hundreds of different regulatory regimes worldwide.

Find out more about Eurofins Consumer Product Testing at [www.eurofins.com/consumer-product-testing/](http://www.eurofins.com/consumer-product-testing/)

## BEING WHERE OUR CUSTOMERS NEED US

Eurofins is a business with a clear mission and driving purpose. We want to make the world a better and safer place by ensuring best-in-class laboratory testing is accessible to all who need it.



We think it's important to be where our customers need us, which is why you'll find us at over 400 sites in 41 countries spanning six continents. And we're still growing, adding new capacity to keep pace with our customers.

Eurofins has established specialist centres of excellence for most analytical areas, with world-class skills, tools and processes, which all of our laboratories can tap into. This means our customers, wherever they are in the world, can access best-in-class expertise and technology by linking into the Eurofins network. And because this global network is underpinned by a cutting-edge IT system and logistical capability, we can provide a seamless service for every customer.

# WHERE WE ARE IN THE WORLD IN 2017

Locations from top:  
 Indiatuba, Brazil  
 Suzhou, China  
 Wolverhampton, UK  
 Lancaster, USA  
 Vejen, Denmark  
 St Charles, USA  
 Hamburg, Germany  
 Vergeze, France



**20,484**  
employees

**3,488**  
employees

**47**  
sites

Asia / Pacific

Data correct as of September 2017

For more information about our locations across the world visit: [www.eurofins.com/contact-us/worldwide-interactive-map/](http://www.eurofins.com/contact-us/worldwide-interactive-map/)

## MAKING SCIENTIFIC BREAKTHROUGHS TO SERVE OUR CUSTOMERS BETTER

We live in an age of rapid disruption. Today's best-in-class is tomorrow's out-of-date. This is why we continuously challenge ourselves to innovate on behalf of our customers.

Right from the very beginning, 30 years ago, science and innovation have been at the heart of our business. This passion has led to some incredible breakthrough projects. From developing solutions to avert the terrifying prospect of global antibiotic resistance to pioneering novel DNA-based approaches to support dwindling bee populations, Eurofins laboratories are racing to find scientific solutions to some of the most challenging problems facing humanity.

The next 30 years will bring more advances. Already we are looking at new breakthroughs in non-targeted screening, clinical diagnostics and genetic testing. Science never stops, and neither will we.



## BUSTING THE IDENTICAL TWIN MYTH

### GENOMICS AND FORENSICS

#### Milestone research proves genetic differences

Against a backdrop of high profile legal cases and paternity disputes, scientists increasingly questioned the dogma that identical twins cannot be differentiated at a genetic level. But it was a Eurofins breakthrough that provided the proof. By pushing the limits of genetics and forensics, the Eurofins Genomics laboratory in Ebersberg, Germany, developed a world-first methodology, using ultra-deep next-generation sequencing, that demonstrated rare mutations occur early during the embryonic stage whenever a cell divides. Because these changes happen so early in the development process, the mutations can be found in all the DNA of the person, including the DNA of their sperm (in the case of a male) or their egg (in the case of a female). Since this breakthrough in 2014, the methodology has been successfully used in paternity and criminal cases – and ongoing refinements by Eurofins have reduced costs by 50 per cent, ensuring the test is widely accessible to all those searching for the truth.

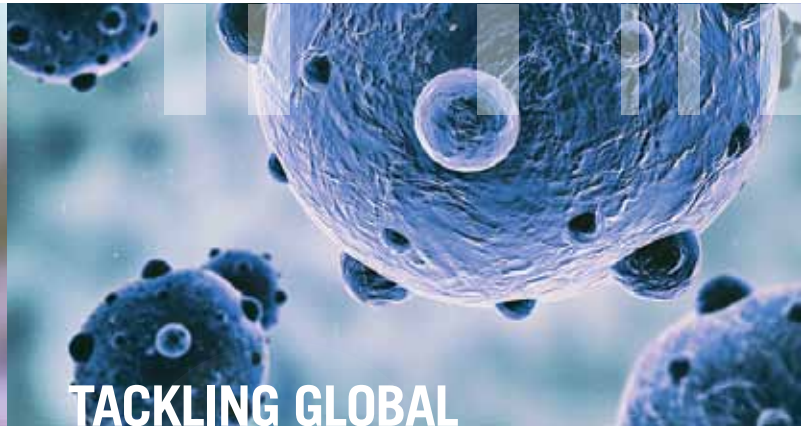


## THE FUTURE OF **BEEES** THE FUTURE OF **LIFE**

### AGROSCIENCE SERVICES

#### **Breakthrough science for supporting better bee health**

The honey bee is the world's most important, and most threatened, pollinator and its decline is a cause for huge global concern. Eurofins Agroscience Services has deployed an innovative new way to investigate the sub-lethal impacts of pesticides on the homing behaviour of bees. Using tiny radio frequency identification (RFID) transponders attached to each bee's thorax, our scientists can scan bee behaviour at the hive entrance, delivering data critical to understanding the impacts of different doses of insecticide on bee health.



## TACKLING GLOBAL **ANTIBIOTIC RESISTANCE**

### CLINICAL DIAGNOSTICS

#### **Testing for multiple resistance genes**

The World Health Organisation has warned the world may be entering a "post antibiotic era", in which some of the world's most important medicines become useless and common infections once again become fatal. In 2016 Eurofins Diatherix launched the ABRx™ Antibiotic Resistance Panel that can test for 17 clinically problematic genes that indicate resistance to some of the most commonly prescribed antibiotics. With a rapid response in just one day, it allows doctors to access accurate patient-specific information to ensure better outcomes for patients.

## OUR SUCCESS, IN NUMBERS

The test of any business model is its effectiveness. We are proud to say that our first 30 years in business have been successful, by any measure.

- We've grown from 4 people to 30,000 people and more are joining us every day.
- We've expanded from 1 laboratory in Nantes, France, to 400 laboratories in 41 countries across 6 continents.
- We've steadily grown our turnover, from €6.7 million at the time of our IPO in 1997 to €2.54 billion in 2016. In 2012 we set the target to double our revenues to €2 billion in just five years. We hit this two years early and now we're on target to achieve turnover of €4 billion by 2019.
- We've consistently delivered sustainable growth for our committed shareholders, who have always encouraged us to think long-term not short-term. From the 1997 IPO to October 2017, our share price multiplied 290 times, an annual average increase of 33%. Eurofins is the best performing stock in Europe, outperforming our peers and the markets and matching the very best of US tech and biotech stocks over a 20-year period.
- We now work for 9 out of 10 of the world's leading food retailers, food producers and pharmaceutical companies.
- We've grown fast organically and also by acquiring 275 companies over the past 20 years – each one bringing its own unique history and bedrock of knowledge into Eurofins.
- We perform more than 360 million tests each year and offer 150,000 different tests.



# 30 YEARS OF GROWTH

**30** years

**300** laboratories of more than **300** sqm

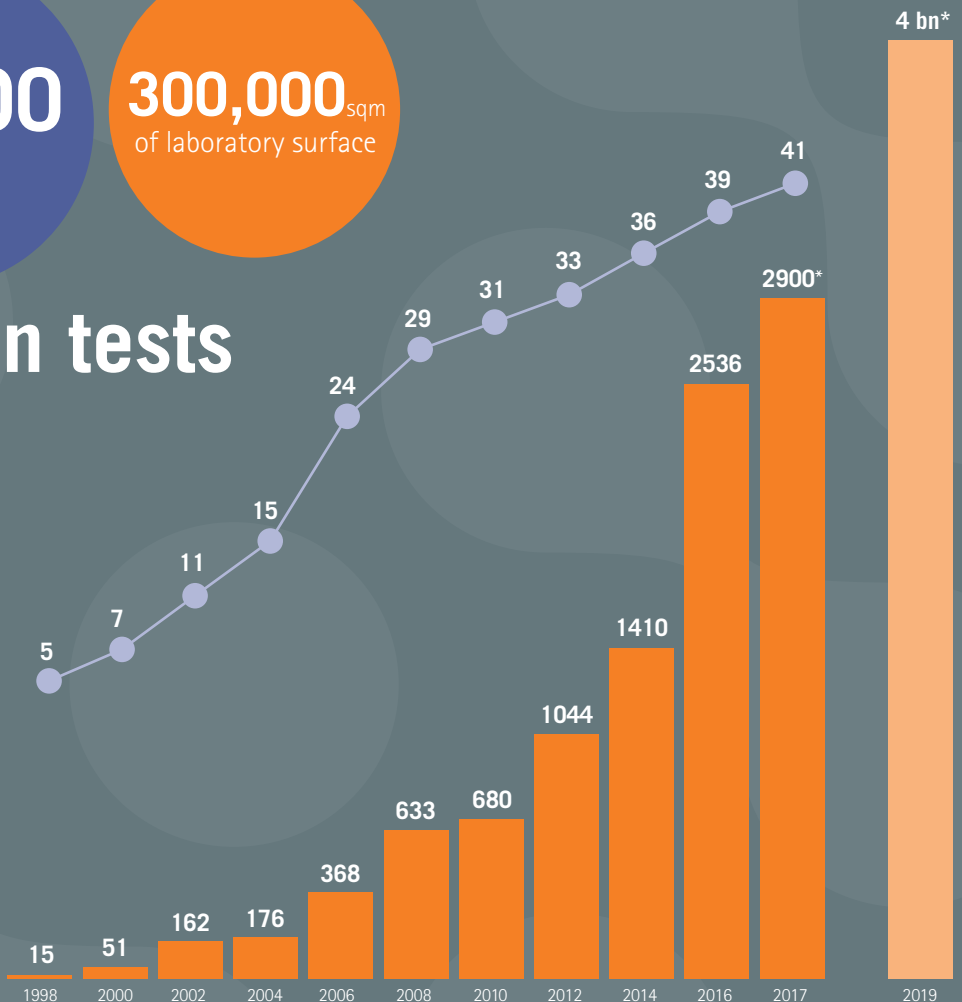
**3,000,000,000** euro revenues

**30,000** employees

**300,000** sqm of laboratory surface

**30 million tests** per month

● COUNTRIES WITH LOCAL OPERATIONS  
 ■ REVENUES IN EUR MIO.  
 \*Eurofins Objective





# CELEBRATING OUR PEOPLE

A business is only ever as good as its people. And our people are exceptional.

We work hard to find the right ones, and when we find them, we work harder to keep them happy. We want our people to be themselves and enjoy coming to work, to feel motivated every day because their results matter and make a difference in the world.

So, what do these exceptional people look like? Our laboratory leaders are highly qualified with an entrepreneurial flair and a head for business. They understand how to inspire and motivate others to push for the same high standards they expect of themselves. And they have the quick wits and business acumen to solve problems and move rapidly to take advantage of new opportunities. They are results-focused, always pushing for better, but have the empathy and communication skills to make this a team effort.

Our scientists are experts in their field, specialists who understand the need to collaborate to deliver the best solutions at speed for our customers. They are passionate about the science but understand it's the real-world application that makes the difference.

Unsurprisingly, these individuals are not easy to find. We maintain close links with the best academic institutions around the world and put people at the heart of our acquisition strategy. And when we find them, we work hard to keep them, providing best-in-class talent management and offering opportunities for growth and advancement for those hungry for new challenges. We promote on talent, not time served. And it's important to us that we share the rewards of success with those who make it happen - we offer a generous stock option scheme to the internal entrepreneurs who contribute to our growth.

We are always on the look-out for exceptional people. If you think you're the right match for us, then get in touch at [www.eurofins.com](http://www.eurofins.com) We'd love to hear from you.

## MAKING A WIDER CONTRIBUTION

Our 30-year celebration would ring hollow if we did not share our success with the communities and charities that share our values of supporting global health and safety. That's why alongside this anniversary we are donating €1 million to over 40 charities and good causes selected by our teams worldwide.

Our employees picked over 40 charities that align to Eurofins' mission of 'contributing to a safer and healthier world for all', across the following five areas:

**Protecting the environment** – as scientists we understand the importance of conserving the planet's scarce resources for future generations

**Better nutrition** – in a world of plenty, too many still go hungry. The challenge of feeding a growing world population in a sustainable manner is one of the most pressing issues facing humanity

**Improved health** – from the basics of clean drinking water and sanitation to next-generation medicines, we're backing charities that improve life chances for everyone

**Social entrepreneurship** – entrepreneurship is in our DNA, and we believe it's important to support and empower start-up ventures that have social and sustainable goals

**Local communities** – we believe in being good citizens and taking an active role in the communities where we live and work

In our view it's important to give back every day, not just on the big occasions. That is why we are proud not only of our financial support for selected charities over the last 30 years but also of the long-term partnerships we have forged with UNICEF, which helps children in danger around the world, and Plan International, which works to support vulnerable children, especially girls.

This year is no exception: in 2017 we are supporting, amongst other initiatives, UNICEF's famine emergency response in Uganda and Plan International's project to support the professional integration for vulnerable young people in Togo.

Of course, none of this would be possible without the contribution of our people, not just in helping to build a business capable of supporting so many good causes but also through their enthusiasm and commitment as volunteers and fundraisers. We're proud of our people, and say thank you from the bottom of our hearts for all that they do to make the world a better place.

# OUR 30TH ANNIVERSARY DONATION TO OVER 40 GOOD CAUSES

These are the non-profit organisations we will be supporting as part of our 30th year celebrations:

## Better nutrition:

- Eat Forum (Sweden)
- Federación Española de Bancos de Alimentos (Spain)
- German Red Cross – Emergency Food Supply (Germany)
- German Red Cross – Food Security in Madagascar (Germany)
- KidsCan NZ (New Zealand)
- Oasis Green Food Bank (China)
- UNICEF – Famine emergency response in Uganda (Uganda)

## Improved health:

- Allergy UK (United Kingdom)
- Americares (USA)
- ANiNATH -Asociación Niños con trasplante hepático (Spain)
- Associazione Italiana per la Ricerca sul Cancro (Italy)
- Barcode for life (The Netherlands)
- Fondation Gustave Roussy (France)
- Médecins Sans Frontières – Mini-Lab Project (France)
- T-Celleforskning (Denmark)
- The British Science Association (BSA) (United Kingdom)
- The Gift of Life Foundation (USA)

## Environment:

- Swedish Society for Nature Conservation – "To save Baltic sea" (Sweden)
- The Conservation Fund (USA)
- UNICEF – Clean water saves lives (Germany)
- Walking for Water (Denmark)
- Water for People (USA)
- WWF China – Hoi Ha Wan Marine Education Programme (China)

## Local communities:

- Amigos do Bem (Brazil)
- Community Action Partnership of Lancaster County (USA)
- Deutscher Kinderhospizverein e.V. (DKHV e.V.) (Germany)
- Irish Red Cross - Dungarvan Branch (Ireland)
- La Société Royale de Philantropie (Belgium)
- National Children's Hospital in Tallaght (Ireland)
- OzHarvest (Australia)
- Save Fukushima Orphans (Japan)
- South East Simon Community (Ireland)
- Special Education School of San Rafael Hospital (Spain)
- The Duke of Edinburgh Award (United Kingdom)
- The Tindall Foundation (New Zealand)
- THE USO & The USO of NC (USA)
- You Dao Foundation (China)

## Social Entrepreneurship:

- Bart de Graaff Foundation – BIKKELS project (The Netherlands)
- Foundation for Future Generations – SEnSE program (Belgium)
- Nutridev – Nutri'Zaza project in Madagascar (Madagascar)
- Plan International – Support to professional integration for vulnerable young people in Togo (Togo)
- SOIL HAITI (Haiti)



€1 million  
donations

## ATTRACTING THE BEST

We're proud of our decentralised and non-bureaucratic structure, and the leaders in our business are empowered to act entrepreneurially, with the freedom to make their own decisions. To ensure that all of our facilities follow the Eurofins ethos and values, we have developed a detailed Leadership Charter which outlines exactly what behaviours and competencies we expect from each and every leader:

### OUR VISION

Our long-term aspiration

To be the Global Leader in Testing for Life.

### OUR MISSION

Why we are here - the cause/purpose of our business

To contribute to a safer and healthier world by providing our customers with innovative and high quality laboratory and advisory services whilst creating opportunities for our employees and generating sustainable shareholder value.

### OUR VALUES

What we stand for/what is important for us

#### Customer focus

- Delivering customer satisfaction by listening to and exceeding customer expectations
- Adding value for our customers through our services
- Seeking innovative solutions to help our customers achieve their goals

#### Quality

- Delivering quality in all our work; providing accurate results on time
- Using the best appropriate technology and methods
- Seeking to improve or change our processes for the better

#### Competence and Team Spirit

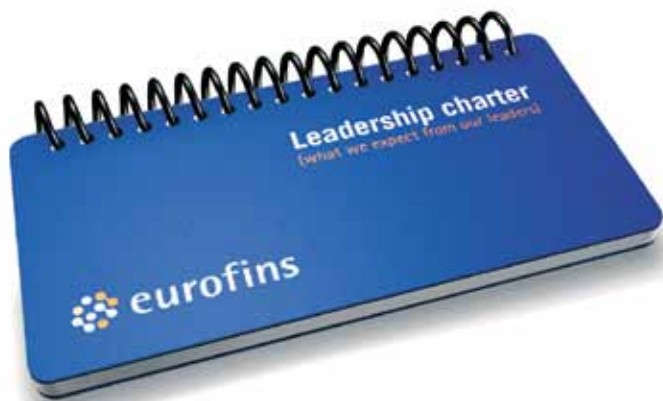
- Employing a team of talented and competent staff
- Investing in training and creating good career opportunities
- Recognising and encouraging outstanding performance

#### Integrity

- Behaving ethically in all our business and financial activities
- Demonstrating respect towards our customers and our staff
- Operating responsible environmental policies

# Are you a leader?

## Here are 12 ways to make sure



## Group Leadership Philosophy

(How the Group Operating Council leads/organises Eurofins)

**Eurofins is a decentralised non-bureaucratic fast moving group of entrepreneur led businesses. Group Operating Council members/Division leaders behave as shareholders towards the Presidents of Eurofins businesses and:**

### 1. Set the framework in which leaders of Group companies can succeed:

- a) Put businesses together that address one homogenous market (local or global depending on clients' decision making level) and that are large enough to be efficient under one leader; an empowered and accountable President/Managing Director who sets the strategy for his/her business along with an ambitious vision.
- b) Get out of the way.
- c) Provide support as required.

### 2. Select, develop & retain the best leaders

- a) Encourage a value-creation-based meritocracy.
- b) Reward progress in Economic Profit (EP) growth by sharing value creation with outstanding leaders.

### 3. Allocate capital according to EP/ROCE growth

### 4. Rules of the game include full transparency & common financial systems/policies

## Behaviour and competencies expected from Eurofins leaders

### 1 VISION

#### Define & communicate a clear vision and strategy

1. Develop an exciting customer centric vision of the future - think big.
2. Develop strategies to facilitate accomplishment of the vision.
3. Use various means of communication to ensure people know the vision & strategy.
4. Hold team discussions to check and improve the understanding of the vision & strategy.

### 2 GOALS

#### Set ambitious goals based on strategy & vision

1. Set up action plans with clear-cut distribution of responsibilities.
2. Take obstacles away so that people can implement the strategy.
3. Set goals that are consistent with the vision & strategy. (people know how they can contribute at the operational level)
4. Keep goals simple, focus, always maintain a consistent course.

### 3 CUSTOMER OBSESSION

#### Be a trusted and reliable partner to their customers

1. Work with passion to exceed customer expectations and earn their trust.
2. Systematically solicit feedback and strive to continuously improve the customer's experience.
3. Encourage their teams to share knowledge with customer and help them achieve their goals.

### 4 HIRE THE BEST

#### Attract, develop and retain star performers

1. Deploy enormous energy and time to find and hire the best.
2. Raise the performance bar with every hire and promotion.
3. Recognise exceptional talent and give them roles with true team leadership.
4. Make sure that high performers enjoy and contribute their best.

### 5 INSPIRE

#### Inspire passion to achieve excellent performance

1. Demonstrate a strong drive for high quality output.
2. Set the highest standards and always deliver more than what is required.
3. Create positive tension to get the most out of people.
4. Always expect and recognise high performance.

### 6 EMPOWER

#### Empower & motivate their teams

1. Create or influence an environment in which people perform, grow, contribute and enjoy.
2. Show trust in people.
3. Care about people's motivations.
4. Allow people to implement their own ideas.
5. Challenge people in constructive ways.

### 7 EXECUTION

#### Ensure strategies are implemented

1. Monitor progress on critical actions and metrics/KPIs. Quickly become hands-on if things derail.
2. Implement decisions fast and effectively.
3. Stay connected to details and dive deep in the business when needed. No task is below them.

### 8 RESULTS & OWNERSHIP

#### Deliver profitable & sustainable growth

1. Relentlessly explore ways to improve existing business returns.
2. Provide financial support for high-impact ideas.
3. Maintain a balanced view between bottom line short-term goals and innovative, long-term growth.
4. Be very cost conscious. Spend the Company's resources frugally like their own.

### 9 ACTION

#### Encourage pro-activity and initiative

1. Show strong bias for action.
2. Are metric-based but prepared to decide without exhaustive analysis - many decisions are reversible.
3. Know that speed of action matters.
4. Value intuition and calculated risk-taking.

### 10 BE A ROLE MODEL

#### Lead by example and earn trust

1. Demonstrate a strong drive for excellent output.
2. Stay focused, keep it simple and consistent.
3. Listen attentively, speak candidly and treat others respectfully.
4. Be clear on expectations, direction and requirements.
5. Walk the talk, show commitment.
6. Show integrity and credibility - be tenacious.
7. Be frugal. Accomplish more with less.
8. Have backbone. Disagree and challenge when not convinced but once a final decision is taken, commit fully.

### 11 INITIATE CHANGE

#### Initiate and drive change in an uncertain future

1. Always question the status quo (Can we do better? Is there another way?).
2. Spot opportunities very quickly.
3. Come up with alternatives, creative solutions to unmet needs, problems and demands.
4. Form a culture that supports change and innovation.

### 12 BOUNDARYLESSNESS

#### Enable/promote the building of an internal network to optimise business opportunities

1. Act on behalf of the whole Company beyond just their own team.
2. Constantly seek to pull in high potential people from outside the team and facilitate/promote their best team members throughout the Group.
3. Encourage cross-functional, cross-business team work.





## LOOKING BEYOND OUR 30TH YEAR

We're rightly proud to celebrate 30 years of success. But we also know our story doesn't end here and we have so much more to do. Although we've grown dramatically since 1987, we're still as hungry for success as we were on the day we performed our first test for our first customer. As scientists and entrepreneurs, we are always pushing ourselves to do things better, smarter and safer.

So, what's next? Science never stands still and neither do our customers' needs, which is why we will continue to invest in cutting-edge technologies and R&D to find better ways to analyse food, the environment and pharmaceutical products. We will also leverage our world-renowned genomics expertise in the area of specialty clinical diagnostics testing to improve diagnostic capabilities and help doctors make better decisions. And we'll continue to react to the challenges and opportunities of a changing, inter-connected world to help make the planet a safer and healthier place for all.

Life will continue to test and challenge all of us in the years and decades ahead. That's why we'll continue testing for life.

## GET IN TOUCH

Visit our website [www.eurofins.com](http://www.eurofins.com) to find out more about our global network, our successes to date and our goals for the future. We'd love to hear from you.

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