



2023 EXTRA FINANCIAL PERFORMANCE REPORT





Editorial

Nurturing trust in the future: our CSR commitments



Given the climatic, economic and social challenges we are facing, it has never been more important to reduce greenhouse gas emissions, and optimise the use of water and natural resources while adopting responsible practices. At Lesaffre, the commitment to Corporate Social Responsibility (CSR) has been at the core of our business for more than 170 years. **Our activities are sustainable by nature**, and we are always on the lookout for more relevant solutions to the need for a natural healthy food supply that is respectful of our environment in order to provide better food and protect the planet.

Today, more than ever, we are dedicated to our Corporate Social Responsibility, by our commitment to transition toward industrial models that are more respectful of the planet, and by striving to promote fairness, diversity and well-being within communities.

In line with our mission **Working together to better nourish and protect the planet**, our spheres of activity mainly revolve around the following three pillars:

— **Taking care of men and women:**

by promoting a safe and inclusive work environment, targeting zero accidents and facilitating the career path of our employees.

— **Producing sustainably and maintaining responsible relationships:** by guaranteeing food safety, the circularity of our products and ethical commercial relations with all of our stakeholders.

— **Respecting our environment:** while searching to achieve carbon neutrality by 2050. This focuses upon reducing our carbon footprint and optimising the allocation of our resources, from water to waste reduction, in particular. Our objective is to reduce our water extraction needs by 20% between 2022 and 2030 and our CO₂ emissions by 30% on the Scopes 1 and 2 between 2019 and 2030. At the same time, we are maintaining our firm commitment to play a major role in the transformation of agriculture.

At Lesaffre, we are looking to innovate by integrating societal and environmental values into each of our initiatives at every opportunity. We are aware that our company must take action to drive change while working in close collaboration with our suppliers and partners, and that growth can only be **profitable** over the long term if it is **sustainable and responsible**. Innovation, collaboration and responsible business practices are essential to shaping a prosperous and positive future for society and the planet.

In 2023, we continued to pursue our efforts in the area of CSR. We signed new partnership agreements, calculated the CO₂ emissions of our Scope 3, and ramped up our commitments to reduce our greenhouse gas emissions as well as our water consumption. We were also able to validate the effectiveness of our actions thanks to some big successes, such as the drop of our industrial accidents in 2023, demonstrating how determined we are to make the working environments of our employees safe.

Through our constant dialogue with our stakeholders, we have increased awareness of our CSR initiatives, working closely together to promote a healthier and more respectful future. At the same time, we have maintained our industrial investments in line with our commitments, through the rehabilitation of

industrial wastelands in Denain and Marquette-lez-Lille in particular, where we are careful to preserve biodiversity and contribute to reinvigorating the local economy.

With this Extra Financial Performance Report (EFPR), we want to talk about our progress in accordance with all the levers of influence and action plans that we have defined, and are proud to present our successes and progress to you. Our actions have also been rewarded with an **EcoVadis silver medal**, bearing witness to our commitment to practices that are more respectful of people and the environment. We continue to be committed to revealing the potential of fermentation and microorganisms on a daily basis, thereby contributing to a better food supply as well as human, animal and plant health.

Thanks to the remarkable contribution of our employees and the role that every single person is playing in the quest for excellence, together, we are preparing a great future where each individual has its own key role to play in driving change.

Brice-Audren RICHÉ,
CEO, Lesaffre

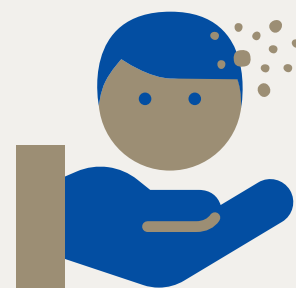




Introduction

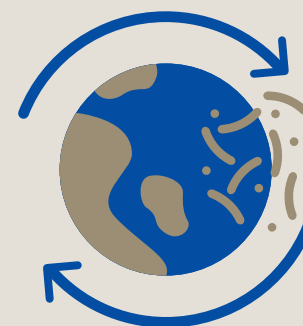
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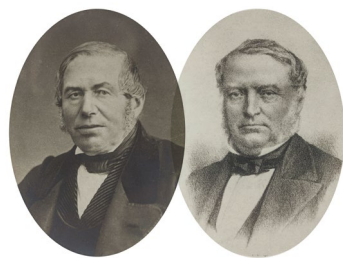
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Our history

As a major global player in the area of fermentation, we have been cultivating the living for more than 170 years, through the daily exploration and discovery of the infinite potential of fermentation and microorganisms. All of our employees around the world collaborate with all our stakeholders to find solutions to the needs in the areas of nutrition, health and respect for the environment. One mission guides us in our daily actions: Working together to better nourish and protect the planet.

1853 Beginning of the adventure →



Alliance between Louis Lesaffre and Louis Bonduelle to create a grain and juniper alcohol factory in Marquette-lez-Lille (Nord).

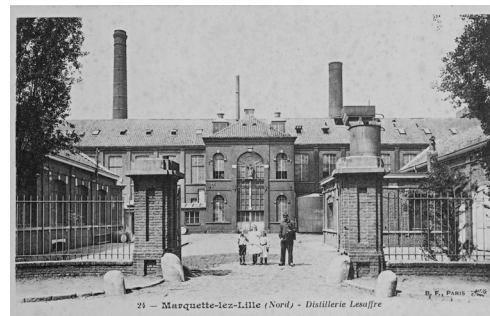
1895 Creation of the L'hirondelle brand →



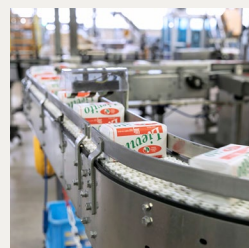
The Group's iconic fresh yeast, which inspired the Lesaffre logo.

1923 Business refocused on yeast and malt

First time molasses were used to produce yeast in Marcq-en-Barœul, closure of the alcohol business in Marquette-lez-Lille.



1963 European expansion →



Association with Trentina Liéviti, an Italian yeast factory, which marked the start of Lesaffre's presence abroad.

1967 Association with the FALA in Strasbourg →



Signing of an agreement with FALA (Fabrique Alsacienne de Levure et d'Alcool) to increase the production capacity in France.

1971 Diversification into yeast extracts



Acquisition of Fould-Springer, at Maison-Alfort and the development of fresh expertise: the production of yeast extracts.

1863 Acquisition of a mill at Marcq-en-Barœul



Transformed into a distillery, this site is today the largest yeast production facility in the world.

1973 Creation of the first instant dried yeast →



Launch of the SAF-instant yeast. Iconic Lesaffre Group's product which has taken the group's exports to the next level.

1974 Opening of the first Baking Center™



Start of the concept of demonstration centres for breadmaking processes to teach customers how to make good bread.

1981 Plant opened in Mexico



In the 1980s, Lesaffre and L'hirondelle crossed the Atlantic and set up operations in Mexico.

1989 On the road to the East →



Following the fall of the Berlin Wall, acquisition of production entities in Eastern Europe to expand the influence of the Group.

2001 Conquest of the North American market



Acquisition of Red Star Yeast & lowercase products in the United States where Lesaffre became a major player on the market for baker's yeast.

Plant opened in China



Purchase of the Ming Guang yeast factory to serve the customers in this vast country.

2015 Acceleration of the development of the Nutrition & Health activities →



Acquisition of Gnosis, a specialist in microbial fermentation and the purification of molecules from yeasts and bacteria.

2023 Lesaffre celebrated its 170th anniversary!



How does Lesaffre's solutions contribute to your nutrition and your well-being throughout the day?



BAKING
with LESAFFRE

7:45 a.m. *Enjoying a baguette for breakfast*
We develop yeasts and sourdoughs for bakers.

Agrauxine
by Lesaffre

10:15 a.m. *Taking a break with an apple juice*
We offer biosolutions for more sustainable agriculture.

Biospringer
by Lesaffre

12:00 noon *Sharing a family lunch*
We offer a range of ingredients to enhance the taste, organoleptic properties and nutritional profile of food.

Procelys
by Lesaffre

12:30 p.m. *End your meal with a yoghurt made with lactic ferments and full of the benefits of probiotic bacterias*
Our experts work to support the production of ingredients used in the composition of food made via fermentation.

Phileo
by Lesaffre

1:45 p.m. *Enjoying a walk with your dog*
We use microorganisms to improve the nutrition and digestive health of animals.

Leaf
by Lesaffre

3:00 p.m. *Fill up*
We produce sustainable solutions derived from fermentation to replace molecules of petroleum origin.

Ennolys
by Lesaffre

4:00 p.m. *Savor a vanilla ice cream snack*
We produce natural aromatic molecules, bacteria and enzymes by fermentation, and offer custom development and production services.

Gnosis
by Lesaffre

6:00 p.m. *Exercise*
We design active ingredients using microorganisms to improve human health and well-being.

LIS
by Lesaffre

7:30 p.m. *Eat a vegan burger*
We transform and dry thousands of food ingredients into powder making them easy to use.

Fermentis
by Lesaffre

8:30 p.m. *Have a drink with friends*
We offer innovative fermentation solutions for fermented beverages such as beer, wine, spirits or kombucha.



Our strategy and our business model



One strategy for dealing with a common mission: *Working together to better nourish and protect the planet*

Given the current rapid growth in the world's population, the diminishing availability of farmland and high-quality water, and extreme and chronic climatic events, our goal with our products is **to provide healthy food for as many people as possible in order to preserve their health capital and quality of life.**

Faced with the resurgence of infectious diseases and other conditions that affect animals, humans and their environment, it seems more necessary than ever to join forces with

the various sectors dedicated to **the living health** to provide effective solutions for preventing these risks.

The "One Health" approach developed by the World Health Organisation is essential for Lesaffre. It considers human, animal and environmental health as a single entity where humans and animals share the same ecosystems. Our various subsidiaries and business units work together to resolve the issues of food sufficiency and security, while also controlling zoonotic diseases (diseases that can

spread between animals and humans) and fighting against the emergence of antibiotic resistance.

Our goal is to maintain our commitments to the "One Health" approach and encourage the sharing of expertise between our teams as well as with our partners.

Our business sectors, product categories and our market positioning

Our two activities: baking and Nutrition-Health and Biotech

1. BAKING:

as a leading player in the breadmaking fermentation sector since 1853, we believe that bread and breadmaking products provide an inexpensive source of vegetable protein and staple food items, and are among the most promising solutions for feeding the growing world population in a healthy and sustainable way. In each of the 180 countries where we are present, "Baking with Lesaffre" contributes to the nutrition of local populations by giving bakers the essential solutions for making bread. From the design of our products to their delivery, we strive to pass on the following three major benefits to bakers:

– **Nutrition:** we ensure that bread is a source of nutrition that reduces the amounts of certain ingredients, e.g. salt, fat and sugar, by adding others, including vitamins and minerals.

– **Well-being:** we ensure that the bread eaten every day in many countries around the world, contributes certain benefits to specific groups of the population, such as children, the elderly and pregnant women.

– **Diets:** we strive to ensure that bread is compatible with the different dietary choices of today's consumers, e.g. veganism, as well as their health requirements, e.g. gluten-free products. We are also committed to providing products that respect religious obligations.

2. OUR NUTRITION-HEALTH AND BIOTECH ACTIVITY revolves around taste, well-being and health solutions as well as solutions for industrial biotechnologies.

2.1. Taste and the pleasure of food through our subsidiaries, **Fermen is, Biospringer and Ennolys:** our yeasts and yeast by-products as well as our natural flavour molecules aim to enhance the tastes and aromas of many types of foods, while our fermentation yeasts help improve the specific flavours of beer, wine, spirits and all fermented drinks.

– **Fermen is** offers the drinks industry a range of innovative alcoholic fermentation solutions including yeast, which still occupies a prominent place.

– **Biospringer** offers food and drinks producers a range of yeast extracts to improve taste, balance nutritional profiles, and create vegan and vegetarian food alternatives.

– **Ennolys** produces natural aromatic molecules for flavourists and the industrialists of the agri-food sector using microbiological methods.

2.2. Our Gnosis, Phileo and Agrauxine subsidiaries develop solutions for human, animal and plant well-being and health.

– **Gnosis** develops three types of products to improve human well-being and health: dietary supplements, pharmaceuticals and functional food items. Gnosis markets its products in five specific markets: immune health, digestive health, mobility and joint health, reproductive and women's health, and cognitive health.

– **Phileo** develops five product lines to improve the performance of farms while promoting the well-being and health of animals: probiotic yeasts, bacteria, yeast fractions, active ingredients and functional proteins.

– **Agrauxine** develops three types of solutions for protecting agricultural crops, improving yields and optimising nutrition: biocontrol products, biostimulants and bionutrition products, thereby offering potential alternatives to fertilisers and phytosanitary products of chemical origin.

2.3. Our LIS, Procelys and Leaf subsidiaries focus on the industrial biotechnology markets.

– **LIS** offers food ingredient producers a wide range of spray drying, vacuum, granulation, micro-encapsulation technologies that help them transform food and nutraceutical, pharmaceutical or cosmetic ingredients into powder.

– **Procelys** markets fermentation nutrients for the biotechnology industries to be used in biopharmaceuticals, food cultures and probiotics, bio ingredients and renewable chemicals.

– **Leaf** provides a range of yeasts and yeast by-products on the traditional ethanol and cellulosic markets to reduce dependence on fossil resources.



Our business model

Our challenges

- Taking part in the fight against climate change
- Contributing to an agricultural model that is changing
- Providing better food to a rapidly growing population
- Limiting the use of natural resources

Our strengths

- We are a major player in fermentation
- Thanks to our geographic presence on every continent, we are located near to our customers and raw materials
- Thanks to our family shareholding, we have a long-term vision

Contribute to provide *healthy food* to as many people as possible in order to *preserve and improve their health capital and quality of life*



Our resources

170-year-old family-owned Group with sound financial assets

Economic

- 80% of CAPEX dedicated to the productive apparatus
- Trade relations in 185 countries

Production

- 80 production sites
- 88% of sales from products sold that have been manufactured by a site certified by the Global Food Safety Initiative

Intellectual

- 187 families of patents at Group level for 2,844 patents under examination or issued
- 1,100 brands

Scientific

- 700 R&D experts develop microorganisms
- 63 application centres (51 Baking Center™, 12 culinary centers) and 9 sensory analysis laboratories

Human

- 10,751 employees
- 96 nationalities

Environmental

- Sugar producers, starch producers, constituent elements (acids), water, energy

Partnerships

- 90 international partnerships

Fermentation,

the core of our business

Our sectors of activity



Baking



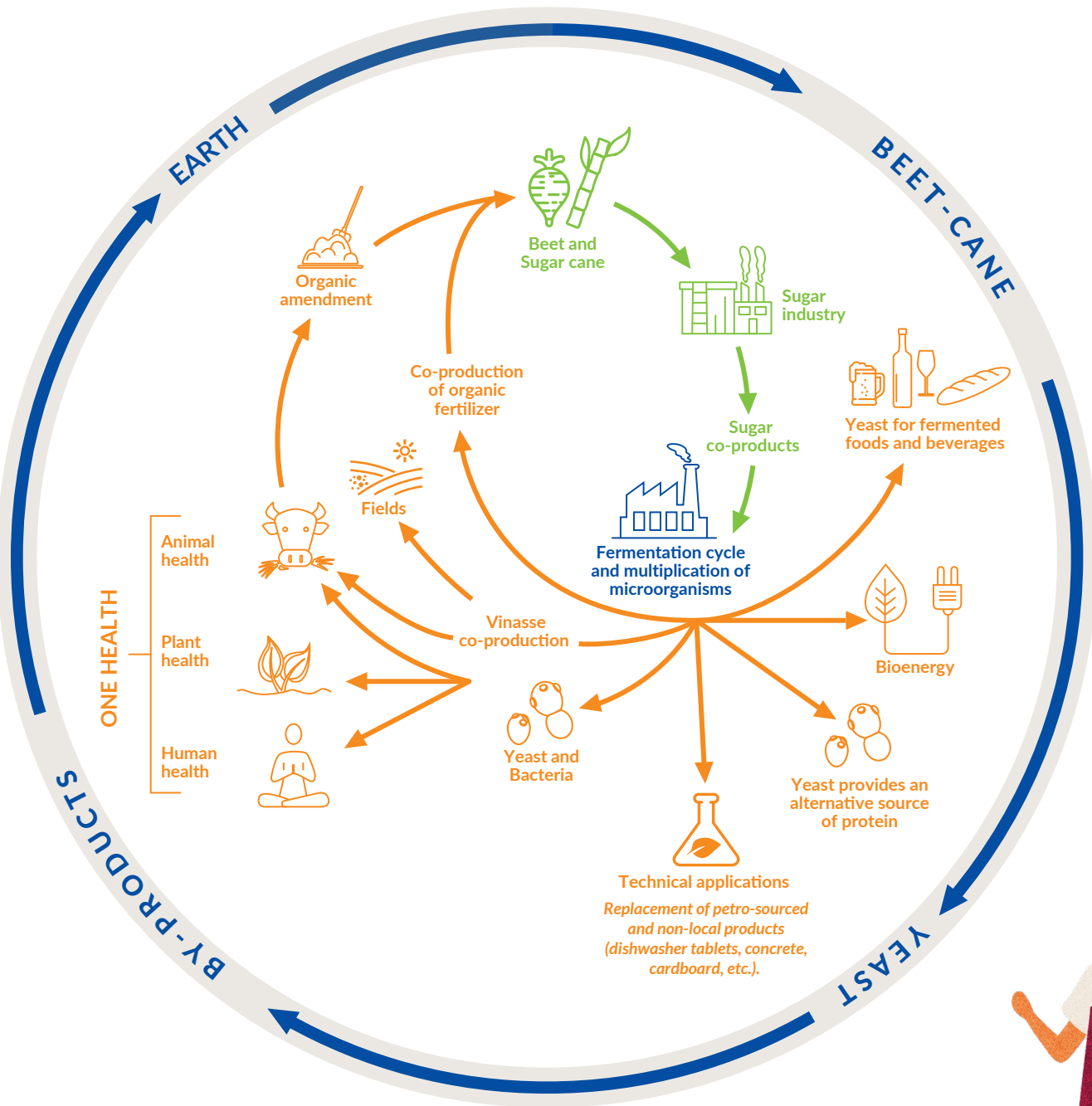
Food taste and pleasure



Healthcare



Industrial biotechnology



Our value chain

- Upstream
- Operations
- Downstream

Shared created value

Value for society

- 1 in 3 bread products in the world are made with Lesaffre yeast
- Fight against antibiotic resistance
- Reduction in the use of synthetic pesticides
- EcoVadis silver medal
- Presence in 160 professional associations worldwide
- ECHO charity program: 1,230 employees involved in a community project

Human heritage

- 1,597 recruitments
- 775 employees progressed in their career
- +67% hours connected to the platform e-learning vs. 2022

Economic value

- 3 billion euros in sales
- 29% of investments dedicated to new production capacities

Intellectual value

- 250 patents filed and 330 renewals
- 47 scientific communications

Environmental value

- 4% reduction in water extraction vs. 2022
- 2022 3% reduction in greenhouse gases (Scopes 1 & 2) vs. 2022
- Creation of several Life Cycle Analysis families
- Enhancement of our joint products from organic enrichment
- Reduction of pesticide use and antibiotics by using our products

Our stakeholders

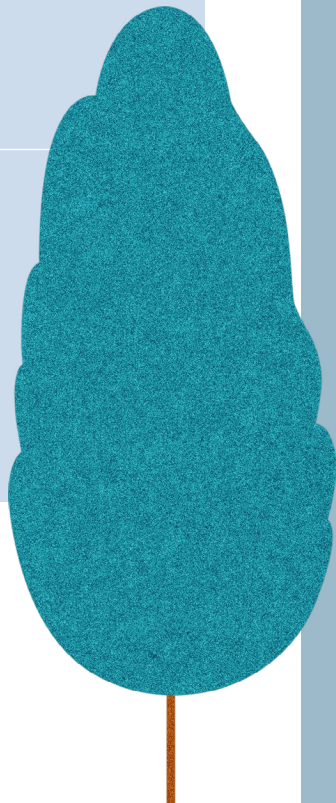
For our customers, our partners, associations and NGOs

For our employees

For our investor shareholders, public authorities

For the scientific community

For civil society in general





Our added value

ECONOMIC VALUE

For our customers:
**practical solutions
that are constantly
improving**

Our industrial excellence supports the development of our customers in their markets by giving them access to the full range of our expertise in the fields of yeast and bacteria manufacturing, fermentation and transformation: R&D, state-of-the-art industrial pilot projects and tools, a demanding quality approach and a local sales policy.

INTELLECTUAL AND SCIENTIFIC VALUE

For the science:
**ongoing development
of Research and
Development**

The men and women who work at Lesaffre continually seek to develop the infinite potential of fermentation for the benefit of humanity. The study of microorganisms is part of our everyday routine. In 2023, we participated in the writing of 47 scientific communications including articles, oral communications and posters. Our Group has 187 patent families and 2,844 living patents currently being assessed or issued.

The Group's brand portfolio includes 7,300 registrations, 1,100 trademarks, 330 renewals and approximately 250 submissions per year.

HUMAN HERITAGE

For our employees:
**support for developing
their skills**

541 employees changed job at Lesaffre in 2023 (job creations, replacements and extended scopes of responsibility). That same year, 1,625 recruitments were made: 775 operators and industrial operations supervisors (production, industrial support) and 850 employees, 48% of whom are women. Technical and/or managerial training courses are organized in our various activities as well as through our company university, the Léon Lesaffre Institute.

VALUE FOR SOCIETY

*For the global
population:*
**solutions to improve
health and well-being**

Our products make healthy and sustainable food more accessible by improving the nutritional quality and taste of the food products.

This leads to a reduction in the salt content and an increase in the protein in our products. We are also developing products to improve livestock breeding performance while ensuring the well-being and health of the animals.

ENVIRONMENTAL VALUE

General civil society:
**a shared commitment
to respect the
environment**

Made for agriculture and livestock breeding, our solutions lead to a reduction in the use of pesticides and mineral fertilisers while contributing to the enhancement of our by-products. What's more, our probiotics and yeast-derived products have numerous beneficial effects on animal nutrition and health, and contribute to the fight against the risk of antibiotic resistance in humans.



THE POSITIVE IMPACT OF OUR PRODUCTS ON FOOD AND HUMAN HEALTH

Proportion of breads
in the world made with
Lesaffre yeast:

1 bread out of 3

Number of consumers
affected by salt reduction
thanks to the Biospringer
yeast ingredients:

**133 million
CONSUMERS**

From earth to Earth: a wonderful example of a circular economy

We identified concentrated sugar beet juice as an excellent agent for growing yeast a long time ago. Our yeast production starts with sugar beet that is processed into white sugar and various syrups before being used to create our fermentation substrates. These elements are carefully selected and mixed to produce the culture medium on which the yeast cells can reproduce. Once the yeast cream has been harvested, we collect the residual part of these

substrates and transform it into a range of products that meet very precise specifications. This process is a wonderful example of a circular economy. We use our by-products as natural fertilizers to be sprayed on the beet fields where they come from, in order to stimulate the growth of future beets. Using the same principle, other substances can be transformed for feeding grazing animals and/or used as a raw material for spreading on fields.



Constant dialogue with our stakeholders

We are aware that a company must take into account the interests and expectations of the stakeholders to ensure its sustainability over time. That's why we talk regularly with each of our stakeholders.

Relations with stakeholders		In 2023
Our clients	We take into account our customers' expectations in terms of sustainable development, develop Research and Development partnerships and offer personalised support.	<p>See <i>Introduc on</i>: "Our strategy and business model" — p. 10</p> <p>See <i>Challenge</i>: "Products, services and eco-design" — p. 22/26-27</p> <p>See <i>Challenge</i>: "Sustainable agriculture and biodiversity" — p. 23/26-27</p>
Non-financial rating agencies	We regularly communicate with the non-financial rating agencies.	<ul style="list-style-type: none">• We obtained the EcoVadis silver medal in 2023.• We are assisted by Nexio and Sedex in identifying areas for improvement in terms of CSR transparency.• We participated publicly in the CDP process as a reporting organisation.• Some subsidiaries answer the CDP Water and Climate questionnaires.
Civil society organisations	We form partnerships with local associations through the ECHO program which brings together the Group's charity operations.	<ul style="list-style-type: none">• Our beneficiaries have different profiles: NGOs, schools, associations, museums, food banks, etc. Some examples: Red Cross, Emmaüs, People in Need, UNICEF, Maison Chance, Solidarity Tie, Arca De Crecer. <p>See "ECHO Program" — p. 42</p> <ul style="list-style-type: none">• The CSR Awards are an internal event that gives our subsidiaries a chance to highlight their CSR projects.
Professional associations	We have a presence in 160 associations around the world.	<ul style="list-style-type: none">• The most important ones are: Cofalec, Eurasymp, ANIA, Fedima, IFIF, IPA and IMBA.
Our suppliers	We communicate with our suppliers and notify them of our requirements regarding responsible purchasing.	<p>See "Responsible purchasing" —p. 22/26-27</p>
Our employees	We implement systems to ensure the health and safety of our employees, develop their skills and careers, and ensure their well-being at work.	<p>See "Health and Safety security" -p. 22/26-27</p> <p>See "Training, development and work environment" issue — p. 22/26-27</p>
Our shareholders	We foster a relationship of trust with our shareholders.	<ul style="list-style-type: none">• The management report containing the EFPR (Extra Financial Performance Report) is approved by the Board and presented to the shareholders who meet at the annual ordinary general meeting for approval.• We contribute to the <i>Courrier de l'Hirondelle</i> journal for shareholders which is published three times a year.
Public authorities	The local managing directors are responsible for maintaining good relations with local authorities.	
The scientific community	In addition to our industrial activities, we seek to position ourselves as a cutting-edge research and engineering Group. We maintain dialogue and collaborate with numerous research centres around the world.	<p>See "Our strategy and business model" introduction — p. 10</p> <p>See "Products, services and eco-design" — p. 22/26-27</p> <p>See "Sustainable agriculture and biodiversity" — p. 23/26-27</p>



Our governance

A governance structure at every level of the Group to uphold our Corporate Social Responsibility(CSR) commitments

The Group's CSR governance is structured around several groups. The members of the governance organization are required to play a key role in monitoring the way in which the Environmental, Social, Governance (ESG) issues affect the company's risks, performance and access to capital in the face of increasing attention from stakeholders.

The Board of Directors has set up various committees: audit and risks, appointments, pay and governance, strategy and investment, and finally, a committee entirely dedicated to the CSR areas. The Board of Directors makes sure that material sustainability issues and the impacts, risks and opportunities (IRO) are taken into account within the context of the Group's economic development. It approves this Extra Financial Performance Report (EFPR) each year. Some members of the board of directors are particularly knowledgeable about CSR issues.

The CSR and shareholder relations committee examines the major impacts, risks and opportunities identified as part of the dual materiality exercise. It reviews the proposed action plans with regard to

the company's environmental, social and governance commitments. This committee is made up of five members including two experts from outside the Board of Directors and met four times in 2023.

The Senior Management validates material sustainability issues, the CSR policies, the action plans, the ESG objectives and metrics, and monitors the progress of the Group's sustainable development strategy. It proposes this "EFPR" to the board of directors and maintains regular exchanges with the members of the executive committee's CSR committee in order to follow the implementation of the action plans and the attainment of the objectives.

The CSR group of the executive committee is made up of 13 members from different business units and departments that meet every two months. Its mission is to identify and assess material sustainability issues for the Group in terms of impacts, risks and opportunities, and to pass them on to the Group's Senior Management. Its role is also to put forward the following for approval to the Group's Senior Management and executive committee: CSR policies, action plans,

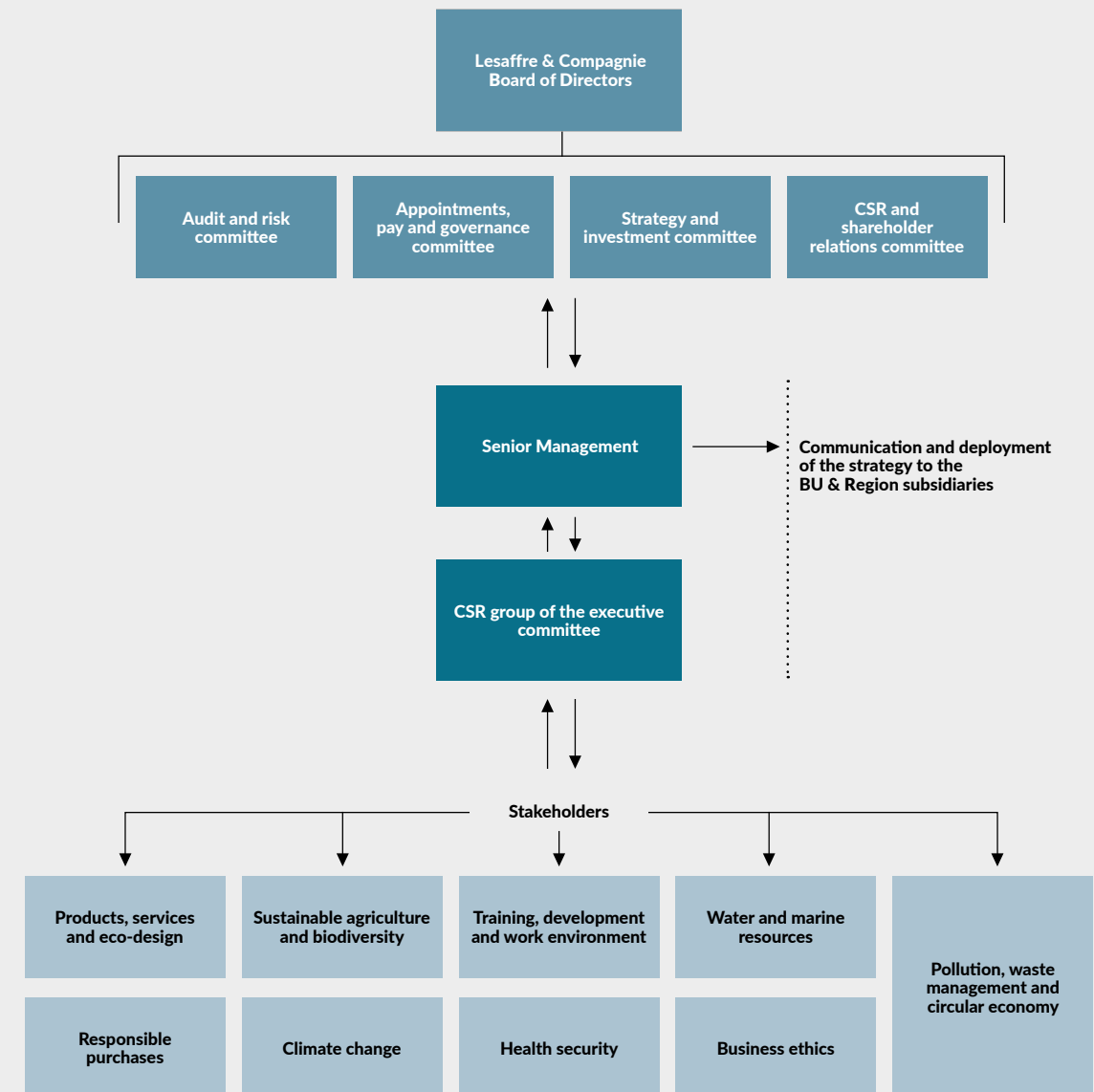
objectives as well as environmental, social and governance (ESG) metrics, while ensuring their deployment throughout the Group's value chain.

Each material stakeholder has formed a working group to reflect on the commitments and their implementation.

The finance department addresses the subject of the European taxonomy aimed at promoting sustainable investments and is involved in several governance bodies.

The operations department oversees the improvement plans requiring production investments.

The management of the Regions, subsidiaries and business units participate in the development of CSR policies, action plans, environmental, social and governance (ESG) objectives and metrics using a co-construction approach with the group. They are responsible for adapting them to their activities and deploying them operationally.



A risk management and internal control procedure aimed at integrating ESG issues

The ESG issues have been integrated into the risk mapping process.

Six of the 19 major risks identified are linked to sustainable development: environmental damage, safety hazards, quality defects, climate change, business ethics and the deterioration of talent management.

In order to properly identify the main non-financial risks within the framework of the EFPR (Extra Financial Performance Report), we used a methodology similar to that used to map out the Group's risks.



Updating our ESG double materiality analysis

2022 was a pivotal year in the development of the Group's CSR policy. In order to improve the synergies between our strategy and the growing expectations of our stakeholders in terms of sustainability, we started to update our materiality analysis, with the latest version dating back to 2018, according to the principle of double materiality.

A robust methodology for identifying and assessing impacts, risks and opportunities

We started by drawing up a list of ESG issues that were relevant to our sector of activity, taking into account the themes required under the current and future regulations (NFRD¹, CSRD², European Green Taxonomy), topics identified by the international reporting initiatives (MSCI³, SASB⁴, GRI⁵) and the expectations of our stakeholders.

We carried out a consultation involving nearly 40 internal and external stakeholders to assess the materiality of all of these sustainability issues with regard to the Group's activities. The internal stakeholders (functional departments, business unit senior management, regional departments, executive committee) assessed the materiality of the impact⁶ and the economic materiality⁷ based on two ratings aimed at reflecting the seriousness and frequency of each of the 21 issues identified. The external stakeholders (customers, suppliers, investors, NGOs, independent external members of the shareholder & CSR committee) only assessed the materiality of the impact to jointly reflect the seriousness and frequency of each of these issues.

In 2023, we updated this double materiality assessment by conducting two parallel projects to consolidate the commitments published in the EFPR and align the double materiality with the most recent regulatory expectations.

We carried out an exhaustive review of our nine challenges by linking our commitments to all of the sustainability matter covered by the 12 CSRD standards.

In parallel with the workshops, the impacts, risks and opportunities (IRO) were reviewed and redefined to identify the key points that are integral to the Group's activities for each issue.

This led to the identification of the IROs which will be evaluated in 2025 so that the materiality of each issue can be defined.

1 – **Non-Financial Reporting Directive**: the directive on non-financial reporting, currently in force, adopted by the European Union in 2014 and transposed into French law in 2017.

2 – **Corporate Sustainability Reporting Directive**: sustainability reporting directive adopted by the European Union in 2022 – it will replace the NFRD from its effective date.

3 – **Morgan Stanley Capital International**: financial institution that publishes stock market indices including certain ESG rankings.

4 – **Sustainability Accounting Standards Board**: non-profit organisation founded in 2011 to develop sustainability accounting standards.

5 – **Global Reporting Initiative**: non-governmental organisation created in 1997 to establish a frame of reference for sustainability indicators.

6 – **Materiality of impact** refers to the potential or actual, negative or positive impact of the company on the environment and society.

7 – **Economic materiality** refers to the actual or potential positive or negative economic effects related to the environment and society that affect the position and performance of the company.



Pillar
Caring for men and women

Issues	Sub-issues	Main impacts	Examples of key potential risks
Health and Safety	Health and safety	Impacts on the health and safety of employees related to the work environment (injuries, death, illness)	Loss of productivity in the event of absence, sick leave and/or significant employee turnover (OPEX)
Training, development and work environment	Attracting talent Employer branding and recruitment	Impacts on the quality of the work done and impacts on the working conditions of overworked employees	Market risks related to the shortage of talent because of tensions on the job market and the new expectations of younger generations and changing working methods
	Skills and career development	Improving commitment and employee retention as a result	Lack of employee engagement leading to lower productivity and profitability Significant turnover leading to a drop in business, a loss of know-how, an increase in training costs
	Work environment diversity, social dialogue, health, working conditions	Improved worker well-being, feeling of recognition in an inclusive environment, promoting a sense of belonging	Risk of regulatory non-compliance with working conditions Breach of the duty of vigilance in matters of human rights (European directive, French law on the duty of vigilance)



Pillar
Producing and maintaining responsible relationships with our partners in a sustainable way

Issues	Sub-issues	Main impacts	Examples of key potential risks
Products, services and eco-design	Innovation and circularity of products and services	Environmental degradation associated with the extraction/manufacture of resources for the construction, reorganisation and/or renovation of sites: use of rare, polluting, emitting resources, etc. (e.g. iron, steel, wood, concrete, etc.)	Rising raw material supply costs because of a lack of resources and/or climate disasters and/or increased regulatory and market constraints on ESG (OPEX)
	Quality and safety of our products and services	Product traceability and access to information so that consumers can make an informed choice of products in line with their dietary habits (vegan, organic, gluten-free products, etc.), and that promote sustainable agriculture	Failure to comply with regulations regarding product safety and food quality
Business ethics	Fight against corruption	Impacts on business conduct (corruption, free competition, trade restrictions and sanctions)	Legal proceedings and formal notice for non-compliance with anti-corruption laws and conventions (e.g. Sapin II law, Bribery Act, FCPA)
Responsible purchasing	Supplier risk management	Impacts on the products (availability of resources), suppliers (human rights) and customers (health and safety)	Risk linked to the supply chain (regulatory, health-related or environmental issues, demonstrations or strikes) leading to increased costs



Pillar
Respecting our environment

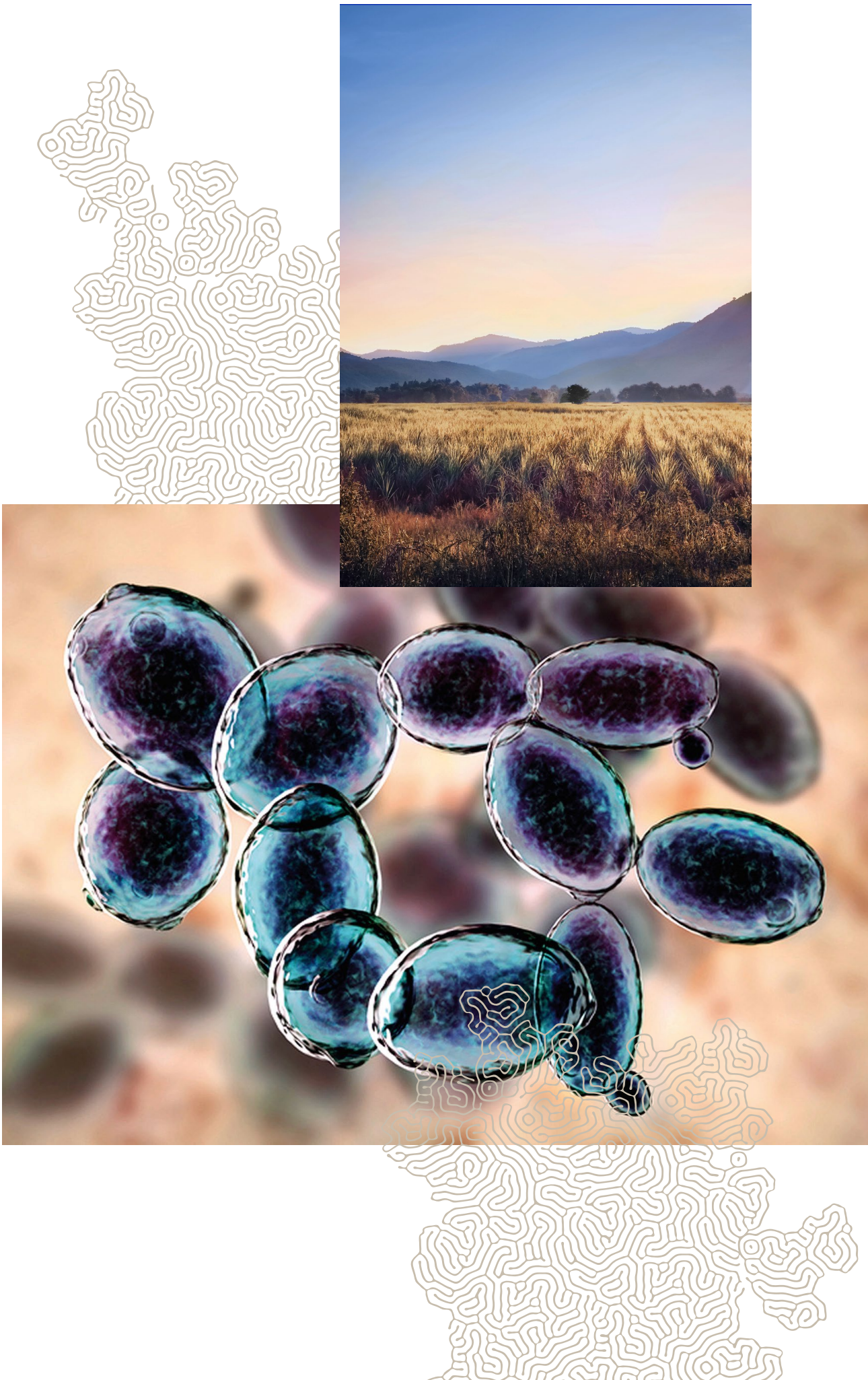
Issues	Sub-issues	Main impacts	Examples of key potential risks
Sustainable agriculture and biodiversity	Biodiversity	Weakening of ecosystems near production sites linked to water consumption and the urbanisation of land, with a direct effect on the status of type of species	Degradation and change of land use: difficulties in developing agricultural activities because of the urbanisation of land and the increase in the cost of agricultural land
	Sustainable agriculture	Contribution to the protection of living organisms and food resources through the marketing of healthier products (biocontrols, bionutrition, biostimulation, probiotics)	Increase in the costs of raw materials linked to inflation, ensuring supplier compliance (e.g. European directive on pesticides, deforestation, etc.), the scarcity of products, the reduction in agricultural yields due to climate change, the weakening of resource species and rising production costs
Climate change	Adaptation	GHG (Greenhouse Gas) emissions leading to an increase in extreme climatic events such as floods, heatwaves, etc., that affect everybody (e.g. health, difficulty accessing basic necessities, famine, poor living conditions) and nature/ecosystems (e.g. destruction, degradation of ecosystems)	Extreme weather events that could lead to temporary stoppages in production, with direct financial impacts that can also affect personnel and productivity or even cause material damage to buildings and injure employees
	Mitigation	Contribution to job creation, in order to support local communities and contribute to the local economy	Costs of adapting to stricter environmental requirements (reduction of GHG emissions, improvements in energy efficiency)
Water and marine resources	Water consumption	Pollution and destabilisation of the waterway ecosystems, into which Lesaffre discharges its water (waste or not), thereby causing ecological discontinuities and ultimately impacting the marine resources	Risk of a restriction of water consumption on the production sites due to state restrictions (OPEX)
Pollution and waste management	Substances of very high concern	Degradation of natural resources and biodiversity/ecosystems as well as human health near production sites as a result of the water and soil contamination with substances of high/very high concern	Disruption of supplies, disruption of activity: shortages of raw materials because of restrictions on using certain substances (e.g. neonicotinoids)
	Air and soil pollution	Development of agroecology, organic farming and soil conservation that restricts the use of pesticides and contributes to sustainable agriculture	Significant investment to align the production sites with anti-pollution standards
	Waste	Degradation of the environment and biodiversity, and even human health, as a result of the pollution generated by the end-of-life waste that is poorly managed on the sites or not managed at all	Increase in operational costs resulting from the transportation of waste and/or the additional costs of non-compliance or the investments to ensure compliance on the Lesaffre sites concerning waste management



Nine material sustainability issues underpinning our new CSR policy



Our mission

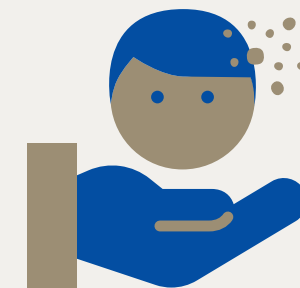
 <p>Working together</p>	 <p>to better nourish</p>	 <p>and protect the planet</p>
Caring for women and men	Producing and maintaining responsible relationships with our partners in a sustainable way	Respecting our environment
<p>— Health Safety Improving the safety culture in striving towards zero accidents</p> <p>— Training, development and work environment Fostering employee commitment by developing their careers within a safe and inclusive working environment</p>	<p>— Products, services and eco-design Guaranteeing the food safety of our products while improving their circularity</p> <p>— Business ethics Maintaining ethical business relationships with all stakeholders</p> <p>— Responsible purchasing Buying sustainable products and services from responsible suppliers</p>	<p>— Sustainable agriculture and biodiversity Playing an active role in the transition of farming practices by developing solutions with a positive impact</p> <p>— Climate change Reducing the carbon footprint of our value chain</p> <p>— Water and marine resources Reducing our water consumption by focusing on reducing groundwater extraction</p> <p>— Waste pollution and management, and circular economy Reducing pollution and promoting the circular economy</p>
<div> <div>4 QUALITY EDUCATION</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> </div>	<div> <div>3 GOOD HEALTH AND WELL-BEING</div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>2 ZERO HUNGER</div> </div>	<div> <div>6 CLEAN WATER AND SANITATION</div> <div>7 AFFORDABLE AND CLEAN ENERGY</div> <div>14 LIFE BELOW WATER</div> <div>15 LIFE ON LAND</div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>13 CLIMATE ACTION</div> </div>



Our ESG dashboard

The structure of our CSR policy is based on the recent update of our double materiality analysis, which was also used to define its main guidelines, action plans, objectives and key performance indicators. This strategic work is still in progress, and makes use of each functional and operational department of the Group and member of the CSR group of the executive committee as well as the stakeholders to achieve a more comprehensive and robust roadmap. Most of the objectives are therefore still being defined, and several identified key performance indicators will be measured and consolidated in the short term.

Focus of the CSR policy	Challenges & key commitment	Guiding principles	Key objectives and prospects	Quantitative objectives	Deadlines	Key performance indicators and unit of measure	2022 results	2023 results	Change in % or points
 Caring for women and men	Employee health and safety Improving the safety culture in striving towards zero accidents	Enforcing and improving the application of the 10 fundamental safety principles at group level and for all the sites	Reducing the accident frequency rate with and without sick leave for Lesaffre employees (TF2r) to 5 by 2024	< 5	Q4 2024	Accident frequency rate with and without sick leave for Lesaffre employees (TF2r excluding first aid)	6.93	6.34	-9 %
			Measuring the TF3 in order to prevent incidents and minimal care and thereby avoid more serious accidents	N/A	N/A	Accident frequency rate with and without sick leave for Lesaffre employees and temporary workers (TF3)	11	15	36 %
		Making behaviour-based safety visits systematic for employees working in production	Organising at least two behaviour-based safety visits per year and per person (production employees), i.e. 11,000 visits, by 2024	11,000	Q4 2024	Number of BBS visits (number)	21,700	24,428	13 %
	Training, development and work environment Prompting the commitment of our employees by developing their careers	Attracting talent (Employer Branding and recruitment)	In each country where Lesaffre recruits more than 15 employees per year, to train a member of the local HR team in digital recruitment and integration tools using an e-learning course by the end of 2024	< 12	Q4 2023	Turnover rate on permanent contracts (%)	11.80 %	11.66 %	-0.14 pt
		Making the group more desirable							
		Developing skills and careers	Attaining an employee mobility rate of 10% by 2025 Increasing the total number of hours of connection to the online training platform by more than 10% by 2025 compared to 2022	10 %	Q4 2025	Employee mobility rate (%)	7.41 %	5.03 %	-2.38 pt
		Offering career advancement opportunities tailored to each of our employees	Offering every employee an annual appraisal in 2025 Reviewing all the leadership succession plans annually by 2025 Maintaining an attrition rate below 6% by 2025	> 75	Q4 2023	Number of executives on an international course (number)	89	88	-1 %
 Producing and maintaining responsible relationships with our partners in a sustainable way	Products, services and eco-design Guaranteeing the food safety of our products while improving their circularity	Promoting the GFSI (Global Food Safety Initiative) certification	Obtaining the certification of the food safety management systems of the production sites Attaining 90% of sales from products sold that have been manufactured by a GFSI-certified site in 2025	90 %	Q4 2025	Percentage of sales from products sold that have been manufactured by a GFSI-certified site (%)	75 %	88 %	+13 pt
	Business ethics Maintaining ethical business relationships with all stakeholders	Fighting against corruption and conflicts of interest	Rolling out an update of the code of conduct by 2023 for preventing corruption with annual training/awareness-building events for all the employees (excluding operators) with more than six months of seniority in the fight against corruption	100 %	Q4 2023	Percentage of targeted employees (excluding operators) trained in the fight against corruption (%)	91.50 %	95 %	+3.5 pt
		Respect for the rules of free competition	Training 90% of employees (excluding operators) on the new anti-trust training by the end of 2023	90 %	Q4 2023	Percentage of employees (excluding operators) who have completed the new anti-trust training course (%)	-	69 %	-
	Responsible purchasing Buying sustainable products and services from responsible suppliers	Disseminating our responsible purchasing standards and ensuring that the purchasing community has the required CSR skills	Training the entire purchasing community in responsible purchasing by the end of 2024	100 %	Q4 2024	Percentage of employees in the purchasing community that have been trained on the new sustainable purchasing policy (%)	-	85 %	-
 Respecting our environment	Sustainable agriculture and biodiversity Playing an active role in the transition of farming practices by developing solutions with a positive impact	Prioritising by-products originating from sustainable raw materials	Recycling organic materials into fertilisers to create a virtuous production cycle	-	-	Number of hectares fertilised using our by-products (ha)	217,000	226,090	4 %
		Improving soil health with Lesaffre products	Protecting crops against water stress around the world with our range of biostimulants	-	-	Equivalent surface area of field crops protected from water stress worldwide by our range of biostimulants (ha)	2,000,000	2,045,514	2 %
		Improving animal health and welfare with Lesaffre products	Contributing to the health, nutrition and animal welfare of farm animals and pets	-	-	Equivalent proportion of the production of milk and dairy products consumed worldwide covered by the live yeasts produced by Phileo (%)	26 %	28 %	stable
				-	-	Equivalent proportion of eggs produced or consumed in the world covered by the yeast-derived additives produced by Phileo (%)	17 %	16 %	stable
	Climate change Reducing the carbon footprint of our value chain Contributing to climate change mitigation (Scopes 1, 2 & 3)	Setting reduction targets	Reducing scope 1 and 2 greenhouse gas emissions by 30% per year between 2019 and 2030	-30 %	2030 (vs 2019)	Scopes 1 & 2 greenhouse gas emissions (tCO ₂ eq)	1,096,478	1,067,164	-3 %
			Contributing to global carbon neutrality by 2050 for Scopes 1, 2 & 3	0	2050	Estimated scope 3 greenhouse gas emissions in relation to the carbon footprint (%)	2,176,171 tCO ₂ eq, i.e. 66%	2,035,453 tCO ₂ eq, i.e. 66 %	-6 %
			Maximising the use of biogas	-	-	Quantity of biogas reused per year (Nm ³)	18,528,549 Nm ³ , i.e. 85%	15,470,960 Nm ³ , i.e. 79%	-17 %
	Water and marine resources Reducing our water consumption by focusing on reducing groundwater extraction	Setting water reduction targets	Reducing water extraction by 20% between 2022 and 2030	-20 %	2030 (vs 2022)	Change in water extraction (%)	91,916,200	87,831,229	-4 %
	Pollution and waste management Limiting pollution	Optimising waste management	Standardising and implementing an indicator on the proportion of waste recycled	Setting targets	Q4 2024	Quantity of waste produced by typology (tonne)	-	Organic 114,288 t Other 13,121 t Packaging 4,496 t Hazardous 2,369 t	-



Caring for men and women



– p. 30
Improving the safety culture in
striving toward zero accidents

– p. 35
Fostering employee commitment
by developing their careers within
a safe and inclusive working
environment

– p. 42
ECHO: a charity program at the
meeting point between
compassion and commitment



Improving the safety culture *in striving toward* zero accidents

Definition

Health and Safety at work refers to all the measures and practices put in place to protect our employees, temporary workers and service providers while paying attention to accidents and occupational illnesses. These measures include drafting policies and procedures to prevent and manage occupational risks, identify and assess the hazards and risks associated with work activities, provide personal protective equipment, and train and build worker awareness.

Health and Safety are paramount at Lesaffre. Our goal is to provide a safe and healthy working environment, where there are no injuries, deaths or illnesses with the ultimate target of reaching **zero** accidents. As a result, we can deal

with the regulatory and reputational risks to which the group may be exposed.

Our challenges vary depending on the subsidiary and geographic area. Common accident risks include the use of industrial equipment, the chemical risks linked to the handling of substances, and the risks related to the handling of loads as well as the ergonomic risks associated with the repetition of tasks.

We are continually deploying action plans such as ongoing training, awareness building and the implementation of appropriate protocols which represent the best means of preventing risks.

Governance

The governance of our Health and Safety policy is set up at each level of the Group:

- The management is provided by the deputy managing director.
- A safety committee at Group level made up of members of the executive committee and industrial managers, as well as the Group safety coordinator, oversee its implementation by defining the actions to be implemented, and by deploying the strategy at the local level.
- The safety coordinators in each region pursue this supervision at the regional level.
- The management teams of the subsidiaries, supported by the security managers, oversee and enforce its application at the local level.

In order to maintain regular communication between these different bodies, the safety community, which has been in place for several years now, is in charge of leading the process. It is made up of 150 employees, including the safety officers from the subsidiaries, regional safety coordinators and key players on this domain. The objective of this community is to share operational experience, apply best practices, work on common issues and facilitate the effective deployment of the safety policy on all the sites.

A small community team, made up of regional coordinators and the Group security coordination team, organises a monthly meeting to discuss ongoing actions, minimum safety standards and incidents. Each regional coordinator is responsible for sharing key information with their regional community and coordinating safety and prevention measures at the regional level.

Executive summary

Guiding principle Enforcing and improving the application of the 10 fundamental safety principles at group level and for all sites						
Key objectives and prospects	Quantitative objectives	Deadlines	Key performance indicators and unit	Results		Change in % or points
				2022	2023	
Reducing the accident frequency rate with and without sick leave for Lesaffre employees (TF2r) to 5 by 2024	< 5	Q4 2024	Accident frequency rate with and without sick leave for Lesaffre employees (TF2r excluding first aid)	6.93	6.34	-9 %
Measuring TF3 in order to prevent incidents and minimal care and thereby avoid more serious accidents	N/A	N/A	Accident frequency rate with and without sick leave for Lesaffre employees and temporary workers (TF3)	11	15	36 %

Guiding principle Making behaviour-based safety visits systematic for employees working in production						
Key objectives and prospects	Quantitative objectives	Deadlines	Key performance indicators and unit	Results		Change in % or points
				2022	2023	
Organising at least two behaviour-based safety visits per year and per person (production employees), i.e. 11,000 visits, by 2024	11,000	Q4 2024	Number of BBS visits (number)	21,700	24,428	13 %



Our 10 fundamental principles give a structure to the Group's safety approach in each of our subsidiaries

In 2023, a safety policy was formally drafted and signed by the executive committee. It is currently being deployed on the sites and expresses our beliefs as well as our commitments in the area of safety. This policy, which includes 11 safety expectations (compliance with procedures, anticipation of risks, use of personal protective equipment, etc.), is based on the 10 existing basic safety principles.

Our 10 basic principles

01. Workplace safety policy

Once a year, each subsidiary drafts or updates a workplace safety policy signed by the site manager. This policy expresses the subsidiary's commitment in terms of actions, monitoring and continuous improvement. It must be communicated, shared, deployed and checked.

02. Safety officer

Each subsidiary appoints someone qualified to take charge of ensuring that the workplace safety policy is applied and compliant. The safety organisation may be supplemented by a safety and prevention committee made up of people who are representative of the site.

03. Laws, regulations and minimum safety requirements

Each subsidiary enforces the applicable local safety laws and regulations, and monitors their application. Each subsidiary applies Lesaffre's minimum safety requirements.

04. Accident analysis

Each subsidiary analyses all workplace accidents (with and without sick leave) and implements corrective measures to prevent them from recurring. The analyses and actions taken must be formally documented and recorded in a dedicated register.

05. Treatment and first aider area

Each subsidiary has a space and the necessary equipment for treating people in the event of a workplace accident and a team of first aiders depending on the activity of the subsidiary and its population.

By applying these principles, the accident frequency rate with and without sick leave for Lesaffre employees (TF2r) should drop to 5 by 2024.

The TF3 is an indicator that incorporates temporary worker first aid and accidents. The reason why it has increased is that the standards of our safety programme have been made more stringent.

The analysis of the indicator helps us put in place good practices to prevent and avoid the slightest incident or first aid event, however serious it may be.

06. Safety training

Each subsidiary defines a safety training programme for its activity and its population. This programme includes the training courses required at the local level as well as those from the recommendations following the risk assessment. Each subsidiary also provides the initial safety training for all new recruits and workstation training. These courses must be formally documented and monitored.

07. Risk Assessment

Each subsidiary identifies and assesses the professional risks to which its employees are exposed. This risk assessment must be formally documented and updated at least once a year.

08. Workplace safety action plan

Each subsidiary defines an effective action plan aimed at reducing and, as far as possible, eliminating the professional risks identified in the risk assessment document.

09. Behaviour-based safety inspections and visits

Each subsidiary organises safety inspections and behaviour-based safety visits at intervals that are suited to its activity and its population. These formal visits must be used to prevent hazardous situations and to oversee the practical implementation of the action plan referred to in point 08.

10. Safety indicators

Each subsidiary sets up a monthly report that covers the six indicators relating to the safety and preventive measures as defined by the group: Frequency rate 1, 2 and 3, severity rate, number of closed safety actions / number of open actions, number of safety inspections and behaviour-based safety visits completed.



The 11 Safety expectations of our policy

– COMPLIANCE WITH PROCEDURES

Getting the information and training on all safety procedures that apply to your position. It also involves ensuring that these procedures are up to date and implemented in your remit.

– ANTICIPATING RISKS

Being an observer, participating in risk assessments and reporting every anomaly and security problem encountered.

– STOPPING YOUR WORK IN THE EVENT OF ANY DOUBT

Having the right to stop your activity in the event of a risky situation. Each site will implement its own work stoppage rule.

– WEARING ALL THE REQUIRED PERSONAL PROTECTIVE EQUIPMENT (PPE)

– FOLLOWING ALL THE ESSENTIAL SAFETY RULES WITHOUT EXCEPTION

All the production sites will adopt a zero tolerance policy with regard to breaches (e.g. LOTO lockout procedure, isolation in the event of a pipe failure, access to confined spaces, working at height, electrical work, hot work).

– IMMEDIATELY REPORTING PROBLEMS AND INCIDENTS

Reporting all accidents, unsafe conditions, injuries, near misses, minor treatment, incidents and accidental spillages when they occur.

– PARTICIPATING IN THE SAFETY PROGRAMME

Actively participating in training, workshops, work groups, analysis of incidents and accidents, feedback and sharing operational experience and implementing the corrective actions.

– HOUSEKEEPING AND CLEANLINESS

Maintaining and keeping your workplace in a clean and orderly condition.

– COMMUNICATING

Making sure you communicate the right information to the right people. Communicating at all levels, passing on information and asking questions if necessary.

– TRAINING OTHERS

Managers are required to frequently communicate expectations and standards. They hold their colleagues accountable for their safety performance through regular feedback and any other means.

– TAKING INTO ACCOUNT LOCAL CONSIDERATIONS

Making sure that you are aware of and comply with all the other obligations and requirements in force locally at site, job or team level, and making sure you comply with them.



Better nourish



Protect the planet



Policies, action plans & objectives

Our aim is to improve the safety culture in a sustainable way through the behavioural and technical approach. The Group's roadmap is organised around the following five pillars: Governance & leadership, communication, engagement, progressive motivation and safety fundamentals. Initiatives, corresponding to each of the pillars, are incorporated into our action plans.

Developing and deploying TRAINING COURSES ON THE HEALTH AND SAFETY BASICS, and the PUBLICATION OF INFORMATION on best practices

We believe in the importance of involving the executive committee in the development of our approach. To do this, we ran training courses focused on leadership in the area of safety that were of benefit to the executive committee in 2022 during a one-day event on the health and safety basics.

In order to assess the level of the Group's safety culture, we deployed a survey on how it was perceived throughout the group at the end of 2022. We used the results of this survey to draft our roadmap among other things.

In 2023, we prioritised training on the Health and Safety issues faced by the regions, and we trained 550 leaders and managers, i.e. more than our objective of 400. Another major area of work was the deployment of our safety program drawn up on the basis of the analysis and the feedback of the perception survey initiated at the end of 2022.

Making BEHAVIOUR-BASED SAFETY VISITS systematic for employees working in production

In order to ensure that our approach is properly applied for all subsidiaries, we have implemented three levels of checks:

- The behaviour-based safety visits (BBS) and participatory visits at the level of each position or task.
- Safety inspections, at factory or workshop level.
- Safety audits carried out by regional coordinators at site level.

In 2023, the behaviour-based visits and safety inspections were improved. The aim of this approach is to improve our ability to prevent risky behaviour, improve our safety vigilance throughout the organisation and thereby prevent accidents at work. Behaviour-based safety visits are also an integral part of leadership team training.

Our employees and on-site safety managers carried out more than 24,428 safety visits and inspections within the Group in 2023, at plant or workshop level, i.e. nearly 45% more than in 2022, thereby exceeding the objective that had been set of 11,000 per year.

These behaviour-based visits will be gradually rolled out and digitised. A tool for performing safety inspections and behaviour-based visits using smartphones and tablets has been developed at group level and made available to the regions.

What's more, evaluation grids for defining the safety measures to be implemented are continually being updated.

At least two behaviour-based safety visits will be organised per year and per person (production employees).

Setting up a specific action PLAN TO RESPOND TO THE RISK ANALYSES, DIAGNOSTIC ASSESSMENTS, INSPECTIONS AND SAFETY AUDITS carried out at group level and on the sites

Following the survey on the perception of safety, four areas were identified: **progressive motivation, commitment, leadership and communication**. These areas will guide the action plans that are currently being defined.

We have improved the efficiency of the follow-up of the roadmap drawn up after each safety visit and safety inspection. Our teams closed 94% of the safety actions in 2023 (compared to 87% in 2022), thereby exceeding our objective of completing 85% of the actions related to behaviour-based safety visits and safety inspections in 2023.

Furthermore, safety diagnostic assessments were conducted on selected sites to support and enhance the analysis of the safety perception survey.

Fostering employee commitment by developing their careers within a safe and inclusive working environment

Definition

The "Training, development and working environment" issue is crucial for Lesaffre. It encompasses all of the commitments and actions which aim to guarantee a fair and equitable environment contributing to the development and well-being of each employee in the workplace. This includes different aspects such as an adequate salary, reasonable working hours, break times that

are adhered to, or even the work-life balance. Working conditions are an important aspect of Corporate Social Responsibility and they help to boost motivation, loyalty and productivity, and increase the overall skill level of the company as well as the engagement of workers.

Given the current tensions on the job market, the new expectations of younger generations, changes in working methods and the technical skills required, we are looking to minimise the risk of talent shortages by developing policies and action plans for managing human capital.



Executive summary

Guiding principles <ul style="list-style-type: none">Attracting talent (Employer Branding and recruitment)Making the group more desirable						
Key objectives and prospects	Quantitative objectives	Deadlines	Key performance indicators and unit	Results		Change in % or points
				2022	2023	
In each country where Lesaffre recruits more than 15 employees per year, to train a member of the local HR team in digital recruitment and integration tools using an e-learning course by the end of 2024	< 12	Q4 2023	Turnover rate on permanent contracts (%)	11.80 %	11.66 %	-0.14 pt

Guiding principles <ul style="list-style-type: none">Developing skills and careersOffering career advancement opportunities tailored to each of our employees						
Key objectives and prospects	Quantitative objectives	Deadlines	Key performance indicators and unit	Results		Change in % or points
				2022	2023	
Attaining an employee mobility rate of 10% by 2025	10 %	Q4 2025	Employee mobility rate (%)	7.41 %	5.03 %	-2.38 pt
Increasing the total number of hours of connection to the online training platform by more than 10% by 2025 compared to 2022						
Offering every employee an annual appraisal in 2025	> 75	Q4 2023	Number of executives on an international career path (number)	89	88	-1 %
Reviewing all the leadership succession plans annually by 2025						
Maintaining an attrition rate below 6% by 2025	> 12	Q4 2023	Job mobility rate among the TOP450 in the leadership teams (%)	14.04 %	17.46 %	+3.42 pt

Governance

Our policy for attracting and retaining talent is supported by the group human resources director, a member of the executive committee. An HR committee, made up of operational and functional managers, the majority of whom are members of the executive committee, works and contributes to the decisions taken to develop social policies.

The Human Resources Leadership Team, which includes the management team of the Group's Human Resources Department as well as the HR directors of the breadmaking regions and the nutrition, health and biotech business

units, strives all year round to develop good practices and the human resources policy tools prior to the operational implementation at the level of our subsidiaries.

It is replicated in the operational implementation of our commitments by a network of HR employees, that are functionally coordinated by the HR department, which assists our managers and covers all the group's structures at regional, national, subsidiary and plant level, working closely with our employees.

Policies, action plans & objectives

Our aim is to foster the commitment of our employees by allowing them to grow professionally within a safe and inclusive work environment. We want to offer opportunities for career advancement and enhance the talent of our employees.

Since our creation, we have improved the entrepreneurial spirit, innovation, business expertise and diversity of our employees with excellent results for the Group in France and internationally in the bio industry. Our strategy aims

to attract talented individuals and retain them as essential members of the Group, by offering them stimulating career paths and investing in the development of their skills.

The Human Resources department established the 2022-2024 HR strategy with the HR committee of the executive committee that defines the areas of work to be prioritised. It is based on the following five commitments:

- 01. Boosting appeal** by improving the talent acquisition processes and consolidating the employer brand
- 02. Optimizing the employee experience** by promoting managerial role models, making annual appraisals systematic for managers and experts, and by explaining career paths and making them understandable to our employees
- 03. Improving HR efficiency** at a global level by digitising HR processes, and clarifying the roles and responsibilities of HR teams at every level of the organisation
- 04. Supporting Group changes** by preparing the industrial leaders of the future and by professionalising the HR community
- 05. Acting as a catalyst for cultural change** by preparing for new forms of work and protecting the human factor in the culture and the relationships within the Group.



To keep more in step with the rapid changes in our society and our activity, this action plan is revised and presented to the senior management every three years, reviewed each year within the framework of the budgetary exercise and monitored twice a year by the HR Leadership Team (HRLT). HR leaders have been appointed to champion each pillar of the HR roadmap in order to structure and monitor the key actions in line with the HR strategies of each region.

In March 2023, the **global human resources policies** were published and are being deployed. They define the fundamentals and guiding principles for effectively and efficiently managing the Group's human resources and cover the following seven issues: **human rights & anti-discrimination, diversity & inclusion, well-being, pay & benefits, health & safety, career management & staff development, and social relations.**

Ensuring the visibility of the Group

In a highly competitive context, we started to work on building up and improving our Employer Brand over four years ago.

To this end, the Employer Brand training for our recruiters was continued with the development of an e-learning course on cognitive bias and cultural fit in recruitment, as well as two training modules on the use of LinkedIn. In addition to the e-learning course, we are preparing to launch workshops in 2023 on the fundamentals of recruitment including cognitive biases in particular. These workshops come on top of the creation of a module for recruiters (managers and HR) on the pillars of our Employer Brand.

All the subsidiaries also have internal communication tools for circulating our Employer Brand messages. Our employees have also been trained

and coached at the same time on how to use social networks thanks to webinars and e-learning modules on using LinkedIn properly aimed at employees who are members of our **Employee Advocacy programme**.

In addition to the training initiatives, we have been developing **partnerships with major schools and international faculties** for several years now to build awareness for our brand among young talents. For certain strategic profiles, that are difficult to unearth, we are exploring talent pools outside our usual recruitment channels. For example, for the digital profiles, we met with reputed universities in this field in order to set up potential collaborations.

In order to improve our visibility on the social networks, a communications plan was launched in 2023 aimed at making it easier for recruiters to use LinkedIn. The number of followers on Lesaffre's LinkedIn profile came to more than 130,000 in 2023. The employer brand will also be built up by the worldwide deployment of digital recruitment platforms, guaranteeing the security and quality of the training and integration courses and processes.



Developing skills and careers

DEVELOPING AND ADAPTING THE SKILLS OF OUR EMPLOYEES TO FACE THE CHALLENGES OF THE FUTURE

In order to improve talent retention and be prepared for new business challenges, we are committed to improving skill levels and adjusting the know-how of our employees to meet the challenges of the future.

For many years now, we have used our corporate university, the **Léon Lesaffre Institute**, to stimulate the expertise of our leaders. In 2023, we continued to digitise the training offer by developing the e-learning platform, known as the Lesaffre E-learning Academy (LEA). The training offer is very broad and includes group training courses, and regional and local training courses as well as internal academies by job role and by BU. 100% of the users logged in at least once, and 96% of users attended at least one training session. In total, 35,050 hours of training were provided via the platform, i.e. +67% of connection hours compared to 2022.

At the start of 2024, a training catalogue was extended to all users. This catalogue has been tested for more than two years on the managerial population. In particular, it provides access to more than 4,000 training courses and educational content on soft skills, e.g. leadership, management, and personal and interpersonal development in 10 languages.

In addition to this digital tool, dedicated training programmes can be used by our employees to develop technical and soft skills in various areas like project management, specific software, methodology and even key processes. To date, 889 content items and 283 training courses have been created by Lesaffre.

OFFERING CAREER ADVANCEMENT OPPORTUNITIES TAILORED TO EACH OF OUR EMPLOYEES

We promote the **internal and international mobility** of our employees through various initiatives, including annual performance monitoring, improving the process of defining replacement plans and making internal opportunities available:

- Coordinating the process of matching the needs of the entities with the skills of our employees and their requests for advancement is made possible by a system of annual appraisals between managers and their employees and formalised discussions between leaders.
- An internal mobility system also supported by a digital platform gives the employees from all over the world access to job offers available in the group before they are advertised externally (752 positions advertised in 2023). Each employee is attached to an HR manager for a personalised follow-up.
- Each year, we offer about 20 **Volontariat International en Entreprise (international volunteering in business)** to young people, thereby promoting the Group internationally in a desirable way.

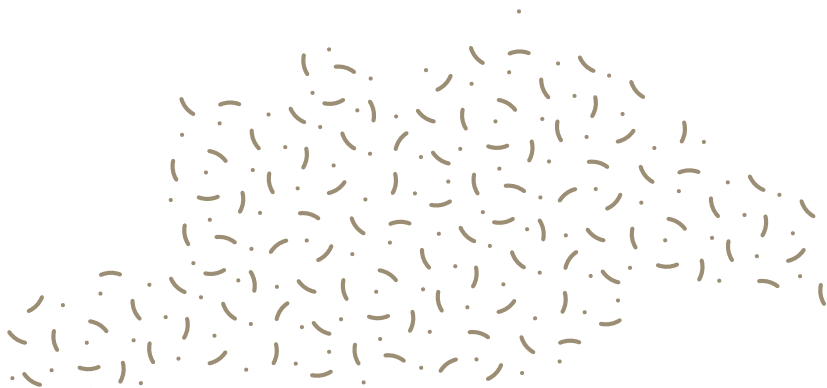
In 2023, the employee mobility rate was 5.03% and the job mobility rate among the TOP450 in the leadership teams was 17.46%. The number of executives working on international courses was 88, representing 10 different nationalities. During the year 2023, we hired 70% of people who were completing their *Volontariat International en Entreprise* (international volunteering in business) contract.

The possible career paths and career advancement across the group for two categories of people, i.e. the "experts" and "managers", are specified in a reference document. This is used to establish a common language and consistency between the regions, where we are located, by making it easier to identify needs and detect talented individuals, and thereby position each of the Group's employees.

Behavioural guidelines have been added to the managerial guidelines with the inclusion of feedback from our employees from 2024.

Today, annual appraisals are generally set up, particularly for all managers. However, the system concerned may differ from one country to another and from one entity to another. We are currently working on **deploying a group annual appraisal** which must be sufficiently adaptable while including common elements to be used by all employees.

A dedicated CAT tool was developed and deployed to two pilot companies and a business unit for the 2024 appraisal campaign. The objective is to extend it to the entire group during the 2025 campaign.





Working environment

Beyond the objectives set to attract and retain talents, we are committed to guaranteeing respectful working conditions for our employees.

ENSURING RESPECT FOR HUMAN RIGHTS IN OUR OPERATIONS

We adhere to the human rights as they are set out in the Universal Declaration of Human Rights, as well as the fundamental conventions of the International Labour Organisation (ILO) and the United Nations Global Compact. We are firmly committed to the following principles:

— All forms of modern slavery, including forced labour and human trafficking, are prohibited.

— All forms of child labour below the minimum age defined by the standards of the International Labour Organisation are prohibited.

— Everyone's right of association (unions, political affiliation, etc.) must be respected.

— In the event of a dispute, every employee has the right to a fair defence.

On a global scale, we have launched several studies on human rights, particularly in the area of pay and social security, in order to fulfil employee expectations and meet the most demanding standards as closely as possible.

In order to achieve our ambitions, we will communicate the global policies to all of our employees by 2025, and these will be integrated into every employment contract.

Employees also have access to an internal alert platform to report any problems. Whistleblowing procedures are currently being formally drafted and will be deployed in 2024. An e-learning course will be launched this same year to train all employees. The objective is to make the alert procedure accessible to every employee in 2025.

PROMOTING INCLUSION AND WELL-BEING IN THE WORKPLACE

Each group entity oversees the welcome and support given to candidates and employees with disabilities by organising awareness-building campaigns with the departments, HR teams, managers and employees. These measures are managed locally by the entities. Aware of their social impact, our companies also sign partnerships with disability-friendly establishments or collaborate in a targeted manner with *Etablissements et Services d'Aide par le Travail* (work assistance establishments and services) or *Entreprises Adaptées* (disability-friendly companies) for some of their general purchases, in order to broaden their positive contribution and promote the employment of people with disabilities.

Equality between men and women is one of our long-term commitments. We keep a close eye on this at the level of the governing bodies and leadership teams, as well as the industrial sites. Annually, we publish the gender equality index for eight French entities of the group in accordance with the "Avenir Professionnel" (professional future) law of 5 September 2018. In 2023, it was 91, i.e. an improvement of 3 points compared to 2022.

Diversity and inclusion are also supported by a desire to train all employees on these subjects. We aim to train 90% of employees in the "safety, diversity and inclusion awareness" module by 2025.

Managers will also be made aware of these issues thanks to the launch of a dedicated podcast from 2024. Since 2022, the Group has made it a rule that when the recruitment of a manager is entrusted to an external agency, at least two candidates of different genders must be included in the final pre-selection phase.

We fight against all forms of discrimination and harassment in the workplace. This leads to every type of discrimination, e.g. racism, sexism, homophobia, or discrimination related to financial or marital status, physical appearance, age, religious or political opinions. In France, specific procedures have been in place to report and address cases of harassment since 2022.

We also attach great importance to the uniqueness of every individual and strive to adapt to disabilities and medical restrictions in order to contribute to the well-being of employees. This will include raising awareness among employees about issues related to physical and mental health at work. Two e-learning modules are being developed to raise awareness about psychosocial risks.

In order to offer a common platform for welfare, we are committed to giving all our employees life insurance worth one year's salary by 2025. In 2023, the cover has increased, attaining 75%.

MAINTAINING OPEN SOCIAL DIALOGUE

In all our French companies, the organisation of social dialogue is founded on the staff representative bodies with multiple trade union bodies that express themselves through elections. In 2023, 41 collective agreements were signed by the Group's French entities on topics related to professional elections (Biospringer, LIS, Lesaffre International (L.int), Lesaffre Culinary Strasbourg, Lesaffre Panification France, Agrauxine, Société Industrielle Lesaffre (SIL), Ennolys), profit-sharing (Ennolys, LIS, L.int, Agrauxine, SIL), annual negotiations (L.int, LIS, Biospringer, LPF, Ennolys, Agrauxine), working hours (LPF, Agrauxine), the company savings plan (SIL) and professional equality (LPF).

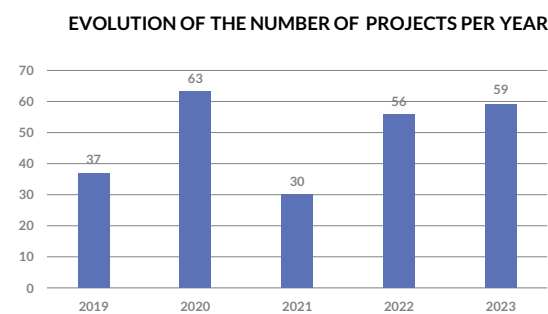
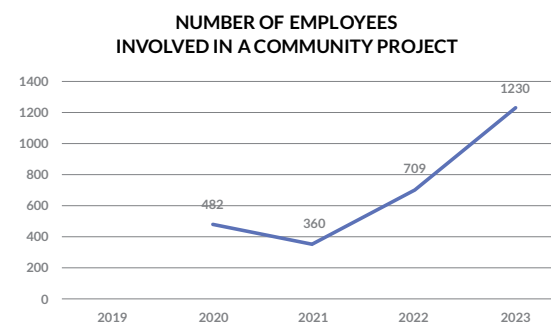
By 2025, we aim to organise **industrial relations surveys** in every region of the world at least every three years (to date, we have a coverage of 80%). A survey on the commitment of the Group's 800 main leaders and managers was also conducted by the senior management. The results highlighted a particularly high level of employee engagement. It also emphasized the need to improve collaboration between the Group's entities, business units and support functions.

ECHO: a charity program *at the meeting point between compassion and commitment*

Our societal commitment to local communities is promoted through projects developed as part of our charity program.

Created in 2019, ECHO aims to encourage the company and our employees to get involved in charitable initiatives. United around strong human values, our employees are firmly committed and benefit from the company's pool of resources to maximise our impact. ECHO is a practical tool at the service of our mission "Working together to better nourish and protect the planet". Indeed, more than words, these grassroots initiatives allow us to contribute, by working alongside associations, to the development of the communities around us.

In 2023, ECHO celebrated its fifth anniversary. This year, we completed 59 projects thanks to the involvement of 1,230 employees (i.e. a commitment of more than 10% of our workforce).



2023 was marked by the following:

LAUNCHING OUR APPEAL FOR SKILLS VOLUNTEERING PROJECTS

The goal of this call for projects, initiated in September 2023, is to promote this type of practice within our Group. This is an experimental laboratory where we can adequately develop skills sponsorship in each of our subsidiaries and business units by adapting to local specificities (legislation, size of the structure, economic and social context, etc.).

It is also a fantastic way for our employees to find meaning in their work environment, thereby developing their attachment to the company's values.

THE ORGANIZATION OF OUR ECHO CHARITY DAY

In 2023, for its second edition, our internal ECHO Charity Day event was replicated locally in 11 entities: in Germany, Belgium, Chile and France. Each site has envisaged its own tailor-made formula, adapted to its local context, with a common overall objective: raising awareness among employees and getting them engaged.

Backed by its network of 70 ECHO correspondents around the world, new initiatives are being developed all the time thanks to the growing number of employees involved.

With this program, we can support the initiatives of local associations working to develop communities of people in vulnerable situations. As a responsible economic agent in our local environment, we support a wide range of projects.

Some examples of *charity projects* conducted around the world in 2023

THE PROSPECT OF A NEW LIFE UPON RELEASE

Released from prison, great, but what can I expect to find? This is one of the key questions that prisoners seeking reintegration into community life ask themselves.

To get a second chance, we put our expertise in baking at the service of an association – SAS Formation – which had just deployed a bakery workshop at Douai Prison in 2021. One of our Baking Center™ advisers spent some time with the SAS instructor to improve the programme, make this career path a more credible option for future baker employers and open up employment prospects for these students who want to embark on a new life. Since 2021, 42 prisoners have been trained and these workshops have now been set up in seven prisons in France. Our work with the association is ongoing and is being supplemented with new aspects such as partnerships for the purchase of equipment or computer donations.



42 inmates trained per year in seven prisons in France

BAKERY TRAINING IN PRISON, THE HOPE OF A NEW START...

Working with the SAS Formation association, we provide technical support for the training courses put in place and access to our professional network to facilitate the professional rehabilitation of recently released prisoners.

FRANCE

FACED WITH AN EARTHQUAKE, THE CHARITABLE RESPONSE IS QUICK

We've all seen these images of panic: where do you go when the roof falls in over your head and where can you take refuge when you have nothing left? In Morocco, this was the tragedy experienced by thousands of inhabitants from the provinces of Al Haouz and Taroudant with the terrible death toll of more than 2,000.

In barely 48 hours, our subsidiary ordered a small team to organise essential aid with the relevant associations.

As a result, we were able to purchase food, mattresses and blankets to be given to an association that was in a position to distribute them to the affected populations. Yeast was donated to those bakeries that were still standing in these provinces to help them feed the population until December. We also contributed to the call for donations issued by the Moroccan government.



Financial donation to the fund set up by the Moroccan government

SEPTEMBER - EARTHQUAKE

In addition to a financial donation, Lesaffre Morocco provided food, mattresses and blankets.

To help local bakers: monthly donations of free yeast.

MOROCCO

A SPORTS TEAM TO SUPPORT THE SICK

Epidermolysis bullosa is a very rare genetic skin disease for which there is often no treatment. Patients have bandages that must be changed every day and for the rest of their life.

In 2019, our colleagues from Lesaffre China were invited for the first time to participate in the "Shanghai Butterfly Football Cup", a sporting event involving employees from many different companies to raise funds for the DEBRA association which provides patients with the bandages they need. This annual event, which is jointly organised by the Rotary Club and DEBRA, is attended by between 15 and 25 of our employees each year. For five years now, they have wholeheartedly dedicated themselves to this meaningful challenge.

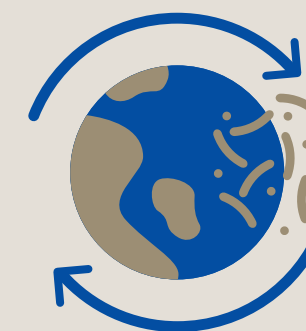


For several years now, 25 employees formed a team to participate in this challenge.

PARTICIPATION IN THE BUTTERFLY CUP

A sports-related fundraising event to cover the cost of the bandages for patients suffering from Epidermolysis Bullosa (EB), a terrible incurable disease.

CHINA



Producing and maintaining responsible relationships with our partners in a sustainable way

- p. 46
Guaranteeing the food safety of
our products while improving their
circularity
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Maintaining ethical business
relationships with all stakeholders
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Buying sustainable products and
services from responsible suppliers



Guaranteeing the food safety of our products while improving their circularity

Definition

The quality, safety, innovation, circularity and transparency of our products and services are an integral part of our contribution to food safety and circularity in the market. We monitor the compliance of our products, the specifications imposed by market regulations and the safety of our customers. We also want to be transparent about the environmental and social impact of our products so that the customers can make responsible choices that match their expectations in terms of consumption.

As a world leader in the field of producing and transforming yeasts and other microorganisms, we sell products in the agri-food, health and biotechnology sectors whose quality and safety requirements are essential to ensure the health and safety of users.

As part of our business activities, we also use resources to manufacture our products, which may affect their availability and the associated ecosystems.

In order to minimise the impacts of our products, comply with regulations and limit the reputational risks, to which we may be exposed, we are committed to improving the sustainability, excellence and safety of our products at each stage of their production and at every level of the Group.

Executive summary

Guiding principle Promoting the GFSI (Global Food Safety Initiative) certification						
Key objectives and prospects	Quantitative objectives	Deadlines	Key performance indicators and unit	Results		Change in % or points
				2022	2023	
Ensuring the certification of the food safety management systems of the production sites.	90 %	Q4 2025	Percentage of sales from products sold that have been manufactured by a GFSI-certified site (%)	75 %	88 %	+13 pt
Reaching 90% of sales from products sold that have been manufactured by a GFSI-certified site in 2025						

Governance

The Deputy Managing Director coordinates the subject in close collaboration with the directors of the Regions and Business Units.

The quality and industrial sustainable development department is responsible for implementing the product quality and safety policy, working in close collaboration with the regulatory affairs department

to ensure compliance with quality standards.

The quality teams of the nine Business Units and six breadmaking Regions are taking part in the implementation.

At the same time, the Research & Development department actively oversees the design of new products, thereby pursuing the commitment to

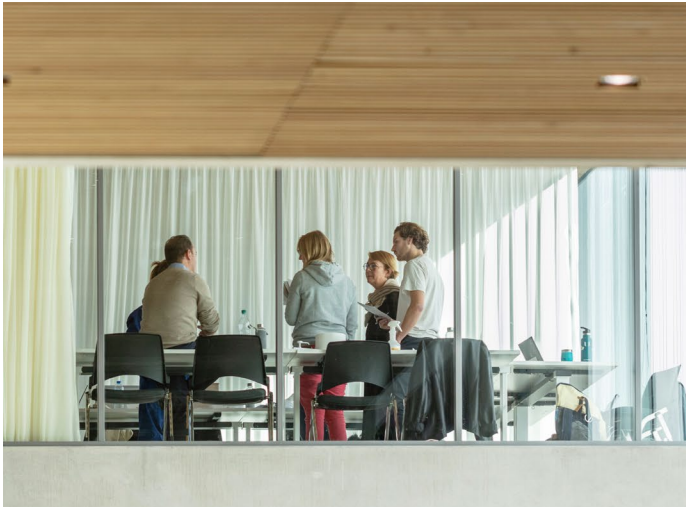
improving product durability, quality and safety.

The Marketing for Baking (M4B) department is responsible for the project to stop the use of controversial raw materials in the development of new breadmaking ingredient formulas by the end of 2024.



Policies, action plans & objectives

We seek to guarantee the food safety of our products while promoting their circularity.



GUARANTEEING THE QUALITY AND SAFETY OF OUR PRODUCTS AND SERVICES

In order to continuously improve our performance, our product health quality policy is guided by the objective of **promoting the GFSI (Global Food Safety Initiative) certification** within the group. This global initiative, that was set up in 2000 by experts in the field, aims to develop a global standard for food safety management systems.

In order to guarantee the highest standards of excellence for all of our products, we make sure that the best possible practices are applied in terms of traceability and health & safety. To achieve this, our actions are underpinned by the following three pillars: **quality certification, verification, and health & safety culture.**

In order to provide this quality, we promote the deployment of one or more quality standards from the Global Food Safety Initiative (GFSI) in our factories, including:

- FSSC 22000: certification system that guarantees food safety
- BRC (British Retail Consortium) to meet the requirements of British retailers in the area of food product quality and safety
- IFS: certification to ensure the traceability and implementation of consistent and suitable processes for ensuring food safety and combating food fraud.

We are continually adding to these certifications and we monitor the proportion of sales coming from products sold which have been manufactured by a GFSI-certified site. In 2023, this represented 88%. 4 additional production sites obtained this certification.

Thanks to the 55 plus verification laboratories we have access to, we can guarantee the quality and safety of our products on all of our production sites. At the same time, in order to meet the highest international standards, we undergo numerous stringent audits that provide independent verification. During the course of our development, we also establish specific group operating methods for each of our

activities in order to meet these requirements. In 2023, our internal audit guides and questionnaires were updated. We enhanced the audits to ensure that our standards are properly applied. **The Quality Days initiative** was launched in 2023 to communicate the Group's ambitions in terms of product quality and safety. These workshops aimed at the Group's quality managers were attended by nearly 50 people.

Across our production sites, all of our quality teams continued to implement their own policies and monitoring procedures, including the HACCP (Hazard Analysis Critical Control Point)⁸ procedures. These represent a guarantee of the daily efforts made by our teams to back the preventive actions required to manage the risks on finished products. These local policies are in line with the objectives of the food quality policy implemented by the Group on the products.

Developing the sharing of good practices is another means of building awareness among our teams and ensuring the food safety of our products. **Food Safety Day**, which was launched in 2022, was repeated in 2023 in the form of webinars for all of the Group's quality managers to raise awareness and share best practices on the food safety of products. The plan is to repeat this Food Safety Day on a yearly basis. Finally, on the occasion of the 170th anniversary of Lesaffre, the monthly publication called "170 raisons de faire de la sécurité alimentaire" (170 reasons to practise food safety) was launched in 2023 for the quality teams.

IMPROVING THE INNOVATION AND CIRCULARITY OF OUR PRODUCTS AND SERVICES

Developing new, more sustainable products

The environmental and social impacts of a product must be taken into account from the design phase onwards. In 2022, we defined the first environmental and social criteria to be included in the project files for the development of new products as part of our goal of developing new products focused on sustainability.

In 2023, we pursued our work accordingly by focusing on three environmental criteria subject to a qualitative assessment of **water consumption, CO₂ footprint and energy consumption**. In 2024, we want to quantitatively evaluate our high-priority innovation projects from an environmental perspective. Our ambition is also to prepare ourselves for the inclusion of at least one social factor in the high-priority innovation projects for 2025.

All of our project managers, whose project was validated by the ad hoc committee, were made aware of this qualitative assessment in 2023.

"Sustain'Innov" approach

We want to make sustainability a strategic focus in innovation management. We will transform our innovation system to take sustainability issues into account from the design stage of the projects onwards. This approach, conducted by a multidisciplinary and multi-business unit team, was validated by the senior management. It involves working at several levels: cultural integration of the teams, governance and tools. It is run by drawing inspiration from internal and external best practices.

Developing the eco-design skills of the scientific and technical teams

In order to best meet our customers' expectations in terms of sustainable development, we want to develop the eco-design skills of our scientific and technical teams.

We have developed an awareness building programme for a multidisciplinary team made up of the research & development, industrial and purchasing departments.

Replacing the use of controversial raw materials in developing new products

We consulted and conducted studies with all the teams dedicated to developing the group's breadmaking

business in order to identify the controversial raw materials to be removed when creating new breadmaking products.

Following these consultations, the Group adopted a position on a list of products validated by the representatives of the six commercial regions of the breadmaking business:

- Natural or synthetic perceived as questionable
- Non-natural and/or subject to numerous debates between the competent authorities, consumer associations and end users.

These raw materials will no longer be used in the new formulas of our breadmaking ingredients and commercial products (excluding pastry products) by the end of 2024.



⁸ — **Hazard Analysis Critical Control Point** is a food safety management system widely used in the food industry. It aims to identify, assess and verify significant food safety hazards throughout the food production chain.



Maintaining ethical business relationships *with all stakeholders*

Definition

The business ethics cover a wide range of behaviours that support transparent and sustainable practices in favour of employees, suppliers, contractors, customers and partners.

The Group's values guide our activities and play a key role in our sustainable performance, as well as in enhancing our brand image and reputation with all our stakeholders.

The integrity of these practices is fundamental. Our priority is to align ourselves with the applicable laws and standards in terms of corruption, free competition and economic sanctions, throughout the value chain to avoid liability claims, that generate legal, financial, regulatory and reputational repercussions.

As an international player, we strive to adapt to the different regulations which may vary depending on our location.

In order to prevent and detect corruption, bribes, conflicts of interest, theft, fraud, embezzlement and money laundering, Lesaffre is committed to respecting ethical values in all its business relationships. Indeed, these actions can have a considerable impact on business relations by creating an imbalance in negotiations and eroding trust between the parties.

Executive summary

Guiding principle Fighting against corruption and conflicts of interest						
Key objectives and prospects	Quantitative objectives	Deadlines	Key performance indicators and unit	Results		Change in % or points
				2022	2023	
Rolling out an update of the code of conduct by 2023 for preventing corruption with annual training/awareness-building events for all the employees (excluding operators) with more than six months of seniority in the fight against corruption	100 %	Q4 2023	Percentage of employees (excluding operators) trained in the fight against corruption (%)	91.50 %	95 %	+3.5 pt

Guiding principle Respect for the rules of free competition						
Key objectives and prospects	Quantitative objectives	Deadlines	Key performance indicators and unit	Results		Change in % or points
				2022	2023	
Training 90% of employees (excluding operators) on the new anti-trust rules by the end of 2023	90 %	Q4 2023	Percentage of employees (excluding operators) who have completed the new anti-trust training course (%)	-	69 %	-

Governance

The three subjects of corruption, free competition and international economic restrictions and sanctions, are specifically overseen by the legal, compliance and internal audit department.

A shared governance is implemented on the auditing of third parties between the purchasing team and the legal team.

In 2022, the board of directors and the audit committee reviewed the compliance policy (including the topics

of corruption, GDPR and sanctions). The executive committee was in charge of validating the competition policy in January 2023. The policy dealing with economic sanctions was approved by the executive committee in 2023.



Policies, action plans & objectives

All of our activities and business relationships are based on *ethical values, integrity, and respect for women, men and the environment*. Our goal is to place these values at the heart of all our policies and to make sure that they are shared by each of our stakeholders: employees, suppliers and sub-contractors, customers and partners.

FIGHTING AGAINST CORRUPTION AND CONFLICTS OF INTEREST

Mindful of the aforementioned values, we are committed to:

- Refusing and prohibiting any form of corruption and conflict of interest among our employees
- Ensuring the compliance of tier 1 third parties, that are strategic for the group's activity, with ethical principles in terms of corruption and conflicts of interest.

For example, we are introducing an ethics clause in our terms of purchase and our terms of sale, and we send questionnaires to suppliers or to employees during their training.

In order to identify our strategic suppliers and prioritise our action plans, we mapped out the risks linked to the suppliers and subcontractors, customers and partners. This mapping, initiated in 2022 and involving up to 1,000 contributors across the group, that integrates the risk of fraud and corruption, is used to establish a list of strategic stakeholders on which to prioritise our efforts.

In 2022 and 2023, we also mapped the risks linked to corruption, and continued to analyse the results in order to prioritise third-party audits and make them systematic in high-risk countries or jobs. To facilitate the processing of the results, the Group has acquired a special tool for auditing third parties, that takes into account the risk of national sanctions.

In order to raise employee awareness, an anti-corruption course was launched in February 2022. Since 2023, all new employees must be

trained in this module. At the end of 2023, 95% of employees (excluding operators) recruited during the year have been trained.

The code of conduct and the corruption prevention guide (containing the conflict of interest, gifts and whistleblowing policy) will be progressively updated from 2023 with the results of the risk mapping. The objective is to make sure that these policies are rolled out and to check that all employees are aware of them.

We will continue to improve our policies linked to our anti-corruption program.

RESPECT FOR THE RULES OF FREE COMPETITION

In 2022, the competition policy was formally recognised and presented to the executive committee. It is based on the following five key pillars:

- Clear commitments on the management of the competition program
- A risk map regarding the competition
- Appointment of a point of contact
- Effective communication, information and training measures
- An effective mechanism for monitoring and whistleblowing, and disciplinary sanctions.

The compliance program was in place for the entire Group from 2023.

To raise awareness about this policy, an update to the anti-trust course based on the basic principles of free competition and using case studies, in the form of an e-learning course as well as some webinars and workshops, has been launched since 2022.

In 2023, 69% of employees (excluding operators) have been trained. An additional face-to-face module taught in the local languages dealing with free competition was also dispensed in 2023 for the teams in the field.

RESPECTING THE RULES PERTAINING TO INTERNATIONAL TRADE RESTRICTIONS AND SANCTIONS

In 2023, the policy related to economic sanctions was formally drafted. Applied and managed by the Group's legal and compliance department, it will be gradually circulated throughout the Group.

The formulation of the roadmap began in 2023. Its main projects were to implement tools to systematise verifications and raise awareness in the local, financial, sales and purchasing departments. The verification processes will be introduced into the internal monitoring and the code of conduct from 2024-2025.

Buying sustainable products and services from responsible suppliers

Definition

Responsible purchasing is about sourcing responsible products and services by working with suppliers to take into account social, societal and environmental issues across the entire value chain, in an integrated manner at each stage of the purchasing process. Our plan is for the purchasing department to be accountable for the following two pillars:

- Buying from responsible suppliers – including, raw material suppliers certified for their good CSR practices and committed to a CSR charter
- Being a responsible buyer.

By virtue of our business activity and geographic presence, we source raw materials, energy, services, transport and packaging from a wide variety

of suppliers. With its sustainable and responsible purchasing policy, the group is aiming to minimise all the potential negative impacts on society and the environment associated with its purchases along with the associated operational, regulatory, reputational or financial risks.

Executive summary

Guiding principle Disseminating our responsible purchasing standards and ensuring that the purchasing community has the required CSR skills						
Key objectives and prospects	Quantitative objectives	Deadlines	Key performance indicators and unit	Results		Change in % or points
				2022	2023	
Training the entire purchasing community in responsible purchasing by the end of 2024	100 %	Q4 2024	Percentage of employees in the purchasing community that have been trained on the new sustainable purchasing policy (%)	-	85 %	-

Governance

Our sustainable and responsible Purchasing policy is supported by the Group Purchasing department under the responsibility of the operations department.

The Group Purchasing department works with all of the functional and operational departments that are involved in purchasing. The regional departments oversee the roll-out and application of the policy.

The Purchasing community, made up of buyers from our subsidiaries, is responsible for implementing the Group's requirements.



Policies, action plans & objectives

Our goal is to purchase sustainable products and services from responsible suppliers.

DEPLOYING OUR RESPONSIBLE PURCHASING STRATEGY

Disseminating our responsible purchasing standards and ensuring that the purchasing community has the required CSR skills

We developed a responsible purchasing policy in 2022, which aims to:

- Reduce our products' environmental impact
- Develop commitment proposals to encourage our suppliers to respect international recommendations on human rights throughout the value chain
- Deliver sustainable products or services
- Travel in an eco-responsible way.

These new requirements, resulting from the Responsible Purchasing policy, are based on the following three main principles:

— **Deployment of the group's sustainable purchasing policy within the purchasing community**
In 2023, it was rolled out to the entire purchasing community using webinars. These were also used in the regions during the purchasing conventions. In 2024, our objective is to ensure the implementation of these initiatives at regional level.

— **Raising awareness among our purchasing teams about responsible purchasing issues**
A training module on sustainable purchasing integrating CSR principles as part of the Purchasing Academy was developed in 2023 and is open to every employee. Communication campaigns have been set up to promote this training course. From 2023, this module was made compulsory for the purchasing community, 85% of which completed the course between September and December 2023.

— The commitment of our suppliers set out in a supplier charter available on our website⁹.

PURCHASING LOW-CARBON PRODUCTS AND SERVICES

Replacing non-recyclable packaging

The Group purchasing department has been working for several years alongside the packaging department to come up with innovative solutions to reduce packaging and facilitate the use of recyclable packaging, while meeting our quality and food-safety requirements (See "Products, services and eco-design" issue, — p.22/26-27, and "Climate change" issue, — p.23/26-27). To do this, we prioritised the following areas of work:

- Reducing the weight of films and cartons
- Reducing the thickness of the plastic film and aluminium foil
- Reducing the surface area used by the films per packaging unit
- Identifying and substituting non-recyclable materials with recyclable materials.

At the same time, we are continuing our programme to develop responsible packaging aimed at replacing non-recyclable plastic and aluminium films with films that can be recycled. We are planning to identify the packaging to be processed as a matter of priority according to the regulations in place in the countries where we sell, and to draft the associated action plans.

In 2023, we carried out several actions:

- Regulatory intelligence to identify future regulations concerning packaging that will affect our business activities
- Identification of recyclable and non-recyclable packaging on all of our products

— Identification of alternative solutions for our non-recyclable packaging families.

Promoting purchases from material suppliers certified for their good CSR practices or committed to a CSR policy

In order to prompt our suppliers to make the same commitments, in 2017 we drafted a **supplier charter**, whose requirements are inspired by the recommendations of the Organisation for Economic Co-operation and Development (OECD), the International Labour Organisation (ILO), the United Nations Global Compact and the Universal Declaration of Human Rights. Since 2023, this charter, which is available on our website⁹, is systematically sent to new strategic suppliers. In addition to our expectations regarding our suppliers, it sets out our own commitments:

- Offering high-quality products and services that meet the needs of our customers
- Developing innovation in all our areas of activity
- Promoting respect for and the development of our partners throughout their journey with the company
- Understanding the consequences of our activities by conducting responsible environmental actions.

We expect our suppliers to comply with the 12 commitments of this document, mainly concerning compliance with applicable regulations, standards and laws, and our core values in the area of ethics, safety, well-being and sustainable development.

A pilot project called **"Raw Materials Data Management Master"** was started in 2022 on four factories with the aim of improving the traceability of the raw materials used in yeast production in order to optimise resources and maximise added value. Its deployment began in 2023 and should be finalised in 2024.

Our aim is to identify our key tier 1 suppliers who are certified for their good CSR practices. To this end, a tool for collecting information will be put in place by 2025.

SUPPLIER RISK MANAGEMENT

Making the assessment of the CSR performance of our suppliers more robust

The evaluation of the CSR performance of our suppliers is developed jointly by the Group

purchasing department, and the Group legal, compliance and internal audit department. This commitment extends to all key tier 1 suppliers.

In 2023, we mapped the CSR risks of our strategic suppliers (excluding molasses). From 2024, the objective will be to implement action plans associated with the risks identified.

We are currently sending a **CSR questionnaire** to all of our new strategic suppliers so that each buyer can assess several ESG criteria during the invitations to tender and reference listing phase.

To gain visibility on the level of CSR performance of our suppliers, we also collect any useful documentation about the implementation of their CSR strategy. Since 2023, these CSR documents have been collected on a systematic basis when conducting invitations to tender. We now want to automate this process by the end of 2024.

Going beyond what we expect of our suppliers, we are committed to being a responsible partner ourselves:

— The Purchasing department adopts a consistent and fair procedure for selecting its suppliers, applies the

principle of free competition and unequivocally rejects all forms of corruption (See the "Business Ethics" section, — p.22/26-27).

— We are committed to adopting a responsible attitude towards our suppliers and to paying them in accordance with the provisions of the laws and regulations applicable in this area. We manage the due dates of their payments thoroughly and according to a regular schedule.

— The Purchasing function aims to promote those that give us the support we need in taking technical and social innovation and progress to the next level.

In 2024, a duty of vigilance risk map will be conducted in order to identify the supply categories most at risk and prioritise action plans.



⁹ - The **supplier charter** is available online on our website at the following address: https://www.lesaffre.com/wp-content/uploads/2020/06/Charte_fournisseurs_FR.pdf



Respecting our environment



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Playing an active role in the transition of farming practices by developing solutions with a positive impact

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Reducing our water consumption by focusing on reducing groundwater extraction

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Reducing pollution and promoting the circular economy



Playing an active role in the transition of farming practices by developing solutions with a positive impact

Definition

Biodiversity and sustainable agriculture have been identified as key material issues in our CSR strategy since the 2022 non-financial report. These issues are cross-functional and are related to climate change, soil, water and air pollution, water consumption and the circular economy.

Biodiversity

Environmental changes have multiple causes: they can be natural or anthropogenic. The five main drivers of direct change are: habitat degradation, pollution, the exploitation of resources, climate change and invasive alien species.

As a result of our activities, we contribute to the five main pressure factors, leading to the loss of biodiversity through the supply, manufacturing and end of life of marketed products. We also depend on ecosystems to source our raw materials and the energy we need.



Sustainable agriculture

Agriculture is sustainable when it meets the needs of current and future generations while being profitable, preserving environmental health and ensuring social and economic equity. Sustainable agriculture contributes to the pillars of food safety – availability, access, utilisation and stability – and covers the environmental, social and economic dimensions of sustainability.

It is of utmost importance for Lesaffre. Upstream of the value chain, yeast production relies on the supply of agricultural raw materials such as molasses made from beets or sugar cane. Downstream, we offer biosolutions for agriculture. These solutions, that are not as harmful as traditional phytopharmaceuticals, help farmers protect and nourish their crops while respecting the surrounding ecosystems.

With these two issues, we are committed to providing solutions for:

- Reducing environmental pollution by reducing the use of fertilisers and pesticides
- Maintaining biodiversity by limiting the urbanisation of land
- Respecting animal welfare
- Respecting working conditions and the health of agricultural workers.

Executive summary

Guiding principle Prioritising by-products originating from sustainable raw materials						
Key objectives and prospects	Quantitative objectives	Deadlines	Key performance indicators and unit	Results		Change in % or points
				2022	2023	
Enhancing organic materials into fertilisers to create a virtuous production cycle	-	-	Number of hectares fertilised using our by-products (ha)	217,000	226,090	4 %

Guiding principle Improving soil health with Lesaffre products						
Key objectives and prospects	Quantitative objectives	Deadlines	Key performance indicators and unit	Results		Change in % or points
				2022	2023	
Protecting crops against water stress around the world with our range of biostimulants	-	-	Equivalent surface area of field crops protected from water stress worldwide by our range of biostimulants (ha)	2,000,000	2,045,514	2 %

Guiding principle Improving animal health and welfare with Lesaffre products						
Key objectives and prospects	Quantitative objectives	Deadlines	Key performance indicators and unit	Results		Change in % or points
				2022	2023	
Contributing to the health, nutrition and welfare of farm animals and pets	-	-	Equivalent proportion of the production of milk and dairy products consumed worldwide covered by live yeasts produced by Phileo (%)	26 %	28 %	stable
			Equivalent proportion of eggs produced or consumed in the world covered by yeast-derived additives produced by Phileo (%)	17 %	16 %	stable

Governance

The "sustainable agriculture and biodiversity" group, supervised by the Research and Development department, is made up of representatives from various professions and Regions.

Created in February 2023, the steering committee met eight times to engage in a strategic discussion and put forward a policy to the Management Team.

To assist us and help organize our strategic positioning on these issues, we have chosen a specialist in biodiversity

consulting. Our goal is to conduct a study to understand our relationship with ecosystems by evaluating our biodiversity footprint across our entire value chain.

We want all the senior management teams of our subsidiaries and business units to take ownership of the results of this study for the implementation of local action plans specific to each region in the world.



Policies, objectives & action plans

BUILDING UP OUR STRATEGIC POSITIONING IN TERMS OF BIODIVERSITY

In 2023, we established a first level of maturity by listing all the actions already undertaken in terms of CSR strategy, carbon strategy, water, the circular economy, responsible purchasing and by conducting a self-assessment in relation to the ACT4Nature guidelines.

We also finalised the diagnostic assessment and evaluation of the impacts and dependencies on our value chain while taking into account the five pressure factors defined by IPBES as set out in the definition above.

Finally, we mapped out the physical and transition risks in order to build a trajectory for reducing impacts.

After this, the high-priority issues are currently being identified with an analysis of the materiality of biodiversity activities.

Thanks to this work, we will be able to define our strategic priorities (biodiversity trajectory) and our commitments by characterising the performance monitoring indicators and preparing the reporting elements to meet the requirements of the Corporate Sustainability Reporting Directive.

PROMOTING BIODIVERSITY ON THE SITES WHERE WE OPERATE

In 2023, we conducted a mapping analysis to identify the level of risk of the group's sites with regard to their proximity to protected areas as well as areas with an abundant biodiversity. The objective was to rate the different sites in order to prioritise those for which an action plan will be drawn up.

To conduct this analysis, we selected 89 sites including 65% industrial, 17% logistics, 16% offices and 2% others (laboratories, etc.).

Regarding the methodology, we analyzed the typological context according to the type of activity carried out within the site and we analysed the ecological context according to the proximity of the sites to protected areas, the abundance of species observed nearby and their rarity (sources: *ProtectedPlanet*, *IUCN*).

The tool used was QGIS which is a GIS (Geographic Information Systems) software program used to spatialise information. In the Biodiversity roadmap, we will define actions at site level with general recommendations and measures to be implemented according to the local circumstances and the configuration of the site (green spaces or not).

Some practical actions in terms of biodiversity have already been conducted on our Campus in Marcq-en-Baroeul.

This recently built Campus occupies an area of 24,000 m² on a plot covering 19 ha. Many green spaces provide favourable conditions for endangered and rare species.

In 2023, we launched a pilot initiative on the Campus which underwent a comprehensive ecological assessment. The flora and fauna assessments were carried out over the four seasons of the year.

Regarding the flora, 231 species were counted. These included seven plant species considered important for the local heritage and one species that is protected in the region: Ophrys bee (*Ophrys Apifera*). 36 species of birds were identified: three deemed important for the local heritage as well as 12 protected breeding species.

A 5-year management plan was put together with a dual objective: to maintain the spaces by optimising biodiversity and to make plans to raise awareness among our employees.

We are committed to reducing the embodied energy of the ground and to replicating this pilot initiative at the other sites of the Group. Two examples illustrate this commitment:

— In May 2023, we opened the Fermentis Campus, an application development site dedicated to the activities of Fermentis by restoring a former industrial site of the Group.

— We are building a new factory in the north of France on a former industrial wasteland.



Ophrys bee
(*Ophrys Apifera*)



SUPPORTING STAKEHOLDERS IN MAKING AGRICULTURE MORE SUSTAINABLE

Using by-products originating from sustainable raw materials

Our commitment to the supply of agricultural goods is managed cross-functionally by the Group's operations department.

Our priority in agricultural production is to develop the traceability of the products used.

Our efforts are focused on recycling the organic matter in fertilisers to create a virtuous production cycle (See our business model — *p.1*).

Improving plant and soil health with our solutions

Our subsidiary, Agrauxine, is managing our activities that contribute to plant and soil health by developing and marketing biocontrol, biostimulation and bionutrition products, made from micro-organisms (See Introduction "Our strategy and our business model", — *p.10*). These natural solutions protect crops against certain diseases and improve plant nutrition while reducing the need for chemical pesticides and conventional fertilisers.

The equivalent surface area of large crops protected against water stress in the world by our range of biostimulants increased by 3% compared to 2022 covered 2,050,000 hectares. The reason for the continued increase in this indicator is:

- An increase in volume in several countries where we are already present, particularly in Latin America
- An increase in the number of new countries, particularly in Europe, with a growing interest in this type of solution
- Growing demand on the Asian market.

The equivalent surface area of the crops fertilised by by-products was 226,090 hectares in 2023, i.e. 4% up on 2022.

Improving animal health and welfare through our products

Our Phileo business unit markets solutions that contribute to the health, nutrition and welfare of livestock and pets (See introduction to "Our strategy and our business model" — *p.10*).

In 2023, the products marketed by Phileo will cover the equivalent of more than one quarter of global milk production and the equivalent of one in six chicken eggs. That is, in 2023, 28% of milk (vs 26% in 2022) and 16% of eggs (vs 17% in 2022)¹¹.

Conducting life cycle analyses of our by-products and our flagship solutions in animal production sectors to demonstrate their environmental benefits

The Actisaf® solution is the first probiotic solution to have undergone a complete life cycle analysis from cradle to farm gate with an ISO 14040/44 report (Blonk NL – 2022/2023). This exercise uses Actisaf® as a low-carbon solution to be adopted that can

potentially reduce the carbon footprint of corrected milk by up to 5% after the period of supplementation in the dairy cow's ration.

Favourable conclusions are also presented in the study on the reduction of other impact criteria which are factors that put pressure on biodiversity (eutrophication, ocean acidification, water scarcity, land development, fossil resources). This analysis has been critically reviewed and could integrate on-farm audit programmes in Europe. Breeders engaged in a carbon reduction strategy could be remunerated in this way.

This product was also evaluated in a second life cycle analysis applied to beef cattle where the same trend of a reduction in the carbon footprint of meat was observed over the fattening period. In order to show the environmental potential, other additive solutions and new life cycle analyses are planned for 2024 and will supplement our knowledge.

Investing in the search for sustainable agricultural solutions

In order to speed up the agro-ecological transition, several **research, development & innovation projects** are being implemented in house to develop sustainable agricultural solutions.

Every year, Agrauxine invests a **quarter of its turnover in research**. We therefore actively collaborate with universities, technical institutes and renowned research organisations, e.g. INRAE or Végépolys, a world-leading competitiveness cluster in the area of innovation.

11 — Source Phileo sales in 2023 (Star base) and FAO global production estimated in 2022.



Environmental Management System: EMS

Through our activities and given the issues related to limited natural resources, we have the responsibility to limit their effects on the environment. This aim is guided by the following three challenges:

- Contributing to the fight against climate change
- Reducing water consumption by focusing on reducing groundwater extraction
- Reducing pollution, managing waste and promoting the circular economy.

Our environmental policy, guided by the group's operations department, covers the following issues:

- Climate change
- Water and marine resources
- Pollution and waste management.

The regional industrial departments, the Group industrial department and the Group quality and sustainable development departments are responsible for implementing this policy.

By implementing the internal natural resource management system based on the requirements of the ISO 50 001 and ISO 14 001 certifications on our main production sites over the next two years, we are aiming to give structure to the group's progress on these policies from 2024 onwards.

The environmental management system will be a genuine driving force for our entities, applied to our environmental policy, that we can use to organise ourselves in such a way as to estimate, reduce and control our impacts on the environment.

In particular, this system will contribute to the following:

- Ensuring compliance with local obligations on climate, water, pollution and waste
- Controlling the risks in using materials of very high concern
- Managing waste by optimising the waste processing subsidiaries
- Improving environmental reporting regarding greenhouse gas emissions, and climate-related physical and transition risks, supplies, the use and discharges of water, air and soil pollutants, substances of very high concern, production and waste treatment
- Evaluating and ordering the implementation of new technologies that yield a lot of energy, increase energy efficiency, and reduce energy use and consumption
- Monitoring the fulfilment of objectives and improving environmental performance.

The EMS includes the following areas:

Climate change	Water management	Pollution & waste management
ENERGY	EXTRACTION	WATER
		AIR
		GROUND
		WASTE
		SMELL
FUGITIVE EMISSIONS	SPILLS	NOISE

Governance of issues: climate change, water and marine resources, and pollution and waste management

Under the responsibility of the Deputy Managing Director, these three issues are managed by the Group and regional industrial department, assisted by the industrial quality and sustainable development department, the purchasing department, the supply chain department and the department for purchasing substrates and selling by-products.

By deploying the EMS, it will be possible to structure our environmental policy by reporting on local initiatives, monitoring performance and supervising our industrial activities.



Reducing the carbon footprint of our value chain

Definition

The "Climate Change" issue refers to our contribution to limiting greenhouse gas emissions in our operations and our upstream and downstream value chain, as well as our exposure to physical and transitional climate risks.

- Climate change mitigation corresponds to the decarbonisation trajectory which aims to reduce its greenhouse gas emissions as well as the associated transition risks.
- Adaptation to climate change is the prospect of designing a process for adjusting to physical climate risks, including the assessment of climate vulnerability and the development of adaptive solutions.
- The energy transition refers to the development of renewable energies, such as biogas and biomass, and energy efficiency.

Because of the industrial nature of our activities, we consume energy and release direct (Scope 1) and indirect (Scope 2) greenhouse gases at our 80 production sites. The emissions of the value chain (Scope 3) represent a significant portion of the Group's greenhouse gas emissions.

We may also be exposed to climate risks in our operations and value chain. They may be physical, e.g. thermal stress and heat waves, and could alter the industrial processes and the availability of certain ingredients. Other extreme weather events such as floods, fires and cyclones could damage buildings and infrastructures at our production sites. What's more, phenomena linked to climate change will affect agricultural production, including the beet crops, on which our business model depends (see " Sustainable agriculture and biodiversity" issue, — [p.23/26-27](#)).

Executive summary

By building on technologies that are already known and relying on the contribution of sugar and energy producers to achieving the same objective, we are committed to attaining carbon neutrality by 2050.

Guiding principle Setting reduction targets						
Key objectives and prospects	Quantitative objectives	Deadlines	Key performance indicators and unit	Results		Change in % or points
				2022	2023	
Reduce Scope 1 and 2 greenhouse gas emissions by 30% per year between 2019 and 2030	-30 %	2030 (vs 2019)	Greenhouse gas emissions Scopes 1 & 2 (tCO ₂ eq)	1,096,478	1,067,164	-3 %
Contributing to global carbon neutrality by 2050 for Scopes 1, 2 & 3	0	2050	Estimated Scope 3 greenhouse gas emissions in relation to the carbon footprint (%)	2,176,171 tCO ₂ eq, i.e. 66%	2,035,453 tCO ₂ eq, i.e. 66 %	-6 %
Maximising the use of biogas	-	-	Quantity of biogas reused per year (Nm ³)	18,528,549 Nm ³ , i.e. 85%	15,470,960 Nm ³ , i.e. 79%	-17 %

The estimate of Scope 3 greenhouse gas emissions is based on the GHG Protocol methodology.

Policies, action plans & objectives

Our ambition is to reduce our carbon footprint throughout our value chain.

REDUCING OUR GREENHOUSE GAS EMISSIONS

Standardise: setting up measurement tools

We are committed to implementing standardised tools to measure our Scope 1, 2 and 3 greenhouse gas emissions. In order to structure our approach, we supplemented the industrial sustainable development department with a sustainable development engineer who was recruited in 2023 to manage the measurement of the carbon footprint across our entire value chain.

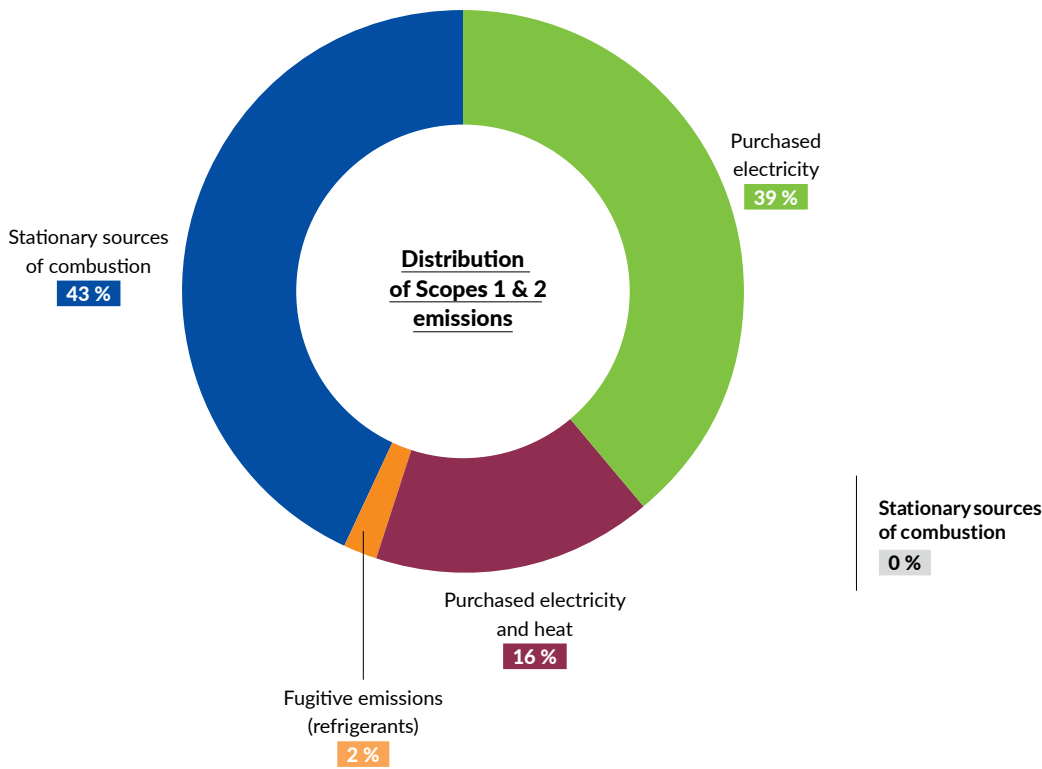
In 2023, we continued our work to measure Scopes 1 and 2 greenhouse gas emissions from 2015 to 2023:

- Scope 1 includes direct emissions from fixed or mobile facilities coming from sources owned or controlled by the

Group (combustion of fixed and mobile sources, refrigerant leaks, etc.).

- Scope 2 includes indirect emissions from the production of electricity or steam that is imported for our operations.

This work, covering a representative scope of 71 sites aims to draw up an inventory and identify the main sources of greenhouse gas emissions in our industrial sites. Our total Scope 1 & 2 greenhouse gas emissions in 2023 came to 1,067,164 tCO₂eq, i.e. -2.7% compared to 2022, of which more than 98% come from the combustion of stationary sources (Scope 1) and purchases of electrical power and steam (Scope 2).



In 2022, we started work on collecting Scope 3 greenhouse gas emissions data on a pilot sample of three exemplary sites, using the GHG Protocol methodology.

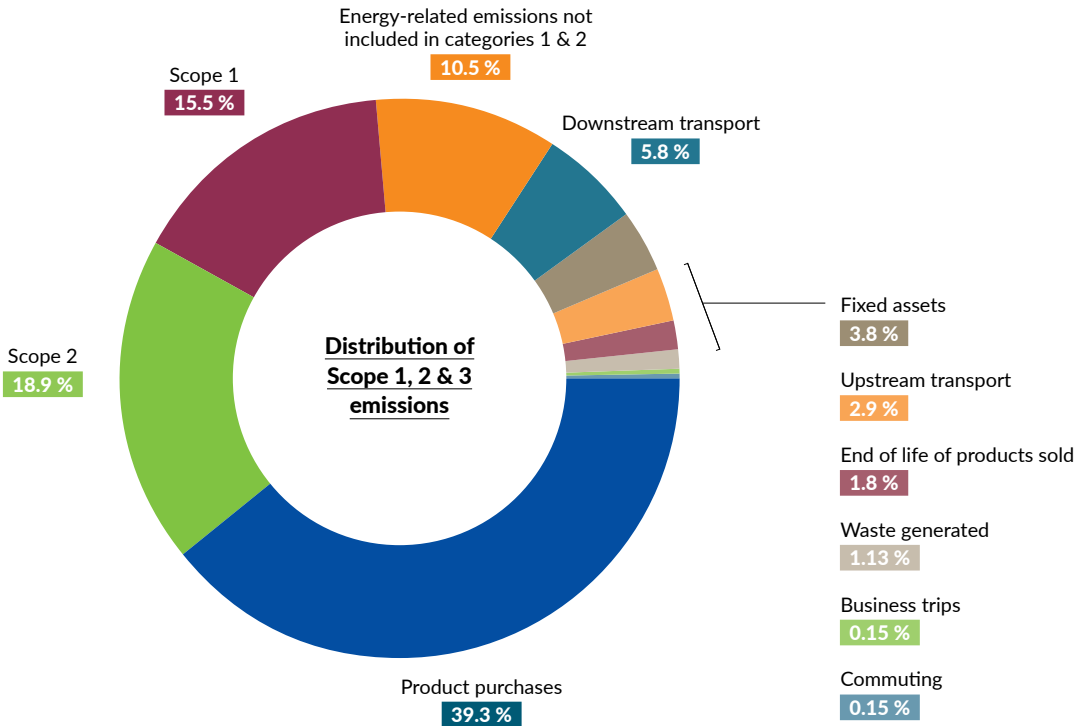
By extrapolation, the main consumption items to date are product purchases, the energy not included in the "direct and indirect GHG emissions" categories, and upstream and downstream freight transport.

In 2023, we implemented a more robust measurement tool for Scope 3 greenhouse gas emissions. The extent of Scope 3 is aligned with that of Scopes 1 & 2; our total Scope 3 greenhouse gas emissions in 2023 came to 2,032,139 tCO₂eq, i.e. 66% of the overall balance. Data related to transport and waste were consolidated and the use of standardised emission factors.

The categories that contribute most and those that we can influence are:

- Purchases of goods and services
- Upstream and downstream transport
- Waste generated by operations
- The end of life of our products.

Action plans for these four categories are underway and will be implemented in 2024.



We publicly participated in the CDP (Carbon Disclosure Project) process as a reporting organisation during 2023. This approach is a voluntary one by the Group, that is committed to renewing the initiative in 2024. What's more, it will lead to the attribution of a rating.

Furthermore, the implementation of the internal Environmental Management System (EMS) will supplement certain categories of the Group's carbon assessment from 2024.

Making a commitment: setting reduction targets

We are committed to reducing our Scopes 1 & 2 greenhouse gas emissions by 30% by 2030 (base year: 2019) and aim to achieve carbon neutrality by 2050.

Our decarbonisation strategy, managed by the Group's industrial department, is primarily based on reducing direct and indirect emissions.

The Group has identified seven levers of influence tailored to the nature of our activities:

1. Improving energy efficiency: a growing number of sites are ISO 50 001 certified, e.g. factories of Biospringer France in 2023. What's more, by implementing the EMS based on the requirements of the ISO 50 001 and ISO 14 001 certifications on our main production sites, we are aiming to give structure to the Group's progress on these policies from 2024 onwards.

2. Deploying electrification: several sites are installing a heat pump system to reduce fossil fuel consumption. A Mechanical Vapour Compression (MVC) which reuses steam at the expense of using steam generated by fossil fuels has also been installed.

For example, a French site launched a project to install a waste heat recovery unit in 2022. From the two heat pumps that will be commissioned in 2025, the heat created by the fermentation activity can be reused to cover 70% of the site's heat requirements and avoid approximately 30,000 tons of CO₂ emissions per year.

3. Using biomass and by-products: LIS France acquired a biomass boiler in 2023 that will produce more than 110,000 tonnes of steam per year in order to reduce the CO₂ emissions from the industrial process by 85% (See "Products, services and eco-design" issue, – p.22/26-27).

4. Optimising the use of biogas: in 2023, two new sites reused 680,808 Nm³ of the biogas generated by our activities instead of natural gas. The volume of reused biogas per year was 15,470,960 Nm³ in 2023, i.e. a reutilisation rate of 78.5% of the biogas production from our sites.

5. Developing renewable energies: an increasing number of sites are using renewable energies, e.g. our site in Belgium, which installed a wind turbine in 2022.

6. Reducing the emissions associated with refrigerant leaks: when replacing their refrigeration systems, e.g. air conditioning, chillers and heat pumps, our sites prefer to use fluids with a lower global warming power (GWP) for our buildings as well as the industrial processes. The EMS will improve this point when monitoring the management of these fluids for all of the group's sites.

We have also entered into a discussion on finding new ways to speed up decarbonisation in the future.

07. Entering into long-term contracts with green energy suppliers: two of our factories use 100% green electricity with guarantees of origin and two other factories will benefit from a supply of carbon-free energy after signing a CPPA (Corporate Power Purchase Agreement).

Deploying an action plan for Scope 3

In 2023, we initiated the request for the carbon footprints of the raw materials that contribute to the purchasing category of the Scope 3 indirect emissions. In 2024, a standardisation of this approach will be agreed with suppliers to ensure that they commit to reducing their carbon footprint.

We will also measure and enhance the avoided emissions of some of our products, and finance carbon offset and reduction projects.

As stated on the Biodiversity issue (–p.23), we carry out Life Cycle Analyses (LCA) to find out the carbon and environmental footprint of our products and the associated avoided emissions.

Finally, we plan to improve the quantification and projection of the contribution of each project in each category (raw materials, transport, waste, etc.) with the aim of achieving carbon neutrality by 2050.

Developing innovative technologies

We are committed to developing innovative technologies to decarbonise our business activities.

On the one hand, we are investing to develop innovative pilot projects aimed at reducing greenhouse gas emissions so that the fruits of these projects can be applied to as many factories as possible.

For example, a pilot project to optimise the treatment of our effluents for the production of energy is currently being evaluated with a view to expanding it to other sites.

On the other hand, our decarbonisation objectives are integrated into all of our Research & Development projects.

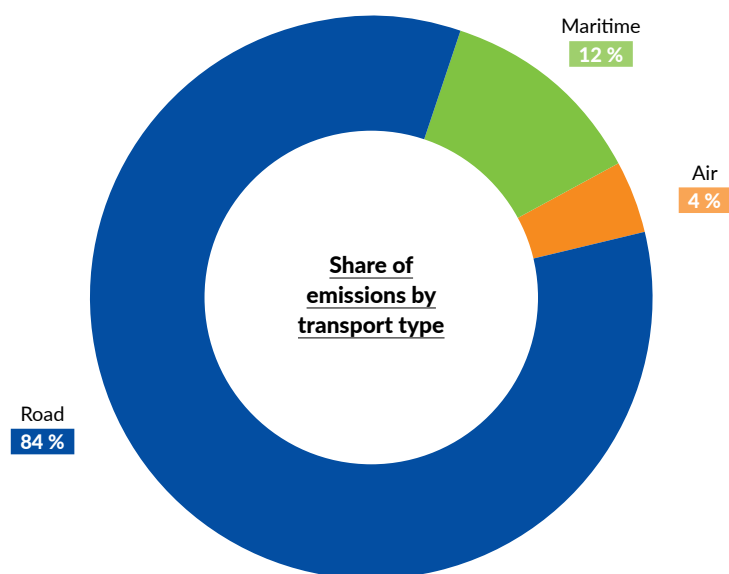
What's more, the impact of each new investment on greenhouse gas emissions is currently being evaluated and integrated into the decision-making process for every major investment procedure. We have made a commitment to improving environmental indicators through our green financing projects.

Optimising the CO₂ footprint of the transport modes used for our goods

The group Purchasing department manages the decarbonisation of transport and travel with the support of the supply chain department, and the quality and industrial sustainable development department.

The total emissions from the freight transport category come to 265,921 tCO₂eq or 8.6% of the Group's carbon footprint.

The distribution of the type of transport was worked out using the more comprehensive analysis of the Scope 3 measurement for the years 2022 and 2023.



In 2023, the responsible transportation purchasing guidelines were formally recognised at group level.

Since 2022, we have started offsetting carbon emissions in the maritime transport category thanks to a portfolio of diversified projects in partnership with specialised companies.

In 2023, a total of 2,548 tCO₂eq were offset, i.e. 0.9% of our transport-related emissions.

Promoting the purchase of renewable energies

The group Purchasing department works with the quality and industrial sustainable development department to organise the participation in renewable energy purchase initiatives and develop green energy contracts in targeted areas (see "Climate change" issue, — p.23/26-27).

As part of a solar energy deployment project initiated in France in 2022, a study was undertaken covering all of the French sites on the deployment of solar panels on compatible roofs as well as on the available ground surfaces.

Other initiatives using the Corporate Power Purchase Agreements (CPPA) are also being studied or even being agreed to in the form of contractual relations. 2 sites have begun supplying solar energy using CPPA in France and Belgium. In 2023, the purchase of electricity from renewable sources represented 4,782 tCO₂eq avoided, i.e. 1.2% of the indirect emissions from purchased electricity.



Reducing our water consumption *by focusing on reducing groundwater extraction*

Definition

We consume water for three types of use:

- For the process: water as an ingredient in the yeast itself
- For the dilution steps
- For the utilities: mainly used for cooling, but also for boiler rooms, cleaning and watering.

Indeed, these activities can have an impact on the use and replenishment of water.

We are exposed to water-related risks in our value chain through our production activities but also upstream.

The agricultural sector can be impacted by droughts that affect the availability of our raw materials. Finally, regulatory restrictions on water can impact both our suppliers and our own operations when each one operates in areas facing challenges related to water quantity or quality.

We help to preserve water and resources by limiting extraction and consumption on the one hand and managing the treatment of waste water during its production before returning it to the natural environment on the other hand.

Executive summary

Guiding principle Setting water reduction targets						
Key objectives and prospects	Quantitative objectives	Deadlines	Key performance indicators and unit	Results		Change in % or points
				2022	2023	
Reducing water extraction by 20% between 2022 and 2030	-20 %	2030 (vs 2022)	Change in water extraction (%)	91,916,200	87,831,229	-4 %

Policies, action plans & objectives

Our aim is to reduce water consumption by focusing on reducing groundwater extraction.

REDUCING OUR WATER EXTRACTION

Standardize: setting up measurement tools

We are committed to implementing standardised tools to measure our water consumption.

Extraction, which represents the biggest share of the water used, is required for the cooling process while the manufacturing processes require consumption.

In 2022, we started systematically monitoring the volume of water extracted for the process and utility uses. A single reporting protocol was formally recognised to help the sites in measuring these indicators, and training modules were made available to the regions to disseminate the reporting methodology for the yeast and yeast extract production sites that have been part of the Group for more than five years.

The implementation of the formally recognised EMS in 2023, which will be deployed in 2024, will help to standardise the water measurement units from 2024. Finally, we make sure that the quality of our wastewater complies with local regulatory obligations. The chemical oxygen demand (COD) of our effluents is monitored at the sites in accordance with applicable local regulatory frameworks. We are developing an indicator on the proportion of non-standard releases compared to total releases in terms of quantity.

Making a commitment: setting water reduction targets

We are committed to **reducing our water extraction by 20% in 2030** (base year: 2022).

By monitoring the volume of water consumed on each site, we can implement targeted action plans for each plant. Our efforts are currently focused on reducing groundwater use and encouraging the use of surface waters, as well as installing closed loop water cooling systems.

We have launched pilot projects to reduce water consumption in the factories that consumed the most in 2023. In France, a site is running a rainwater reutilisation and recycling project to reduce the water needs of the cooling towers.

The change in water extraction between 2022 and 2023 was -4.4%.

Innovating: developing innovative technologies

We are committed to developing innovative technologies to reduce our water consumption.

Our approach is to invest in innovative pilot projects for reducing water consumption in order to standardise them.

For example, we are working to develop the use of membrane techniques that deliver water savings:

- In the production workshops for by-products, with a pilot in Australia
- In the final stage of the biological treatment of our wastewater treatment plants in order to reuse the resulting water internally, with a pilot on one of our European sites.

We also work on recycling water from certain production flows.

The concrete environmental issues facing Lesaffre – biodiversity, climate, water, pollution and waste – must be understood in the round because of their interdependence and their cumulative effects. Consequently, Lesaffre is aiming to develop cross-functional initiatives to mitigate our negative impact on the environment.

By way of illustration, the TransVertSIL project, which is scheduled to be up and running in 2025, consists in recovering the residual heat from fermentation by installing heat pumps instead of letting it dissipate into the atmosphere. This project has joint benefits for climate change mitigation and reducing water consumption.

On the one hand, it makes it possible to use local green heat, reduce the dependence on fossil fuels and reduce CO₂ emissions. On the other hand, it makes it possible to streamline water consumption on site and minimise cooling needs.



Reducing pollution *and* promoting the circular economy

Definition

The "pollution and waste management" issue is our contribution to reducing the emissions of pollutants and substances of very high concern into the air and soil, and reducing waste in our operations and in our upstream and downstream value chain.

In the context of certain specific production processes, we may be required to use chemical substances and emit pollutants. We are then subject to risks of chronic pollution and accidental spills that we must control. We are implementing a risk control system (storage and use) of chemical substances.

In addition, we can generate different types of waste:

- Waste classified as hazardous, which includes lubricants, laboratory waste and technological production aids
- Non-hazardous waste, which mainly includes sludge from wastewater treatment plants, sludge from water clarification, cardboard, plastics and used equipment.

To reduce and recycle our waste in a structured way, we believe that we need to apply circular principles to our waste management and track waste throughout its life cycle.



Executive summary

Guiding principle Optimising waste management						
Key objectives and prospects	Quantitative objectives	Deadlines	Key performance indicators and unit	Results		Change in % or points
				2022	2023	
Standardize and implement an indicator on the proportion of waste recycled	Setting targets	Q4 2024	Quantity of waste produced by typology (tonne)	-	Organics 114,288 t Others 13,121 t Packaging 4,496 t Hazardous 2,369 t	-

Policies & action plans

Our goal is to reduce pollution and promote the circular economy.

The environmental management system defines the minimum requirements to manage environmental performance, particularly in terms of waste and pollution management (water, air, soil, noise and substances of very high concern).

SUBSTANCES OF VERY HIGH CONCERN, AND AIR AND SOIL POLLUTION

Oversight of the use of substances of very high concern, and reducing air and soil pollution

Air and soil pollutants may be accidentally generated by the activity of producing yeast extracts and instant dry yeast. The implementation of the internal environmental management system will contribute to the standardization of water measurement units from 2024.

Several actions were implemented in 2023:

- An analysis of the risks of environmental incidents is in progress to minimise and manage the risk of soil, water and air pollution, as well as the risk of spilling substances of very high concern.

– The measurement of substances of very high concern on our yeast extract and instant dry yeast production sites is currently being organised. The standard that we apply in Europe and the USA identifies the best available techniques for reducing the use and management of substances of very high concern. We are gradually rolling it out to all other group entities.

– The practices we implement are the same for volatile organic compounds (VOC).

– A process electrification programme is also being rolled out to reduce nitrogen oxide emissions (NoX) using boilers that run on biomass (*See "Climate change" issue, – p.23/26-27*). We take care to monitor NoX emissions in accordance with the local regulatory obligations.

– The goal of the Opticlean project, launched in 2023, is to reduce the consumption of cleaning products in our industrial facilities.



WASTE MANAGEMENT

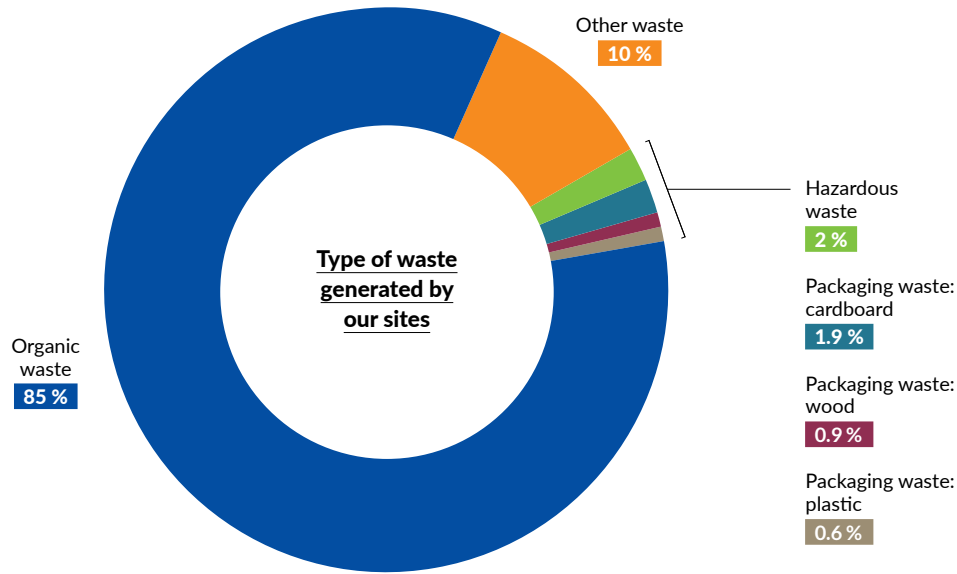
Optimizing waste management

In 2023, by gathering the information needed to develop Scope 3 of the "waste generated by our operations" category, we consolidated the typology and volumes of waste.

Actions are regularly rolled out on waste recycling depending on the factory. By way of illustration, some hazardous waste, e.g. lubricants, is recycled.

Local management is accountable for the compliance of our waste management with local regulatory obligations and will be systematically monitored by the EMS.

By collecting the data on waste, the typology of waste volumes can be monitored at Group level. This mapping will be used to organise the standardisation and future objectives.



The volume of organic waste is the biggest contributor. Most production sites treat their effluents directly and generate sewage sludge. Sludge can be recycled using different treatments: composting, anaerobic digestion, etc.

A waste map will be produced at Group level in 2024 to specify the quantities of recycled and non-recycled waste according to their treatment method (landfill, energy/ material repurposing, recycling, reuse).

The implementation of the internal environmental management system will contribute to the standardization of the measurement units and the objectives from 2024.

A target share of recycled waste will be set up from 2025 to be implemented in 2026.

Appendices

Table of key performance indicators and key figures by issue

Consolidated table of metrics: breakdown of key performance indicators and key figures

Issue Employee Health and Safety		
Metrics (the indicators audited by Mazars are in blue)	Key performance indicators	Key figures
Accident frequency rate with and without sick leave for Lesaffre employees (TF2r excluding first aid)	✓	
Accident frequency rate with and without sick leave for Lesaffre employees and temporary workers (TF3)	✓	
Percentage of leadership teams trained on health and safety issues		✓
Number of behaviour-based safety visits	✓	
Proportion of safety measures conducted following behaviour-based safety visits and safety inspections		✓

Issue Training, development and work environment		
Metrics (the indicators audited by Mazars are in blue)	Key performance indicators	Key figures
Number of employees (breakdown by gender and region)		✓
Number of permanent employees (breakdown by gender and region)		✓
Number of temporary employees (breakdown by gender and region)		✓
Number of full-time employees (breakdown by gender and region)		✓
Number of part-time employees (breakdown by gender and region)		✓
Job mobility rate among the TOP450 in the leadership teams	✓	
Employee mobility rate	✓	
Employee turnover rate for permanent contracts	✓	
Attrition rate	✓	✓

Issue Training, development and work environment — (continued)		
Metrics (the indicators audited by Mazars are in blue)	Key performance indicators	Key figures
Rate of increase in the total number of hours of connection to the e-learning platform compared to the previous year		✓
Proportion of open positions posted on the WOO platform		✓
Proportion of leadership succession plans reviewed each year		✓
Number of executives working on international careers	✓	
Number of nationalities represented among executives working on international career paths		✓
Share of <i>Volontariats Internationaux en Entreprise</i> (international volunteering in business) recruitments		✓
Proportion of employees informed of the whistleblowing procedure and associated platform		✓
Share of Group employees benefiting from life insurance of up to one year's salary		✓
Proportion of regions with social climate surveys		✓

Issue Business ethics		
Metrics (the indicators audited by Mazars are in blue)	Key performance indicators	Key figures
Share of employees (excluding operators) trained in the fight against corruption	✓	
Share of employees (excluding operators) who have completed the new anti-trust training course	✓	

Issue Products, services and eco-design		
Metrics (the indicators audited by Mazars are in blue)	Key performance indicators	Key figures
Share of sales from products sold that have been manufactured by a GFSI-certified site	✓	

Issue Responsible purchasing		
Metrics (the indicators audited by Mazars are in blue)	Key performance indicators	Key figures
Percentage of employees in the purchasing community that have been trained on the new sustainable purchasing policy	✓	

Issue Sustainable agriculture and biodiversity		
Metrics (the indicators audited by Mazars are in blue)	Key performance indicators	Key figures
Equivalent area of crops fertilised by by-products	✓	
Equivalent surface area of field crops protected from water stress worldwide by our range of biostimulants	✓	
Equivalent proportion of the production of milk and dairy products consumed worldwide covered by the live yeasts produced by Phileo	✓	
Equivalent proportion of eggs produced or consumed in the world covered by yeast-derived additives produced by Phileo	✓	
Issue Climate change		
Metrics (the indicators audited by Mazars are in blue)	Key performance indicators	Key figures
Scopes 1 & 2 greenhouse gas emissions	✓	
Estimated Scope 3 greenhouse gas emissions in relation to the carbon footprint	✓	
Quantity of biogas reused per year	✓	
Issue Water and marine resources		
Metrics (the indicators audited by Mazars are in blue)	Key performance indicators	Key figures
Volume of water consumed		✓
Change in water extraction	✓	
Issue Pollution and waste management		
Metrics (the indicators audited by Mazars are in blue)	Key performance indicators	Key figures
Quantity of waste produced by typology	✓	
Issue Introduction/Business Model/General		
Metrics	Key performance indicators	Key figures
Number of consumers affected by salt reduction thanks to the Biospringer yeast ingredients		✓
Share of bread made with Lesaffre yeast worldwide		✓

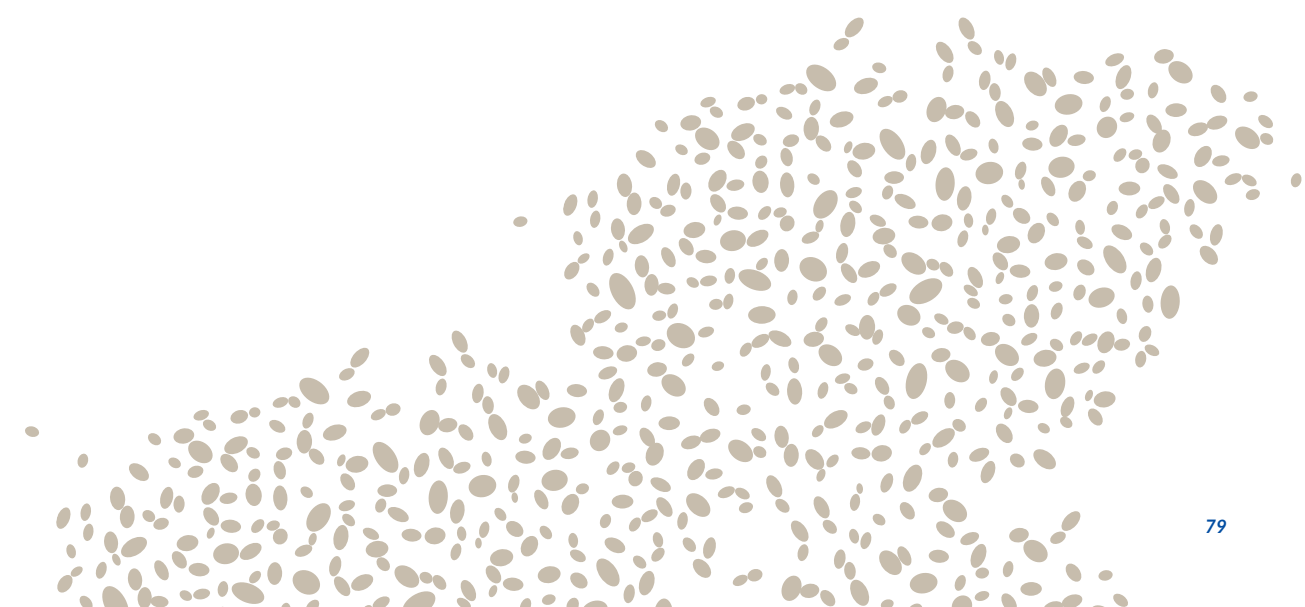
Social data chart: breakdown of employees by gender

Key figures	Women	Men	Total
Number of employees	3,198	7,553	10,751
Number of permanent employees	2,989	7,045	10,034
Number of temporary employees	209	508	717
Number of full-time employees	3,031	7,483	10,514
Number of part-time employees	167	70	237

Source: LINK internal software. Tables do not include temporary workers.

Social data chart: breakdown of employees by region

Key figures	France	Europe	ROW	Total
Number of employees	2,289	2,912	5,550	10,751
Number of permanent employees	2,162	2,767	5,105	10,034
Number of temporary employees	127	145	445	717
Number of full-time employees	2,188	2,813	5,513	10,514
Number of part-time employees	101	99	37	237



Methodological memo of the CSR reporting

Scope of issues covered by our statement of non-financial performance ("EPFR")

Lesaffre has seven classified facilities for the protection of the environment ("ICPE"):
SIL, LIS, BSMA ¹, B.S.S. ², LPF ³, Ennolys and Agrauxin.

Legislation Implementing decree for the transposition of the European directive (no. 2017-1265)	
List of mandatory items	Item processing
Consequences on climate change of the company's activity and the use of the goods and services it produces (contribution and adaptation)	See chapters: – “Guaranteeing the food safety of our products while improving their circularity” – “Playing an active role in the agricultural transition by developing solutions with a positive impact” – “Reducing the carbon footprint of our value chain” – “Reducing pollution and promoting the circular economy”.
Circular economy	
Fight against food waste	Given the nature of our activities, we consider that the fight against food waste does not constitute one of the main CSR risks and therefore does not need to be developed in this management report.
Collective agreements concluded in the company and their impact on the economic performance of the company	See chapter: “Fostering employee commitment by developing their careers within a safe and inclusive working environment”
Actions aimed at promoting physical activities and sports	Given the nature of our business activities, we consider that actions aimed at promoting physical activities and sports do not constitute one of the main CSR risks, and therefore do not need to be developed in this management report.
Actions aimed at combating discrimination and promoting diversity, and measures taken in favour of people with disabilities	See chapter: “Fostering employee commitment by developing their careers within a safe and inclusive working environment”
Societal commitments in favour of sustainable development	See chapters: – “Introduction – Our strategy and our business model” – “Guaranteeing the food safety of our products while improving their circularity” – “Maintaining ethical business relationships with all of our stakeholders: employees, suppliers and subcontractors, customers and partners” – “Buying sustainable products and services from responsible suppliers”.

1. Biospringer Maisons-Alfort
2. Biospringer Strasbourg
3. Lesaffre Panification France

Legislation Sustainable food law of 30 October 2018	
List of mandatory items	Item processing
Fight against food insecurity, respect for animal welfare, and responsible, fair and sustainable food	See chapters: – “Introduction – Our strategy and our business model” – “Guaranteeing the food safety of our products while improving their circularity” – “Playing an active role in the agricultural transition by developing solutions with a positive impact”.

Legislation Law no. 2023-703 of 2 August 2023 relating to military programming for the years 2024 to 2030 containing various provisions pertaining to defence (article 29)	
List of mandatory items	Item processing
Actions aimed at promoting the Nation-Army link and supporting engagement in the reserves	This information, mentioned in article L. 2 25-102-1 of the Commercial Code, is not presented in this chapter because it was considered not applicable to the Group's activity.

Legislation Article L. 2 25-102-1 of the Commercial Code	
List of mandatory items	Item processing
Working conditions of employees	See chapter: “Fostering employee commitment by developing their careers within a safe and inclusive working environment”

Scope and calculation method of our key performance indicators

Issue Health security		
Key performance indicators	Scope	Definition and method
Accident frequency rate with and without sick leave for Lesaffre employees (TF2r excluding first aid)	100% of the workforce (excluding temporary workers) on the production sites as well as the sales branches and Baking Center™	Definition TF2 is the frequency rate of workplace accidents including accidents with and without sick leave for Lesaffre employees (excluding temporary workers). Calculation TF2 = (Number of accidents with and without sick leave * 1,000,000) / Number of hours worked by Lesaffre employees).
Accident frequency rate with and without sick leave for Lesaffre employees and temporary workers (TF3)	<p>This indicator covers the entire workforce of the production sites plus the Baking Center™ and commercial subsidiaries.</p> <p>TF3, unlike TF2, includes temporary workers.</p>	Definition TF3 is the frequency rate of workplace accidents including accidents with and without sick leave for employees and temporary workers. This indicator corresponds to the number of accidents per 1,000,000 hours worked by employees and temporary workers. Calculation TF3 = (Number of accidents of employees and temporary workers with and without sick leave * 1,000,000) / (Number of hours worked by Lesaffre employees and temporary workers). The calculation of this indicator takes into account the hours worked and paid to Lesaffre employees, as well as the hours worked by the temporary workers. The hours worked used in the calculation of the TF3 include the overtime and training hours. For managers, the hours worked are those indicated in their contract. The calculation of this indicator takes into account the work accidents with sick leave as well as work accidents without sick leave. This indicator contains the data for Lesaffre employees and temporary workers.

Issue Training, development and work environment — (continued)		
Key performance indicators	Scope	Definition and method
Employee mobility rate	100% of the employees of the Group's legal entities under the following contracts: permanent contract, fixed-term contract, work-study course, temporary salaried work for the self-employed, internship of more than 6 months	Definition This indicator specifies the number of employees whose career has advanced internally during the year out of the overall number of employees. Calculation The share of employees concerned by internal mobility must be calculated according to the following formula: (Number of internal transfers during the year) / Workforce on 31/12 of the year.
Job mobility rate among the TOP450 in the leadership teams	The calculation of this indicator takes into account the entire LT workforce for the Group's legal entities according to the following contracts: fixed-term contract, permanent contract	Definition This indicator indicates the number of "Leadership Team" (LT) employees (*) who joined the group or took on a new internal responsibility during the year out of the overall number of LT employees. The LTs are the regional/BU/functional/country management committees. Calculation The LT job mobility rate should be calculated using the following formula: [(Number of arrivals in the LTs during year N) + (Number of arrivals in the LTs thanks to a new assignment) + (Number of changes of assignment in the LTs during year N)] / LT workforce as of 31/12 of year N.
Number of executives on an international career path	This indicator covers all expatriates, i.e. executives with a contract in the country of origin and going abroad	Definition This indicator illustrates the results of Lesaffre's mobility policy. Executives working on an international career path are French employees who have an executive contract with Lesaffre and are going to work abroad. Calculation Sum of expatriates between 01/01/N and 31/12/N.
Turnover rate on permanent contracts	The calculation of this indicator takes into account the entire workforce for the Group's legal entities according to the following contracts: Permanent contract	Definition This indicator shows the employee turnover rate in the company. Calculation The turnover rate must be calculated according to the following formula: [(Number of departures during year N + Number of arrivals during year N) / 2] / Workforce as of 1 January of year N.
Attrition rate	100% of the employees of the Group's legal entities under the following contracts: permanent contract, fixed-term contract, work-study course, temporary salaried work for the self-employed, internship of more than 6 months	Definition This indicator specifies the number of employees who resigned during the year out of the average number of employees. Attrition refers to the unpredictable and uncontrollable reduction in the group's workforce. Calculation Attrition, which represents the percentage of employees who voluntarily left the company, is calculated using the following formula: [(Number of voluntary departures during period N) / Average workforce for year N] x 100
Rate of increase in the total number of hours of connection to the e-learning platform compared to the 2022	The online training platform is open to 100% of the Group's "white collar" workers	Definition This indicator shows the annual increase in the total number of hours connected to the online training platform from one year to the next. Calculation The minimum annual increase of 10% in the total number of hours connected to the online training platform is calculated according to the following formula: [(Number of connection hours in year N) – (Number of connection hours in year N-1)] / Number of connection hours in year N-1 x 100

Issue Products, services and eco-design		
Key performance indicators	Scope	Definition and method
Percentage of sales from products sold that have been manufactured by a GFSI-certified site	100% of the group's production sites	Definition This indicator represents the percentage of the sales that come from products manufactured by a GFSI-certified site. Calculation Sum of IFRS sales from GFSI-certified factory production/total IFRS sales of the Group (excluding trade and by-product sales).

Issue Business ethics		
Key performance indicators	Scope	Definition and method
Proportion of targeted employees (excluding operators) trained in the fight against corruption	Employees (excluding operators) 100% of employees with more than 6 months of seniority by the end of 2023	Definition This indicator corresponds to the share (in percentage) of employees who have actually been trained in the fight against corruption out of all employees invited to complete the course concerned. Calculation The calculation is made through our LEA e-learning platform which invites all the employees (excluding operators) to attend the course on corruption and which counts those who have actually completed it.
Percentage of employees (excluding operators) who have completed the new anti-trust training course (%)	This indicator covers all employees excluding operators	Definition This indicator corresponds to the share (in percentage) of targeted employees who have actually been trained in anti-trust issues out of all targeted employees invited to complete the course concerned. Calculation The calculation is made through our LEA e-learning platform which invites all the targeted employees to attend the course on anti-trust issues and which records the actual course attendance (filter % of learner completion).

Issue Responsible purchasing		
Key performance indicators	Scope	Definition and method
Percentage of purchasing community employees trained in the sustainable purchasing module	This indicator covers the entire purchasing community workforce It does not take into account trainee populations	Definition This indicator corresponds to the share (in percentage) of employees who have actually been trained in sustainable purchasing module out of all employees invited to complete the course concerned. Purchasing community: purchasing population at local, regional and corporate level with a functional or hierarchical connection to the purchasing responsibility. Calculation The calculation is done through our LEA e-learning platform which invites all employees to complete the course on sustainable purchasing.

Issue Sustainable agriculture and biodiversity		
Key performance indicators	Scope	Definition and method
Equivalent surface area of field crops protected from water stress worldwide by our range of biostimulants	100% of the sales of our range of biostimulants made by the subsidiary Agrauxine	Definition This indicator represents an estimate of the surface areas of field crops and specialised crops that have been protected against abiotic stresses worldwide thanks to our range of biostimulants. The field crops concerned are mainly soy, corn, rapeseed and cereals. The specialised crops are vineyards, tree growing and market gardening. Calculation 1. The number of hectares of crops treated with the range of biostimulants is defined by dividing the quantities of products sold in litres by the number of recommended applications. 2. The number of doses and applications of the product is defined according to the user instructions given to the customer by Agrauxine. 3. The result obtained is then divided by the recommended dose in litres per hectare.
Equivalent surface area of crops fertilised by by-products	Part of the group's sales of by-products recycled for fertilisation purposes	Definition This indicator represents an estimate of crop surface areas whose potash needs are covered by Lesaffre by-products. We repurpose some of our by-products as fertilisers, which are sold to cover the potash needs of crops. Calculation Once the quantities sold have been reported, the potash content of the by-products repurposed as fertiliser is then converted into hectares based on an average dose of K ₂ O (potassium) per hectare.
Equivalent proportion of milk and dairy products consumed worldwide covered by the live yeasts and yeast-derived additives produced by Phileo	100% of the Phileo Business Unit products	Definition This indicator represents an estimate of the proportion of the annual global milk production covered by Phileo products. Calculation 1. Quantity of products marketed by Phileo worldwide 2. Average consumption per cow per year calculated from recommended daily dose and average duration of use 3. Ratio between the dairy cow population covered by Phileo and the global dairy cow population. Methodological note — The data on the number of dairy cows and milk production come from the FAO. — For the calculation of this KPI, it was assumed that all live yeasts and yeast additives produced by Phileo are consumed by dairy cows and laying hens. — The average daily doses in g/day/cow taken into account for the calculation of this KPI correspond to the quantities officially registered on the European market. Gnosis products are excluded from the calculation of the indicators because these products are made for pets.
Equivalent proportion of eggs produced or consumed in the world covered by yeast-derived additives produced by Phileo	100% of Phileo Business Unit products	Definition This indicator represents an estimate of the proportion of the annual global egg production covered by Phileo products. Calculation 1. Quantity of products marketed by Phileo worldwide 2. Estimate of the annual quantity of eggs with Phileo products based on feed consumption, recommended doses per tonne of feed and feed conversion rate (feed quantity / egg quantity) 3. Ratio between the annual egg production covered by Phileo and the world egg production. Methodological note — The data on egg production are from FAO. — For the calculation of this KPI, it was assumed that all the live yeasts and yeast-derived additives produced by Phileo are consumed by dairy cows and laying hens. — The average inclusion rate (kg/tonne) of feed for hens used to calculate this KPI corresponds to the quantities officially registered on the European market. Gnosis products are excluded from the calculation of the indicators because these products are made for pets.

Issue Climate change		
Key performance indicators	Scope	Definition and method
Scopes 1 & 2 greenhouse gas emissions	68 production sites* *The organizational scope used for the overall assessment encompasses all the establishments identified as a "Factory" for which we have operational control (i.e. that we run).	Definition: Scopes 1 & 2 – BGES: Direct and indirect emissions Scope 1: Direct emissions from fossil fuels (oil, gas, coal, etc.). Scope 2: Indirect emissions from electricity consumption and heating/cooling networks Calculation and Methodology: GHG Protocol - Corporate Value Chain (Scopes 1 & 2) The data from our sites and the Emissions Factors (EF) are integrated into the formulas of the GHG Protocol that are used to calculate the result of our Scopes 1 & 2 emissions of the carbon footprint.
Estimate of Scope 3 greenhouse gas emissions	66 production sites** **The organizational scope used for the overall assessment incorporates all of the establishments identified as "Factory" (except those excluded because not significant) for which we have operational control (i.e. which we operate).	Definition: Scope 3 – BGES: Indirect emissions (excluding Scope 2) The Scope 3 estimate supplements the Scope 1 & 2 GHG assessment by adding the indirect emissions located upstream and downstream of a company's value chain. These are GHG emissions that are not directly associated with the manufacture of the product. Calculation and Methodology: GHG Protocol - Corporate Value Chain (Scope 3) Selection of significant emissions categories to be estimated (transport, purchase, energy, waste management, daily employee travel, business travel, etc.). The calculation is based on data collected from our sites, EFs from official databases (Ademe, IEA, Ecolnvent, etc.) and formulas that are specific to each category from the GHG Protocol.
Biogas Quantity of biogas reused per year (Nm³)	100% of Lesaffre sites producing and reusing biogas	Definition This indicator represents the proportion of biogas produced that returns to the plant's boiler room or cogeneration systems, i.e. the share of biogas recovered in energy production such that fossil fuel savings can be made. Calculation 1. On each site producing and reusing biogas, there are meters that monitor the quantities of biogas produced and the quantities reused. 2. The quantity of biogas reused is obtained by subtracting the corresponding index from the corresponding meter at the start of the month from the meter reading at the end of the previous month. 3. The sum of the quantities of biogas reused from all the sites is used to obtain the consolidated quantity of reused biogas.

Issue Water and marine resources		
Key performance indicators	Scope	Definition and method
Variation in the volume of water extracted	This indicator takes into account all of the yeast and yeast extract sites. The list of sites concerned will be that of the TMRs at the end of December in year N.	Definition This involves measuring the volumes of cooling water extracted and the process water from all the yeast and yeast extract sites. Calculation The data comes from the readings of the water meters installed on the sites. (Some sites estimate the volume of cooling water per pump operating time. Case: Ceyhan) The cooling water and process water consumption are added together. <i>Indicator for monitoring the total volume of water extracted.</i>

Issue Pollution and waste management		
Key performance indicators	Scope	Definition and method
Volume of waste by typology	The organisational scope used for the overall assessment incorporates all of the establishments identified as "Factory" (except for exclusions justified by their non-significance) for which we have operational control (i.e. which we operate).	Volumes by type of waste produced on the manufacturing sites. The indicator is consolidated once a year on the data for one calendar year: from 01/01/N to 31/12/N.



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