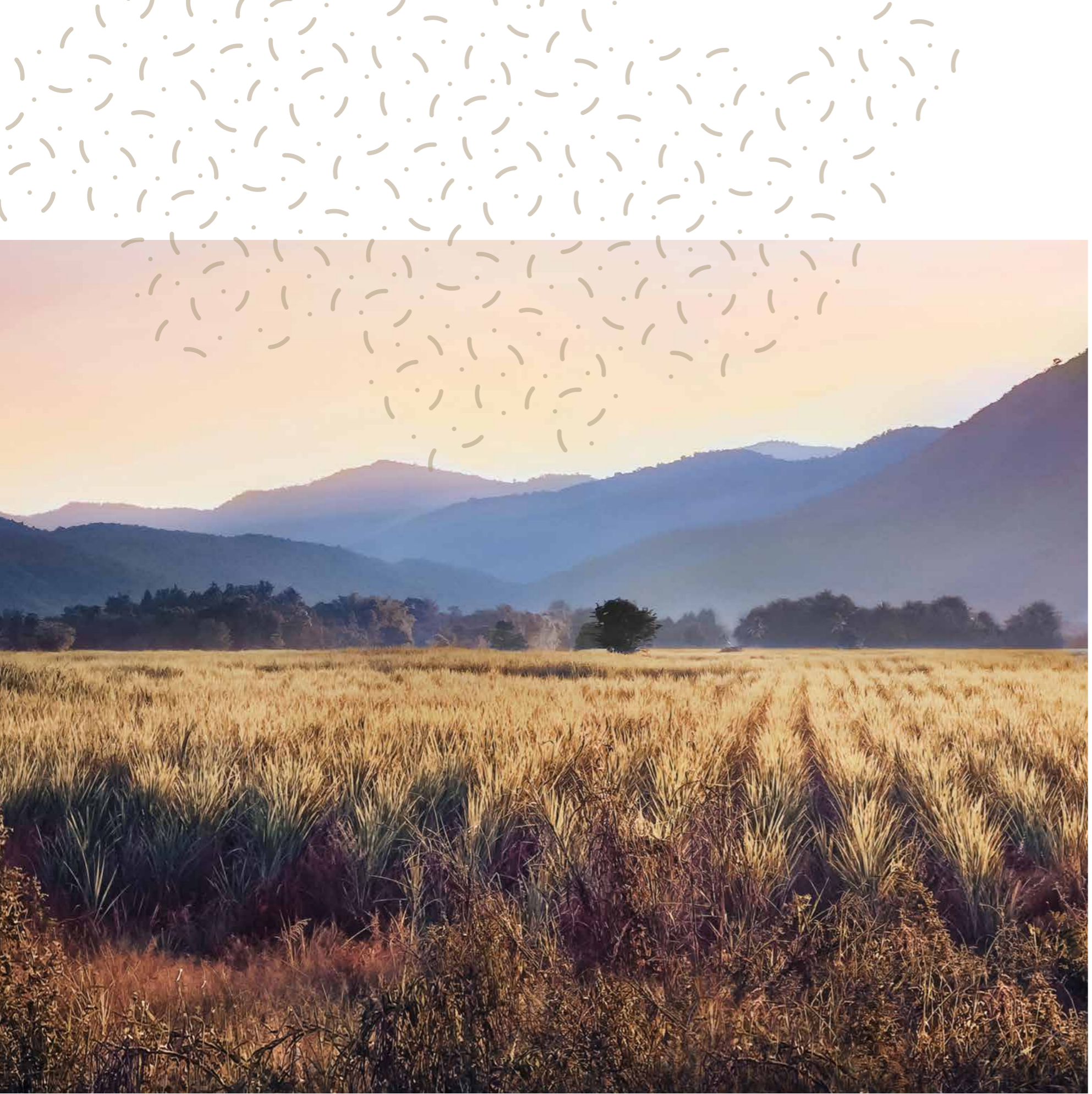


Extra Financial Performance Report **2020**

Working together to better nourish
and protect the planet





9 billion people in 2050 is tomorrow. Humanity, in other words each one of us, will face an unprecedented challenge in history: how can we successfully feed us all, as healthily as possible, to preserve our health and quality of life, while the resources to produce our food will become scarcer or less high quality, polluted or with poor nutritional value?

The challenge is colossal, complex and urgent. Are we ready to take it up?

For centuries, fermentation has been used all over the world: to fight waste, to preserve our food, to give more taste... And for nearly 170 years, at Lesaffre, we have been working with passion and expertise on its formidable properties. We strongly believe that fermentation is one of the most promising answers to feed 9 billion people in a safer, healthier and more sustainable way.

Our ambition is to be one of the leaders of the movement around fermentation.

Today, microorganisms and ingredients constitute a new wide field to explore, to open up, and exciting boundaries to push. Faced with such challenges, we cannot progress alone. It is through our teams' passion and commitment that we can enhance our partnerships.

Everywhere in the world, locally, in our plants, our applied science and research centers, our offices... our women and men put their energy and enthusiasm into building solid and trusted partnerships to innovate, develop, train and move forward together.

It is together with our customers, partners, researchers, and citizens that every day we reveal the infinite potential of microorganisms. This is the key to success.

01

Working together...

- 1.1. To guarantee the health and safety of our employees **P18**
- 1.2. To develop and protect our human capital **P23**
- 1.3. To contribute to the economic and social development of local communities **P27**

02

... to contribute to better nourishing the world...

- 2.1. To guarantee our products' health and safety quality **P34**
- 2.2. To contribute to preserving human health capital **P37**
- 2.3. To improve food's nutritional and taste qualities and to enable access to healthy and sustainable food for all **P40**
- 2.4. To drive animal nutrition/health to better nourish and protect the planet **P44**

03

...while protecting the planet

- 3.1. To combat climate change by optimizing our energy consumption, conserving water resources and valorizing our co-products more effectively **P50**
- 3.2. To protect agricultural crops while preserving biodiversity and soil fertility **P53**

CSR AT THE HEART OF OUR COMMITMENT

To use fermentation, every day, for a healthier and more sustainable world by revealing the infinite potential of microorganisms



Preamble

Corporate Social
Responsibility (CSR)
at the heart of our
commitment



Corporate Social Responsibility (CSR) at the heart of our commitment

Our mission, at the crossover of social, economic and environmental needs, structures our CSR aims around 3 flagship pillars.

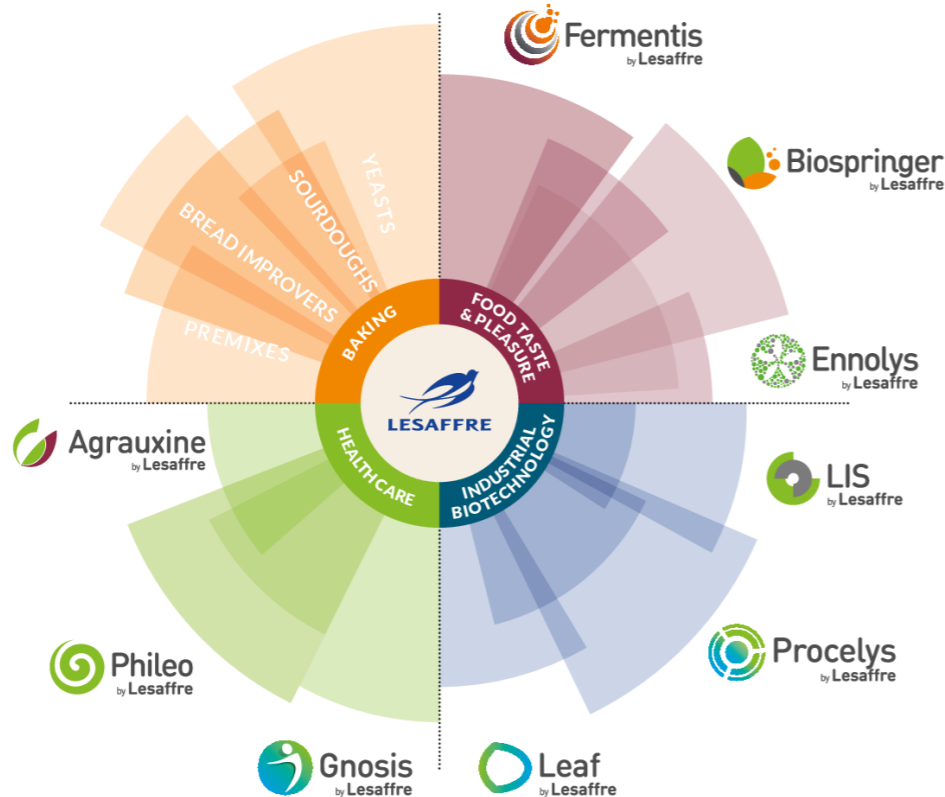


Our activities, our governance and strategy play a part in sustainable development while meeting consumer needs.

Our aim is to use fermentation, every day, for a healthier and more sustainable world by revealing the infinite potential of microorganisms.

Deeply committed to our mission, we push our boundaries with passion, to explore the infinite potential of microorganisms and fermentation in each of our 4 activity sectors:

- Baking,
- Food Taste & Pleasure,
- Health & Well-being,
- Industrial Biotechnology.



While the very essence of our activities enables us to work naturally for a more sustainable world, strengthening our CSR governance and taking into account CSR policies in our strategic thinking reflects our determination to be a responsible company, operating with respect for women, men and the planet.

In January 2019, we created a **CSR sub-committee** within the Group Executive Committee. The seven members of this committee, drawn from different professions and management teams in the Board of Directors, meet every two months. Their mission is to put forward the guiding principles, the CSR policies and their deployment throughout the Group's value chain to the Group's General Management and the Executive Committee for sign-off. All the group's CSR policies have been approved by

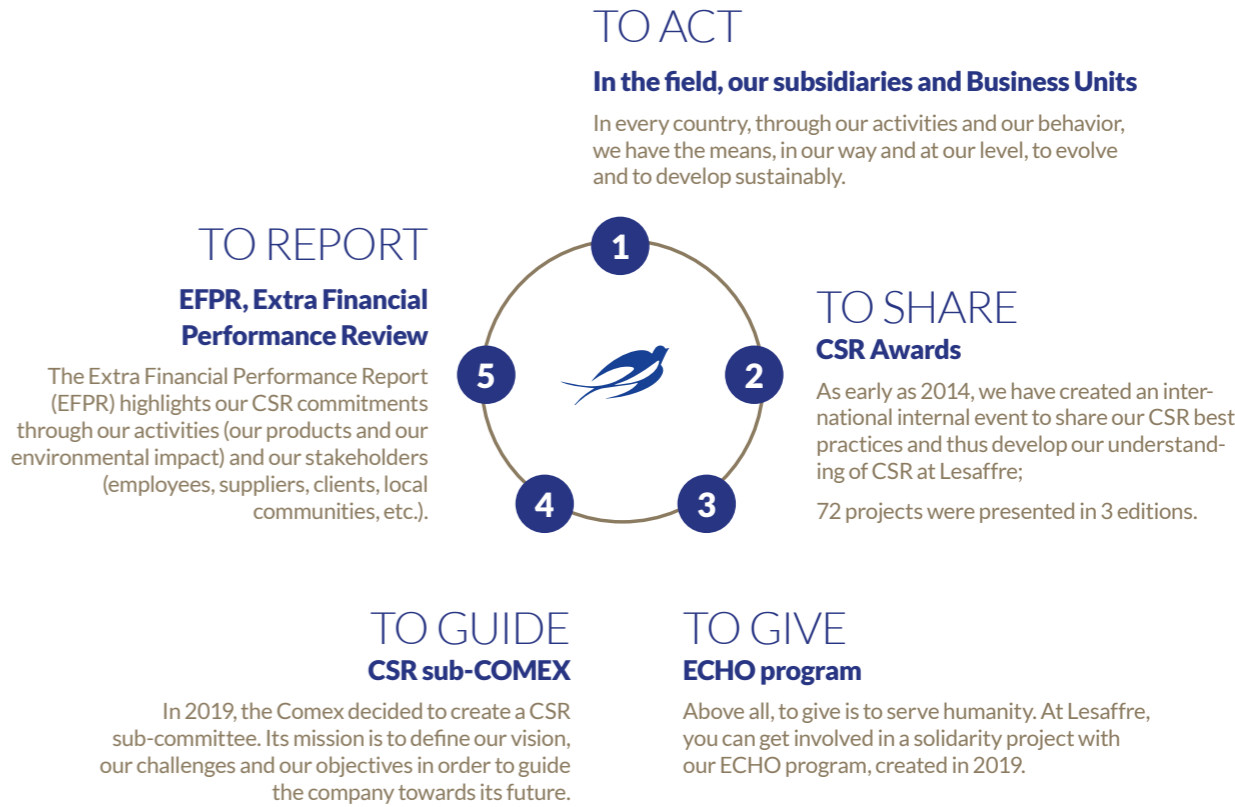
the Executive Committee and signed-off by the Group Managing Director. All employees can access this information on the internal CSR SharePoint platform.

In 2021, the Group Managing Director will present the aims, policies and progress in terms of Social and Environmental Responsibility to the Board of Directors CSR Group.

At Lesaffre, CSR is above all an internal culture that is deliberately evolving

CSR: AN INTERNAL CULTURE

To create a dynamic of shared development and to drive CSR reflexes among employees, we have developed a CSR ecosystem.

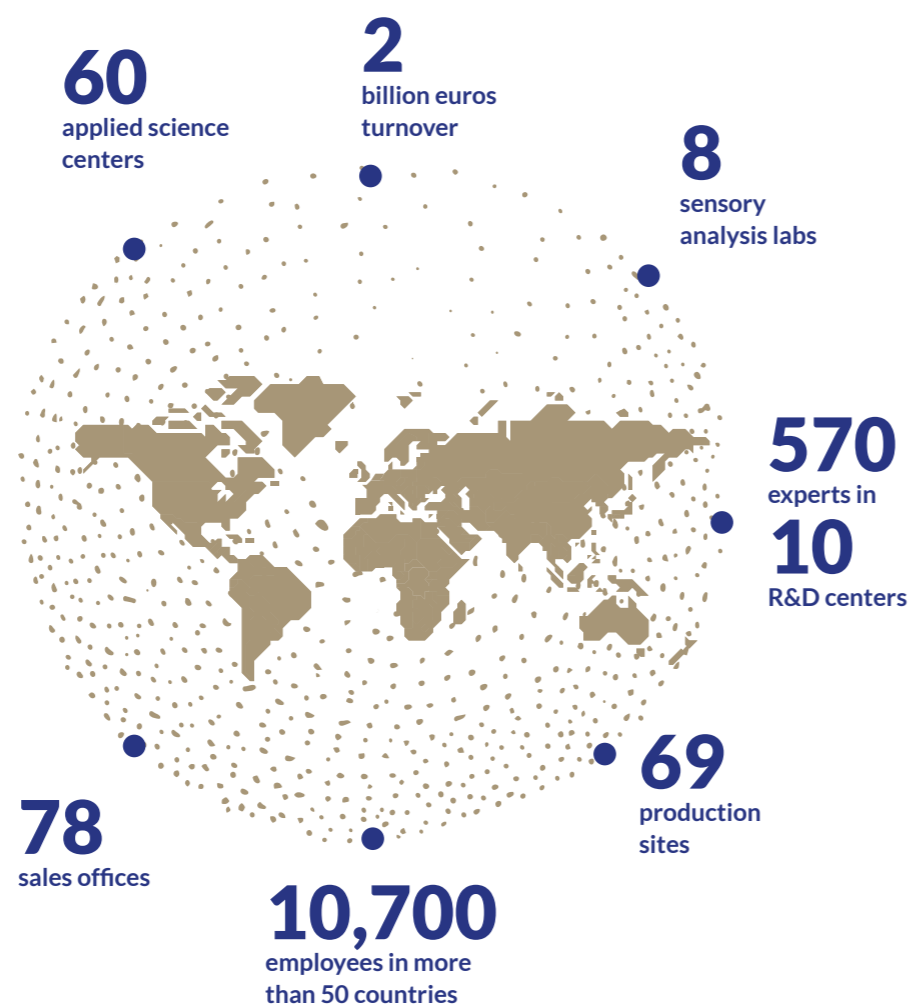




A shared mission

Working together to better nourish and protect the planet.

During 2021, the Group's 2024 aims will be unveiled. This will enable the definition of quantitative CSR objectives for most indicators, in addition to the objectives put forward in the 2020 EFPR. With the exception of the health/safety challenges, these focus mainly on methods of achieving these objectives. A Sustainable Development Manager, attached to the Group Industrial Management team, will consolidate the objectives' results in terms of a reduction in our water and energy consumption, and our carbon footprint. In addition, this appointment will enable us to accelerate and strengthen the work we undertake in these areas. We want to divert our energy trajectory towards decarbonation as set out in the Paris Agreement.



By situating fermentation at the heart of our activities, our resources create value for all our stakeholders.

Employees engaged in a shared mission

With a presence on every continent, our 10,700 employees bring together more than 70 nationalities working daily to better nourish and protect the planet. This huge cultural diversity guarantees an open-minded, listening and understanding approach, which draws on a know-how based on the spirit of collaboration and inclusion.

More than a century of fermentation expertise

Today, our ambition is to be one of the leaders of the fundamental movement to deploy fermentation, one of the most promising answers to nourish the growing population in a healthier and more sustainable way. On the strength of this experience and this diversity, we collaborate with clients, partners and researchers, to find ever-more pertinent solutions to nutrition, health, naturality and environmental respect needs. As

such, every day, we explore and reveal the infinite potential of microorganisms.

Familial share ownership and solid financial assets

A key global player, dedicated to the living for more than a century, in 2020 we achieved a turnover in excess of 2 billion euros and we continue to invest globally to develop our industrial, technological and sales network.

Intellectual resources and a global network of expertise

Our R&D experts, spread over 10 research centers throughout the world, strive to provide ever-more relevant answers to food and health needs through biotechnology and biotransformation, always respecting the highest health and safety standards. These panels of experts, who cover all our areas of activity,

work daily to find synergies between food, nutrition, taste and pleasure needs.

Industrial solutions to meet scientific evolutions and requirements

We offer technologically cutting-edge equipment to create quality products while optimizing the use of natural resources. Through our global network of production sites, we can achieve the same quality levels throughout the world while also adapting to local needs and requirements: diversified supply chains, no shortages and on-time delivery.



Value creation is maximized through collaboration with our stakeholders.



**For our clients:
concrete solutions,
which we improve
constantly**

Our industrial excellence accompanies our clients' development in their markets by putting at their service the full range of our expertise in the fields of yeast and bacterial production, fermentation and transformation: R&D, pilot projects and cutting-edge industrial tools, a high-quality standards approach, local sales policy.

**For science: constantly
evolving Research &
Development**

Our women and men constantly seek to develop the infinite potential of fermentation for the benefit of humanity. Since 1853, the study of microorganisms has been our daily work life. We participate in the writing of numerous scientific studies.

**For our employees:
support to develop
their skills**

Above and beyond the technical training organized by each of the Group's activity sectors, we also train our employees through our Léon Lesaffre Institute training academy, created in 2006. The Léon Lesaffre Institute focuses its support on the sharing of knowledge and know-how between employees.

Each year, 200 managers from 50 of our subsidiaries and Business Units (BUs) benefit from the 10 training sessions currently available at the Institute.

**For the world's
population: solutions to
improve health and
well-being**

Our products make it possible for everyone to access healthy and sustainable food. They also improve the nutritional and taste quality of food while reducing its salt content and increasing its protein provision.

**For animals: solutions to
improve their health and
well-being**

Our probiotics and yeast derivative products offer numerous benefits for animal nutrition and health and help to combat the risks of antibiotic resistance in humans.

**For the planet: a shared
commitment to respect
the environment**

Our activities respect the areas in which they operate and are based on products and processes that respect the environment. Our products for agriculture and livestock farming help to reduce the need for pesticides and mineral fertilizers, while contributing to the valorization of our co-products.

In the extraordinary context of the global pandemic, we have focused our efforts on employee health and safety and community support.

From March 2020, managing the COVID-19 public health crisis was organized at Group and regional level. Our products helped to guarantee each country's food independence by supplying the ingredients and solutions essential for human food, human and animal nutrition and health, as well as preserving agricultural crops. In this way, we safeguarded the continuity of all our activities, guaranteeing market access for our solutions.

The **public health protocols to protect employees**, which were promptly put in place due to this situation, also served to **maintain the activities at our industrial sites**. The human resources teams strengthened their support activities to better assist all employees, while the Group Quality, Safety and Environment management, the Group Safety Coordinator and the subsidiaries' safety officers ensured supplies to subsidiaries and employees of surgical masks, hydroalcoholic gel, thermometers and other health protection equipment.

Communications, in keeping with the gravity of the situation, were undertaken throughout the year with the teams to support them in these exceptional circumstances. Assistance with specific COVID-19 training and procedures was deployed worldwide. For the personnel required to work in the plants and on-site, an exceptional COVID-19 bonus was paid. For the personnel who could work from home, remote working was set up in less than two weeks thanks to the remarkable work of the IT services.

The Group crisis unit, led by the Group CEO and set up at the beginning of the pandemic, meets weekly to follow the developing situation at a global level and to take the necessary steps to protect employees and maintain activities in the safest possible conditions.

The Lesaffre Group and its employees were also strongly motivated to help those most affected by the 2020 global pandemic. **Donations of health equipment** were sent to the regions hardest hit by the crisis and significant financial aid was provided to offer **food aid** to those most in need. From the start of the crisis, Gnosis by Lesaffre wanted to contribute to the charitable efforts by supplying the necessary health equipment to help manage the pandemic. A production line in one of the plants in the south of Italy was reconfigured to produce hydroalcoholic gel to help supply hospitals.

The specific impact of the COVID-19 crisis on our activities in 2020 is also addressed in sub-sections 1.2. *To develop and protect our human capital* and 1.3. *To contribute to the economic and social development of local communities*.

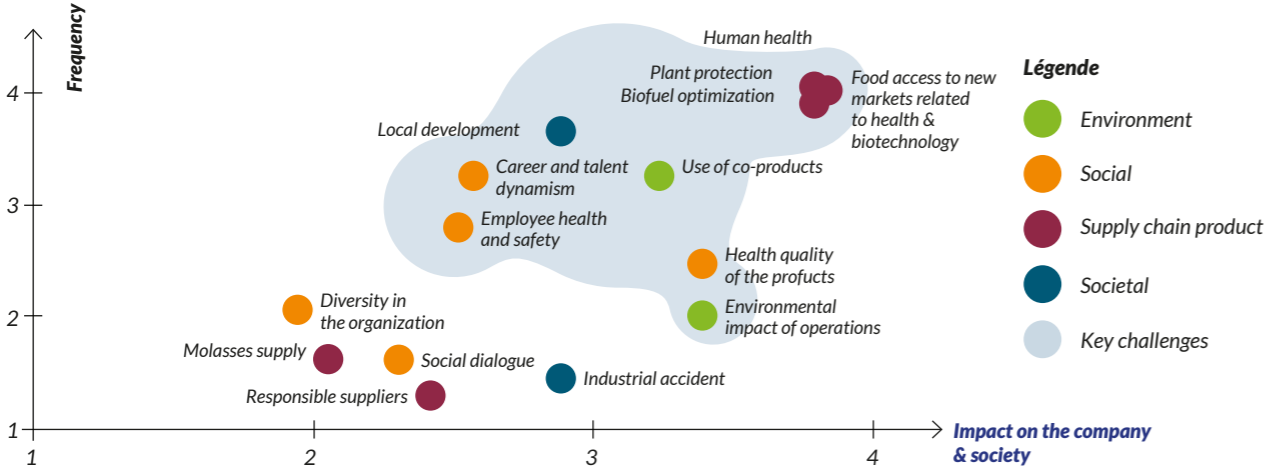


Our activities are guided by eleven priority issues to transform potential risks into valuable opportunities for our stakeholders.

Our employees' well-being, health, safety and skills development form the foundation of our own evolution to accomplish our mission. Our know-how enables us to develop products that respect and improve human and animal health. We also take care to respect the environment both in our production processes and in our products that contribute to the agroecological transition and clean energy. Our global

presence gives us the opportunity to work in close proximity to develop local communities.

Within our strategy, we have prioritized our efforts on 11 major Social and Environmental Responsibility challenges; each one contributes to the United Nations' Sustainable Development Goals (SDGs) and is set out in the materiality matrix below:



This mapping of the challenges was initiated in 2018 with Lesaffre's risk management department, then successively enhanced in 2019 and 2020 during different workshops including directors and representatives from management, the professions and the transversal roles across the business. Our stakeholders' (clients, suppliers, employees, local authorities, civil society, etc.) points of view were taken into account during the listing criteria to create a hierarchy of CSR challenges.



Overall, a positive evolution of our performance indicators.

	Our main risks and opportunities	Contribution to SDGs	Performance indicators	2019 Results	2020 Results	Variation (%)w
Employee health and safety	To provide a safe working environment and guarantee the good health of our employees at their place of work is an integral part of our company responsibility.		TF2: accident frequency rate with or without lost time for Lesaffre employees	14,54	11.81	-19 %
			TF3: accident frequency rate with or without lost time for Lesaffre employees and temporary staff – New 2020 indicator	N/A	11.91	N/A
Career and talent progression	Career momentum and valuing talent are key elements to engage employees and create employee loyalty.		Employee turnover rate	9.04 %	9.88 %	+ 1 pt
			Number of executives progressing international career assignments	110	92	-16 %
			Rate of role changes in management Teams	5.30 %	14.25 %	+ 9 pts
Charitable actions	Our global presence gives us the proximity needed to deploy targeted actions for the development of local communities.	 	Number of employees involved in charitable actions with the ECHO program per year	200	482	+141 %
			Number of charity projects identified via the ECHO platform per year	37	63	+ 70 %
Product health and safety quality	Local regulations and our clients' needs require us to guarantee optimal health and safety quality and traceability for our products.		Percentage of sites covered by GFSI (FSSC 22000, BRC, IFS) certification(s)	72 %	71 %	- 1 pt
Human health	Lesaffre produces natural ingredients with beneficial qualities used in health and wellbeing products. Thus, we contribute to preserving human health capital.		Equivalent number of people who have received treatment based on biosourced, yeast and yeast derivative products	64,7 million	59.16 million	- 8.5 %
Food	Lesaffre products are the essential food ingredients that form the basis for global food. Thus, we participate in healthy and nutritious food for all.	 	Proportion of bread in the world made with Lesaffre yeast	1/3	1/3	=
			Number of consumers benefiting from salt reduction thanks to Biospringer yeast ingredients – New 2020 indicator	N/A	153 million	N/A
Animal health and nutrition	The nutritional solutions produced by Lesaffre improve animal digestive health and immunity and thus contribute to good animal health and well-being.		Equivalent proportion of milk and dairy products consumed in the world covered by living yeasts and yeast additives produced by Phileo	1/5	+1/5	+ 7 %
			Equivalent proportion of eggs produced or consumed in the world covered by living yeasts and yeast additives produced by Phileo	1/7	1/6	+ 8 %
Environmental impact of operations and co-product valorization	Our production cycle based on valorizing co-products and the responsible use of natural resources enables us to reduce our environmental impact.		Quantity of biogas reused per year (Nm3)	16 million	18 million	+ 13 %
			Proportion of water returned compared to water used (%)	77 %	80 %	+ 3 pts
			Agricultural land area for which the potash needs are covered by our co-products (ha)	230,000	215,000	- 7 %
Plant protection	Our biocontrol and bionutrition products constitute an alternative to pesticides. Thus, they guarantee crop protection against diseases and improve plant nutrition while protecting the environment.		Arable crop area protected against hydric stress worldwide with our MF55 product (ha)	900,000	1,100,000	+ 22%

O

WORKING TOGETHER
to guarantee the safety and
well-being of teams and
local communities





Guaranteeing the health and safety of our employees

We enshrine our accident prevention and safety at work policy in an **operational excellence approach**, which involves all employees and must be adhered to without exception by all Group subsidiaries.

The **accident prevention and work safety policy** is led by the Group Industrial Director, a member of the Executive Committee. The Group Quality, Security and Environment management and the Group Safety Coordinator are responsible for the policy's application and adherence at a local level. The Group is developing

a shared approach to accident prevention and work safety with the aim of **'zero accident'**, which is also part of continued actions already undertaken by each subsidiary.

Making employee safety an absolute priority: towards 'zero accident'

The health and safety of our employees is at the heart of our priorities. We consider **every accident to be one accident too many** and we work actively to achieve the ambitious **zero accident** objective.

To this end, since 2014 we have undertaken an accident prevention and safety at work approach applied and adhered to by all our subsidiaries.

Our 10 fundamental principles and our roadmap to 'zero accident' frame all our actions. **Thus, Lesaffre participates in the United Nations' 'Good health and well-being' Sustainable Development Goal.**



A decreasing number of accidents over the last 4 years

The accident frequency rate, with or without lost time (TF2) is an indicator that we have followed keenly for several years. Since 2016, it has been decreasing, which proves **the effectiveness of our preventative approach**. This year we decided to include work accidents with or without lost time for our temporary staff, thereby creating a new indicator, TF3.

2020 marked a notable decrease in work accidents. Although this result must be qualified in terms of the global pandemic, it remains a reflection of the continuous efforts undertaken to prevent accidents. Between 2019 and 2020, we can observe a significant reduction in the number of accidents:

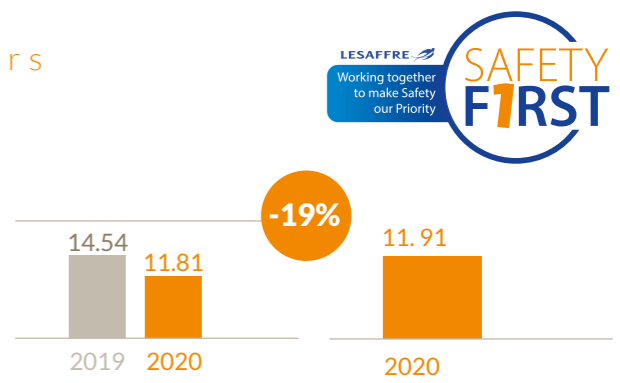
- **-32 %** accidents with work lost time among our employees;
- **-21 %** accidents taking into account our temporary staff.



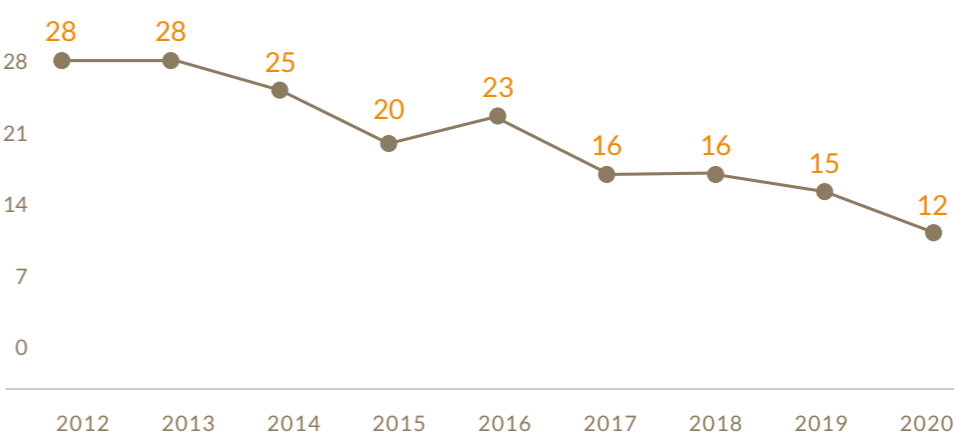
2020 key performance indicators

Accident frequency rate with or without lost time for Lesaffre employees (TF2) is **11.81**

Accident frequency rate with or without lost time for Lesaffre employees and temporary staff (TF3) is **11.91** – New 2020 indicator



TF2 evolution since 2012



-19%

work accidents with or without lost time among our employees between 2019 and 2020

TF2 represents the accident frequency rate with or without lost time for Lesaffre employees.
 TF2 = Total number of accidents * 1,000,000 / Total number of hours worked
 TF3 represents the accident frequency rate with or without lost time for Lesaffre employees and temporary staff.
 TF3 = Total number of accidents * 1,000,000 / Total number of hours worked

Lesaffre's 10 fundamental safety principles

01

At-work safety prevention policy

Each subsidiary annually prepares or updates a safety at-work prevention policy signed by the site manager. This policy expresses the commitment of the subsidiary in terms of actions, follow-up and continuous improvement. It must be communicated, shared, deployed and controlled.

02

Safety manager

Each subsidiary shall appoint a competent person to ensure the application and the respect of the safety at work prevention policy. A prevention and safety committee made up of representative people of the site can complete the safety organization.



03

Laws, regulations and minimum requirements

Each subsidiary shall ensure compliance and monitoring of local laws and regulations applicable to safety. Each subsidiary applies the Lesaffre safety minimum requirements.

04

Accidents analysis

Each subsidiary analyzes all accidents at work (with and without sick leave) and sets up corrective actions to prevent their recurrence. Analysis and actions must be formalized and recorded in a dedicated register.

05

Rescue team and first-aid space

Each subsidiary has a space and equipments dedicated to first-aid in case of accidents at work and a rescue team in accordance with the activity of the subsidiary and its population.

06

Safety training

Each subsidiary defines a safety training program adapted to his activity and its population. This program includes locally compulsory training as well as those based on the recommendations following the risks assessment. Each subsidiary also provides an initial safety training for all new employees, workstation training work. These trainings must be formalized and recorded.

07

Risks assessment

Each subsidiary identifies and estimates the occupational risks faced by its employees. This risk assessment has to be formalized and updated at least annually.

08

Work safety and prevention actions plan

Each subsidiary defines an efficient actions plan to reduce and, to the extent possible, to eliminate occupational risks identified in the risk assessment document.

09

Safety inspections and behavioral safety visits (BBS)

Each subsidiary organizes safety inspections and behavioral safety visits (BBS) at a frequency appropriate to its activity and its population. These formalized inspections have to prevent risky situations and to ensure the practical implementation of the action plan referred in point 8 above.

10

Safety indicators

Every subsidiary sets up a monthly reporting with the 6 prevention and safety indicators as defined by Lesaffre Group:

- * TF1 : Frequency rate of accidents with lost time of Lesaffre employees
- * TF2 : Frequency rate of accidents with and without lost time of Lesaffre employees
- * TF3 : Frequency rate of accidents with and without lost time of Lesaffre employees and temporary workers
- * TG : Severity rate of accidents with lost time of Lesaffre employees
- * Number of safety actions closed/ number of new findings
- * Number of safety inspections and BBS visits done



Raising our teams' awareness and improving our monitoring tools

In addition to respecting our 10 fundamental principles and to raise awareness among all our employees on a daily basis, we have launched a **process of 'behavioral' or 'participatory' safety visits**. The goal of this approach is to improve, together, our ability to prevent risky behavior, to reinforce our safety vigilance throughout the organization and thus prevent work accidents. In 2020, our employees and on-site safety managers carried out nearly **12,000 safety visits and inspections**, which is **33%** more than in 2019. We are working daily to increase the number of these visits, thanks to the delivery of ambitious objectives set up in each of our sites.

The **Safety Community**, which has operated for several years, brings together the safety coordinators for each region, who are tasked with implementing our approach. This community's objective is to facilitate

communication and share experience on employee safety, to work through shared issues and to facilitate the effective deployment of our safety principles within all our sites. The community was particularly active in 2020, with several interactions and sharing of best practice.

As part of our continued improvement, in 2019, we equipped ourselves with a **new monitoring tool** for work accidents. This enables the Group to precisely monitor safety indicators for each site. By making it possible for us to monitor more effectively the monthly evolution by site, and by region, this tool gives us the opportunity to drive better safety performance across the entire Group.



To develop and protect our human capital

Since its creation, Lesaffre has capitalized on our employees' company spirit, innovation, professional expertise and diversity to improve its international success in bioindustry. The **strength of its human capital** enables Lesaffre to attract and retain its employees by offering them dynamic careers and by investing in skills development.

This commitment takes the form of a **policy to attract and retain talent** borne by the Group's Human Resources (HR) Department, an Executive Committee member. This policy affirms the Group's wish to offer **dynamic careers that values the talent of employees and promotes the potential of team initiatives**.

To implement our commitments and support the management, a network of HR employees is deployed throughout the Group's structures at

regional, country, plant and subsidiary level. The Group's Human Resources Department leads and coordinates this network. At Executive Committee level, an HR sub-committee, made with operations and functional managers, contributes to decisions for social and HR policy evolutions. The HR Leadership Team, which includes the corporate team and the regional HR directors, works throughout the year on operational applications of the policies and integrations of best practices within subsidiaries.

By placing human relationships at the heart of its strategy and encouraging youth employment, **Lesaffre participates in the United Nation's 'Decent work and economic growth' Sustainable Development Goal**.



Providing the best support for our employees throughout the global pandemic

At Lesaffre, our priority is to value employees' talent and to support their professional development. This priority is shown through the mission of our HR team: **Together, reveal each talent and boost authentic teamwork.**

Guided by this mission, the HR teams wanted to provide the best support for employees faced with upheaval caused by the 2020 global pandemic. Rapidly, a weekly crisis unit was formed to manage the effects of the pandemic, maintain a link with employees, alleviate their daily stresses and adapt working conditions according to health protocols to protect the teams without closing plants.

The HR role was naturally focused on ways to best support employees during this difficult period. The creation of webinars on the theme

of remote management enabled nearly 1,000 Group employees to train themselves and to find concrete solutions to continue supporting their teams remotely. These webinars, complemented with individual coaching sessions, were proposed into six languages and made accessible throughout the world. They enabled employees to stay connected and maintain the Lesaffre teamwork dynamic. This employee support also took the form of significant efforts by the Group to support and help international managers who wished to return to their home countries of origin, setting up accommodation when necessary.



To pursue our social commitment to benefit our employees

In parallel to the exceptional, and necessary, actions during the global pandemic, we continued our daily commitment: 'To offer dynamic career progressions that value our employees' talent and promotes the potential of our teams' initiatives'. This commitment is translated through two key objectives:

- Attract and integrate the best talent
- Create employee loyalty and develop their skills

To showcase our talents and instill a dynamic of skills development in the business, the Human Resources team has established a roadmap with the HR sub-Comex committee, to develop a network at Group level, and to set

objectives for the coming years. In order to keep pace with rapid changes in our society and our activity, our roadmap is revised and presented to the Executive Committee every three years. This roadmap is developed annually as part of the fiscal year. To monitor the annual adaption of its roadmap, the HR Leadership Team (HRLT) meets twice a year.

How to attract and integrate the best talent?

By strengthening our employer brand

In an extremely competitive context, in 2019, we initiated work to strengthen and improve our employer brand. In order to define a differentiating value proposition, workgroups bringing together Lesaffre employees have also been formed in China, France and in Central and Eastern Europe regions. In 2020, the workgroup has continued to finalize our employer brand's definition and communication.

By constructing differentiated integration programs

We are also working to build **differentiated integration journeys** according to new employee profiles.

These programs make it easier for new recruits to take up their posts and to fully integrate employees who join our company.

70%
of our VIE are hired
on permanent
contracts

By developing partnerships with selected universities

For several years, we have developed **partnerships with "grandes écoles" (leading French higher education**

colleges) and universities in the fields of activity or skills in which Lesaffre has a particular interest. The aim is to increase our reputation and build a pool of young talents. With this in mind, in 2020, we specifically targeted

partnerships to focus on the best universities and schools operating in our fields of business. In 2020, we also joined forces with the ESSEC Business School, Bel Group, and Metro groups, to launch a **Food Business Challenge Chaire** dedicated to the transformation of agri-food businesses and systems. This will make it possible to address the sector transformations through its various stakeholders. The main objective is to develop students' capacities to embrace the future, to re-imagine and design the food ecosystem, by preparing them to face the various and interconnected transformation challenges, both local and international.

How to create employee loyalty and develop their skills?

By facilitating internal and international mobility

In order to facilitate international mobility, employees have priority access to all job vacancies published by the Group. Each employee is linked to an HR manager, who is tasked with guiding them in their choices. For roles with cross-disciplinary skills (industrial, finance, etc.) managers have many opportunities for geographical mobility; this is coordinated by regular committees. A process of annual interviews and 'people reviews' are organized with the management chain. This makes it possible for us to coordinate the matching of our employees' needs and skills. In the context of increasing internationalization, we are also developing **the integration of Voluntary International Work Experience (VIE) contracts.**

By encouraging taking the initiative and collaboration

Dedicated training programs enable our managers to develop their

management, leadership and project management skills while also sharing the Group's values. For several years, our internal academy, the Léon Lesaffre Training Institute, has enabled us to boost our leaders' expertise.

By listening to our employees

Above and beyond our policy to attract and retain talent, we are committed to guarantee working conditions that respect our employees. In our business, social dialogue is structured around Employee Representative Bodies with trade union pluralism expressed through an electoral process. Our main negotiated and signed company agreements focus around three challenges:

- Work time organization,
- Professional equality,
- Recognition for employee commitment and performance.



In France, **15 collective agreements** were signed in 2020, including a remote working, in order to evolve working methods and to support employees in their activity despite the context of the global pandemic.

By offering an inclusive and open working environment

Each entity within the group ensures they welcome and support candidates and employees with a disability by organizing awareness activities with directors, HR teams, managers and employees. These measures are led locally by the entities and take into account the following structural specifics: nature of the roles, age structure, number of staff. Conscious of their social significance in the area in which

86/100
Gender Equality Index

they operate, our businesses also sign partnerships with establishments adapted to or working in a targeted manner with ESAT (A French non-profit organization that helps people with disabilities back into work) or EAs (disability-friendly companies) for certain general purchasing, in order to broaden the impact of their contribution and promote the employment of people with disabilities. Among the actions undertaken in 2020, we invested in ergonomic alterations to workstations for those with disabled employee status or those with limited ability across all sites. A non-discrimination policy, for external recruitment and internal mobility for candidates with disabled employee status was signed by Lesaffre International and SIL FALA, two subsidiaries representing the largest proportion of recruitment at Lesaffre.

Gender equality is one of the long-term commitments that we wish to reinforce. In accordance with the

5th September 2018 "Professional Future" law, we currently publish the gender equality index. This index is set out on a scale of 100 points and is calculated according to five indicators established by the government. Its goal is to promote professional gender equality within companies. Taking into account their 50+ employee head count, eight French entities within the Group are implicated in the publication of the professional equality index at the end of 2020. Among the eight French entities in a position to produce this calculation, the average professional equality index for 2020 is 86.14 out of 100. We are determined to continue our ongoing improvement work and we are convinced that performance is based on our social and quality of life at work policy. **In 2021, all the entities foresee continued work to promote professional gender equality.**

To contribute to the economic and social development of local communities



Lesaffre has a presence in numerous countries where the local populations face difficulties in terms of health, the environment and education. Thanks to its global establishment and strong local ties, we have the necessary proximity to pursue our mission and charitable commitment: **to better nourish and protect the planet and to contribute to the economic and social development of local communities, respecting their needs and their environment.**

This commitment is part of the Lesaffre DNA and is formalized in a **charity policy** in which the actions are, for the most ambitious, signed off by the Executive Committee. The charity, donations and partnerships hub, led by the Group Communications

management team, is tasked with implementing this policy and driving the different action plans to achieve these objectives:

Our charity policy is guided by 3 objectives:

- To encourage each subsidiary and Business Unit to undertake a charity policy through the ECHO program,
- To enable each employee to support a project,
- To create links by implementing local actions that promote employment, education, training and health to reconcile economic activity and societal well-being.



Faced with these **3 objectives**, **3 main action plans** have been identified:

To develop the ECHO charitable program

In 2019, Lesaffre launched its charitable program, which brings together all Lesaffre's charity actions, undertaken by one or more employees as part of their business. In addition, this program benefits from an ECHO Group Fund based on a matching fund system to provide additional financial support for the charitable activities of its subsidiaries and BUs around the world, to encourage them to get more involved in the economic and social life of their local communities.

To encourage charitable projects for the CSR Awards

Since 2014, we have organized an internal competition of CSR best practices – including those linked to charity: the CSR AWARDS. It is a chance for the Group's subsidiaries and BUs to share CSR projects to boost the initiatives. One of the project categories presented relates to societal initiatives and this moment of interaction is a significant stage, marked by new participating countries. This event helps to build the reputation of the ECHO program. In fact, the CSR Awards gave rise to ECHO.

To involve employees in Group charitable activities

Lesaffre's charitable actions are borne by one or several employees within the Group. Having a project leader guarantees more effective engagement. Much more than finance, we also contribute our skills, our network and our resources. However, it is above all through our real desire to get involved alongside local populations that our actions can make a difference.

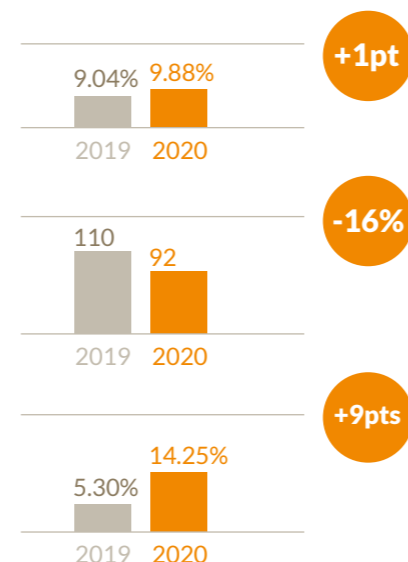
Our actions of solidarity thus enable us to participate in achieving the **'Quality education for all'** and **'Good health and well-being'** Sustainable Development Goals.

2020 key performance indicators

The permanent employee replacement rate is **9.88%**.

92 executives on an international career assignment, representing **12** nationalities, based in **27** countries.

In the Top 500, the rate of job change in management teams in **14.25%**.



The reduction in the number of executives on an international assignment in 2020 is explained by the specific global pandemic situation, which slowed and paused several planned international moves or compelled some employees to return to

their country of origin. The increase in the employee turnover rate can be explained by an evolution of the geographical jobs mix towards regions with greater structural turnover.



In 2020, 40% of our actions of solidarity were linked to the support of local communities and health professionals dealing with COVID-19

Thanks to the direct links that the Group has with the areas and communities in which it operates, it was clear for Lesaffre and its employees that specific actions of solidarity were needed right from the start of the global pandemic. The directors chose to give a new boost to the ECHO program with the **exceptional Covid-19 fund** to deal with the health crisis and to also send a strong message of solidarity to the subsidiaries and Business Units. **The actions of**

solidarity in terms of food aid and the donation of health protection equipment multiplied extremely rapidly, to the point where 40% of the projects supported by the ECHO program in 2020 were linked to Covid-19. As such, the Group made numerous **donations of health equipment** in Europe, in the United States, in Asia and in Africa.

3 ECHO group funds and an exceptional covid fund created in 2020

A Matching Fund to increase the reach of a project.

A New Project Fund to venture to create a first project. This fund makes it possible to launch with 100% group finance for the first year, which is progressively reduced for the two following years.

An Emergency Fund to help during a natural, health or industrial catastrophe.

An (exceptional) COVID-19 fund to deal with the global pandemic. This exceptional fund, launched in 2020, made it possible to meet the urgent need for health equipment and food donations caused by the crisis.

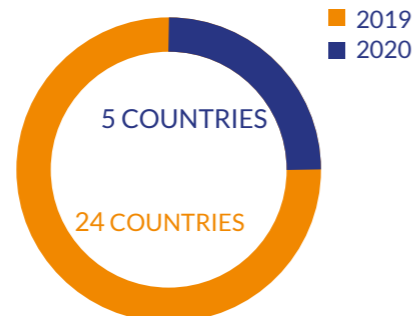


Significant, exceptional financial support given to **Emmaüs Défi** (an inclusion program for people in severely precarious situations) and to the **Fédération Française des Banques Alimentaires** (French Federation of Food Banks, offering logistical food aid to 5,400 charity organizations in France) exemplified this message.

ECHO: our charity program

For more than two years, the ECHO program has acted as a catalyst for the Group's charitable actions. On the strength of its network of around sixty ECHO correspondents around the world, the program developed further in 2020 with 19 new participating countries: Algeria, Ivory Coast, Mali, United Arab Emirates, Singapore, Australia, Germany, Mexico, Chile... By entering the ECHO program community, these new countries contribute to **boosting the sharing of charitable projects and initiatives** that answer Lesaffre's commitments.

The ECHO correspondents are a crucial lever for the program's development. They make it possible to share communications about the program and help project leaders



19 additional countries joined the ECHO program in 2020

to define the actions of solidarity than can be set up with associations. The program also benefits from a digital platform, a central register for projects undertaken by subsidiaries and Business Units throughout the

world. Employees can also suggest new charity projects or get involved in projects already under way. The projects that join the ECHO program are selected according to four main criteria:

- Their coherence with the Group mission: **to better nourish and protect the planet**,
- Their relevance in terms of the **local communities' needs** above and beyond the Lesaffre mission,
- The **geographic location** with respect to the Group's presence for on-the-ground monitoring,
- The **commitment of one of more employees** to lead the project.

Additional local mobilization in 2020

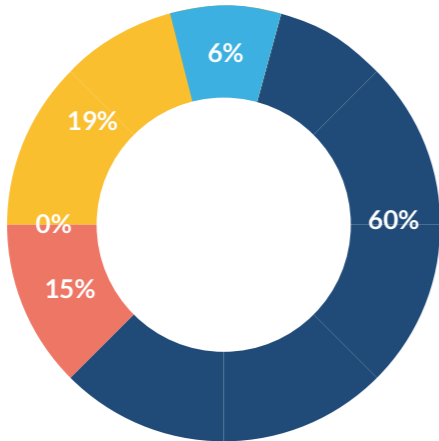
Our actions of solidarity cover five domains: education, mutual aid, sport and health, the environment and culture.

Support for people dealing with the impact of the global pandemic

The entire Lesaffre group mobilized to deal with the 2020 global pandemic. More than 25 projects related to health equipment donations or financial aid for food were supported worldwide. In total, this represented more than 30,000 FFP2 masks, 70,000 protective items (gloves, scrub hats, overshoes, surgical scrubs and masks) and 250 liters of hydroalcoholic gel, all distributed in 2020. The Alsace region was severely affected from the start of the pandemic in France, and the Strasbourg University Hospitals were on the front line to manage the crisis. In a show of solidarity, an employee at the SIL Fala subsidiary chose to donate part of their Covid-19 bonus, offered by the Group to its employees, to the Strasbourg University Foundation. Their gesture inspired almost 30 employees and was matched by the SIL Fala as well as by the Group Emergency Fund.

Breakdown of projects of the ECHO program in 2020

- MUTUAL AID
- EDUCATION
- ENVIRONMENT
- SPORT & HEALTH
- CULTURE



Three actions of support for the Lebanon

Faced with the extremely difficult situation in the Lebanon in 2020, Lesaffre supported multiple aid activities. A container of yeast was dispatched to Beirut in partnership with the maritime company CMA; support for people affected was given to the Lebanese Red Cross; and destroyed apartments were repaired as part of the 'Beirut Windows' initiative.

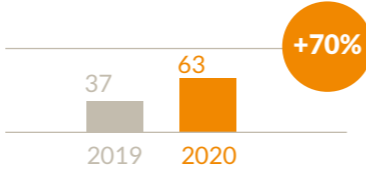
Focus on the Don Bosco shelter project

Situated in the working-class district of Koumassi in Abidjan, the Don Bosco shelter welcomes street children to provide them with accommodation, an education, and medical treatment, to help them flourish. The shelter houses more than 50 children from 7 to 17 years old. Lesaffre is supporting this shelter for three years, with building renovation (in 2020) and practical support to ensure the shelter runs well, to improve their living conditions and to make it possible to welcome additional children (2021-2022).

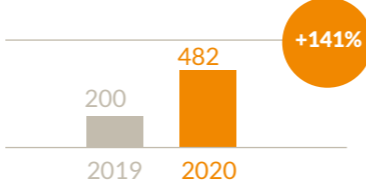


2020 key performance indicators

63 charitable projects identified via the ECHO platform



482 employees involved through our projects



Focus on The Beirut Windows project

The 'Beirut Windows' project was created after the massive explosion that ripped through Beirut on 4th August 2020. One of our French Lebanese employees, living in France, got involved with a group of skilled tradespeople to help families whose apartments had been destroyed by the explosion. As a result, 30 apartments were renovated. For him, there was no question of not helping. "As Lebanese expats, my friends and I are aware of our responsibility to our country, and we believe in collective initiatives to make a difference."





02

TO CONTRIBUTE
TO BETTER
NOURISHING THE
WORLD:
fermentation to
benefit the living



To guarantee our products' health and safety quality

To honor our status as a global player in yeast production and transformation, we have made quality a shared, omnipresent denominator at every stage of production and at all levels of the business. Our **product's health and safety quality policy** answers two clear Lesaffre commitments:

- To promote access to healthy, high-quality food that is safe for the planet's population to consume.
- To respect all local regulations in the countries where we operate and to control our products' health and safety quality.

The Group Industrial Director, an Executive Committee member, leads this policy in conjunction with the Regional and BU directors. The Group Quality, Safety and Environment Director is responsible for this policy's implementation, closely collaborating with the Regulatory Affairs Director

to ensure that quality standards are met. The Quality Teams from the 9 Business Units and the 7 Baking regions participate in this policy's implementation.

Our product health and safety quality policy is guided by three objectives:

- To maintain our high standards of product health and safety quality,
- To develop a culture of quality integrated in all the Group's processes,
- To advance the GFSI (Global Food Safety Initiative) certification within the Group.

By ensuring exemplarity throughout our production chain, **we contribute to the 'Good health and well-being' Sustainable Development Goal.**



Two major factors influence our ambition and intensify our sense of corporate social responsibility:

- The increasing need to nourish a growing global population in the context of declining availability of agricultural land and clean water,
- The emergence of health crises linked to food-borne outbreaks or epidemics such as we are living through today.

Furthermore, faced with the surge in infectious diseases and other afflictions affecting animals, humans and their environment, it appears

more necessary than ever to unite the efforts of the different sectors working to improve the health of the living in order to effectively prevent these risks. With that in mind, the World Health Organization has developed the **'One Health'** approach, with the aim of viewing human health, animal health and environmental health as interconnected. In order to protect the health of every living being and our eco-systems, the sectors must work together to resolve the challenges of food sufficiency and **food security, management of zoonoses** (diseases that can transmit from animals to humans) and to **combat the emergence of antibiotic resistance.**

Through our commitments in food, human health and nutrition, animal health and nutrition, environmental protection and biodiversity, we are fully signed up to the **'One Health'** approach and we encourage the sharing of expertise between these different sectors to better nourish the world, prevent health risks and protect the health of every living being.

Guaranteeing traceability and optimal product health and safety quality

To guarantee the highest health and safety quality level for all our products, we ensure we apply the best practice possible in terms of **traceability and product health and safety quality.** To do this, we have set up an action plan around three pillars: quality certification, health and safety quality controls.

Strengthening our certification processes across all production sites

Most of our sites meet one or several of the **highest international standards** in terms of health and safety quality for food commodities, including:





To contribute to preserving human health capital

We are capitalizing on our expertise in the field of yeasts and bacteria and our renowned know-how in biotechnology to participate in the preservation of human health capital, by developing natural solutions derived from fermentation. The group is taking up this major challenge through its specialist Business Unit, Gnosis by Lesaffre, by drawing on the extraordinary wealth of microorganisms, either as such or as producers of natural ingredients derived from them. This Lesaffre strategy is driven by one ambition: **to contribute to preserving women's and men's health capital by**

promoting substantiated nutritional supplements to complement an adjusted lifestyle.

Through its activities, Lesaffre contributes to promoting natural and healthy food and thus participates in the **'Good health and well-being' Sustainable Development Goal.**

The Business Unit Gnosis by Lesaffre, for which the core business is human nutrition and health, leads this indicator. The Business Unit's management team is in charge of performance monitoring.



In 2020, 71% of our sites were certified according to one/ or more of the Global Food Safety Initiative (GFSI) quality standards: BRC, IFS, FSSC 22000. We continue our work to extend the GFSI certifications, despite the slowdown caused by the 2020 global pandemic. The result, slightly down from 2019 (72%), is explained by new acquisitions, which have increased the number of sites that could be covered by a GFSI certification.

Maintaining a high level of control

We have **55 control laboratories** that enable us to ensure the health and safety quality of our products across all our production sites. At the same time, to meet the highest international standards, we submit to numerous **audits** that guarantee an exacting external verification. We are also establishing, as we develop, **Group operational methods** specific to each of our activities. Internal audits are carried out on the correct application of these methods.

Mobilizing all the teams around food health and safety quality

All the quality teams on production sites have set up their own quality policies and monitoring processes. In particular, the **HACCP procedure** (Hazard Analysis Critical Control Point) is a gauge of our teams' daily engagement in the necessary preventative actions to manage risks

for our finished products. These local policies are part of the Group's product health and safety policy objectives.

Developing the sharing of best practice is also a way to mobilize our teams and to ensure the health and safety quality of our products. Work to compile Quality guidelines was initiated in 2019 through co-construction workshops, bringing together production sites and Group experts. The deployment of these guidelines to all Quality teams was successfully carried out in 2020, during 10 webinars organized for the whole Group.

Developing natural solutions to preserve the health of women and men

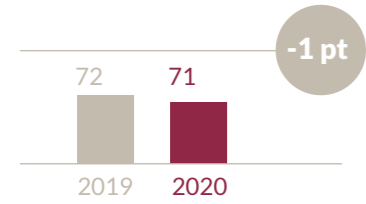
Lesaffre's technical and scientific expertise has contributed to the development of a multi-functional range of health ingredients derived from yeast and bacteria. These specific health ingredients enable us to meet the needs of a booming nutrition/health and well-being market.

The particular context of the 2020 global pandemic had a major effect on Gnosis activities. As a producer of vitamin K2, we had an increased responsibility to patients when clinical studies showed that this vitamin could mitigate serious cases of COVID-19. These clinical study results were accompanied by a strong trend for people turning to food supplements as a boost to their daily health. This increased awareness was reflected in our activities. By developing our products in tune with human health needs through natural processes that respect the environment, we can increase our positive impact on the planet and its inhabitants.

In 2020, our 'human health capital' performance showed a slight drop (-8%). In 2019, the probiotic yeasts *S. boulardii*, used to prevent gastric problems, represented a significant volume of our solutions contributing to the preservation of health capital.

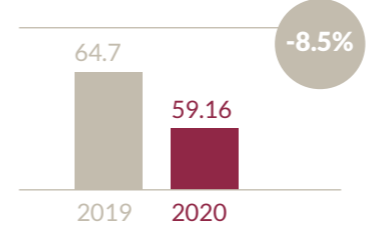
2020 key performance indicator

71% of our sites are covered by one/more GFSI certification(s)



2020 key performance indicator

The equivalent of 59.16 million people have received treatment based on biosourced, yeast and derivative products





Sharing scientific innovation in the field of nutrition

Each year, we publish a certain number of scientific studies. In 2019, in particular, we conducted a study, the VENUS study, on the yeast *Saccharomyces cerevisiae* to prevent and/or treat vaginal mycoses. This study, published in 2020, demonstrates the effectiveness of probiotics in preventing or restoring the imbalance of vaginal microbiota. We were able to share these results during several industry conferences and we plan to develop our research into the use of yeast **to benefit women's health.**

In 2019, we participated in nearly **15 trade shows and hosted more than 10 scientific conferences** to present

our products and their benefits for human health.

In addition to sharing our scientific innovations, Gnosis by Lesaffre uses its knowledge for the benefit of society by providing financial support to associations and Non-Governmental Organizations (NGOs).

Alongside others, we are a **founder member of DigestScience**, a foundation for research into digestive tract diseases and the benefits of nutrition. The foundation works to improve the management of digestive pathology and patients' quality of life by:

- Instigating and financing research,
- Training caregivers,
- Supporting patients,
- Communicating about these taboo diseases.

We also **partner with Vitamin Angels**, an NGO which works to bring essential nutrition to children around the world through vitamin supplements. You will find more details about our charitable activities in the chapter **'Contributing to the economic and social development of local communities'**, from page 19.

“At Gnosis, we use what's alive so that we and our planet can thrive.”



A production process based on **biotransformation** in order to **reduce raw material consumption and waste production** during the development of active ingredients. This process is environmentally friendly because it makes it possible to **avoid the use of chemical products and the destruction of rare plants.**

Gnosis develops three product types, to improve human well-being and health:

Dietary supplements

Drawing on several decades of experience in biotechnology, we develop probiotic yeasts and bacteria as well as yeast ingredients to supply ingredients for dietary supplements with recognized health benefits (especially for digestive health and natural immunity).

Pharmaceuticals

Yeasts, their ingredients and developed molecules are scientifically proven to be of interest to pharmaceutical laboratories. We offer high added value ingredients that meet stringent specifications. Historically, Gnosis has dedicated part of its production to antibiotics, the responsible use of which is supported by the Group when they answer a real human or animal need. Lesaffre wants to limit preventative antibiotic use in order to preserve their effectiveness.

Functional food

Today, yeast, thanks to its wealth of diverse nutrients, stands out as a natural source of protein, vitamins and minerals. As for probiotic bacteria and yeasts they are the ingredients of choice to achieve digestive health and immunity benefits.

Gnosis sells its products in five specific markets :

Well-being and immune health

Digestion and gut health

Mobility and joint health

Reproduction and women's health

Mood and cognitive health

The key resources to develop our products

The key resources to develop our products Microorganisms are invisible agents of change, which facilitate our mobility, protect us from disease and help us to adapt to our constantly changing environment. At Gnosis by Lesaffre, microorganisms are part of our resources. Our production process draws naturally on our expertise, our production network and more than 165 years of Lesaffre's industrial know-how.

In partnership with pharmaceutical industry professionals

We collaborate with nutraceutical and pharmaceutical brands to develop innovative products that help their clients to thrive. A true partner to our clients, we support them with a portfolio of branded solutions, scientific guidance and clinical studies. solutions de marque, de conseils scientifiques et d'études cliniques.

To improve food's nutritional and taste qualities and enable access to healthy and sustainable food for all

Faced with the rising global population and the increasing scarcity of animal protein, feeding the planet in a sustainable and healthy way is one of the major societal concerns of this century. **Our policy to help feed the global population** meets Lesaffre's commitments in terms of:

- Enabling access to health and sustainable food for all.
- Improving the nutritional and taste quality of food while reducing its

salt content and increasing its protein content.

This policy is led by the Group Baking Marketing Director and the Managing Director of the Biospringer subsidiary, both members of the Executive Committee, and the Regional Directors. **Proximity, innovation and sharing** are at the heart of our policy and our co-development approach.

To offer solutions for the future to nourish our planet in a sustainable and healthy way



Bread, as a source of yeast-based protein and a low-cost staple food, is a solution for the future to meet the global population's food needs. As an essential ingredient in bread, baker's yeast is at the heart of these societal challenges. As a key global player in the field of yeast and baking and a long-standing partner of bakery professionals, Lesaffre offers solutions to optimize the quality and taste characteristics of bread. Through its support for the baking industry throughout the world, Lesaffre provides access to health and nutritious food for all. **Thus, we contribute to the 'Zero hunger' Sustainable Development Goal.**

Through its subsidiary **Biospringer**, Lesaffre also focuses particular attention on the **nutritional and taste** quality of food. For several years, salt reduction has been a global health challenge and forms part of the WHO recommendations to reduce cardiovascular disease and hypertension risks. Profiting from the infinite natural properties of yeast ingredients, Biospringer has chosen to focus on two key food challenges: **taste** and **nutrition**. With their natural taste qualities (notably the famous 'Umami' taste'), yeast ingredients have a major role to play in **salt reduction**. By naturally bringing out the taste of food, it makes it possible to reduce salt use in food preparation by up to 30%. Yeasts are also naturally rich in animal free protein and thus increase food's protein content. In addition to its range based on yeast ingredients specifically created to improve the taste of meat substitutes, Biospringer has also developed Springer ProteissimoTM, a highly digestible animal free protein

with a protein content of more than 75%. By offering solutions that make it possible to reduce the environmental impact of protein and that are suited to a vegetarian, vegan or flexitarian diet, Biospringer meets current environmental and societal challenges

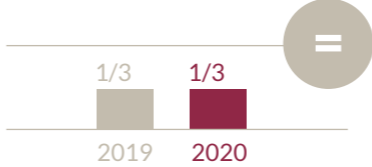


and contributes to the **'Good Health and well-being' Sustainable Development Goal.**

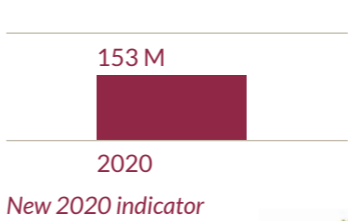


2020 key performance indicators

1 bread out of 3 in the world is made with Lesaffre yeast

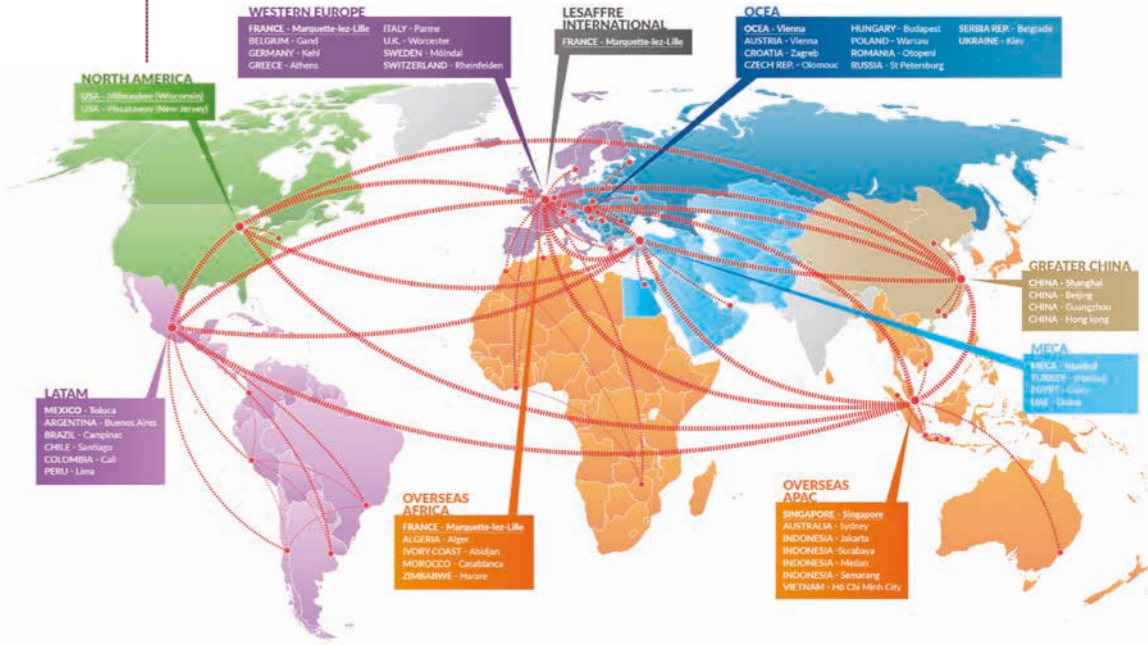


153 million consumers benefit from salt reduction thanks to Biospringer yeast ingredients



In 2020, we wanted to introduce a new performance indicator to measure the impact of our products on salt reduction. This indicator is calculated on the basis of sales volume of the Biospringer Umami range, designed to naturally reduce added salt by increasing food taste properties. This volume of global sales is weighted against the average recommended dose of the Umami range (0.75%), in order to obtain a volume of finished product with reduced salt thanks to

the product range. To obtain the final result for this indicator, we formulated hypotheses regarding the daily average amount (150 grams) with reduced salt thanks to our products and the consumption frequency of this amount (once a week) in order for this to have an effect on consumer well-being and health thanks to salt reduction.



Being close to our clients and understanding local needs through our Baking Center™ and Culinary Centers

In order to guarantee proximity and to anticipate our clients' needs, we continue our local deployment through the development of our global *Baking Center™* and *Culinary Centers* network.

Our pioneering Baking Center™ concept was created in 1974. It now comprises **47** units spread over 5 continents. They offer ongoing technical support to our clients in the bakery world thanks to **more than 300 bakery technicians** who share their baking expertise. This historical constitution of this network, which

covers the five continents, enables us to share, between the different regions, best practices, product solutions, and technical information from the area and in-depth knowledge of local markets.

Our global network now includes 7 regional centers, 18 formulation centers and 6 sensory analysis laboratories. Nearly 60 languages are spoken within our Baking Center™ network, enabling us to better understand local needs.

Using the Baking Center™ model, and with the same desire for proximity, we have developed for Biospringer yeast ingredients, a network of expertise and proximity for our clients. Our 5 Biospringer Culinary Centers work in close partnership with our clients. They help to create natural-

origin ingredients derived from yeast fermentation that make food tastier and healthier, while respecting the planet and humanity. Through this proximity to clients, these Culinary Centers enable Biospringer to develop products that are the most closely aligned to local needs, to innovate by

offering new solutions and to support clients in the improvement of the nutritional and taste qualities of their food.

A global network of Culinary Center



A network of **5 Culinary centers with food technologists** to :

- **Support** clients locally
- **Provide** tailored advices
- **Improve** taste
- **Create** new formulations
- Help the BioSpringer's **innovation process**

A continued roll-out of our digital tool for bakers

Saf-Instant, a brand more than 40 years old, is an instant dry yeast that enables bakers to have access to a high-quality yeast that retains a high fermentation power even under the most difficult conditions of use. Keen to create a direct link with our bakers

and to make their work easier, in 2019 we created the **Saf-instant mobile app** for them.

This tool enables us to help them every day with business development advice as well as strengthening their

technical and creative skills. The content, customized by country, also includes articles and offers competitions.



To support and share our know-how through targeted *Baking Academy* training

Artisan bakers, manufacturers, distributors, R&D teams and many others: Our Baking Center™ network welcomes them all. Through the training courses offered by the Baking Academy, our objective is to **nurture joint projects while creating a lasting relationship of trust with our clients.** The Baking Academy offers a range of

training for both our employees and our clients, depending on their needs, focusing on processes, ingredients and products.

In 2019, the training modules were restructured. These have been built around different courses on the baking knowledge, yeast knowledge,

processes, fundamentals and various functionalities. Some courses are also designed to be offered worldwide.

To drive animal nutrition/health to better nourish and protect the planet



We consider that quality food is key to good animal health and well-being. To meet this vital need, our subsidiary **Phileo by Lesaffre** supplies its clients with a range of nutritional solutions that contribute to the well-being of different species, improving livestock profitability and reducing the need for antibiotic use.

Our policy on animal health and nutrition

- meets two major commitments:
- To drive animal health/nutrition to better nourish and protect the planet in line with our shared vision: Act with nature for animal care.
 - To develop sustainable solutions with a positive impact on the planet throughout our value chain from farm to fork.
- This policy is led by the Phileo Business Unit Managing Director, a member of the Executive Committee.

The Phileo Marketing Strategy Director drives this challenge on an international scale and the sales management team drives increased product sales.

- Our contribution to animal health and nutrition policy is guided by four objectives:
- To contribute to livestock well-being and health,
 - To improve human health,
 - To improve livestock farming productivity by improving feed efficacy,
 - To diminish the use of resources to produce food and reduce the use of bone meal, particularly in aquaculture.

By improving livestock farming performance, we fulfil our major

aim: **to better nourish and protect the planet**. Our range of animal feed products also enables us to **contribute to the ‘Zero hunger’ and ‘Good health and well-being’ Sustainable Development Goals**.



Our subsidiary Phileo offers perennially natural solutions to help animal health and performance

Now more than ever, in view of the existing link between food and human health, animal health and well-being is as important as the quality of their feed.

Yeasts and yeast ingredients make it possible to reconcile the challenges of animal health and well-being while naturally preserving the planet with production processes that respect the environment. In 2020, we carried out several co-construction workshops to jointly evolve our strategy and to work these aims into our Manifesto, written around Phileo’s vision: **Let’s act with nature for animal care**.

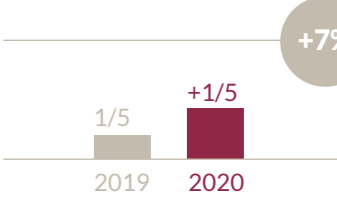
Our range of live yeasts, yeast fractions, functional ingredients and innovative solutions for the animal food industry are designed to achieve two main aims:

- **To improve livestock farming profitability:** Our products make it possible to optimize growth and productivity (ruminants, pigs, poultry and aquaculture), while contributing to the quality of the end products.
- **To benefit the well-being and health of livestock animals:** The yeasts we sell offer numerous beneficial effects for animal nutrition and health, such as resistance to thermic stress, metabolism stabilization and immuno-modulation.

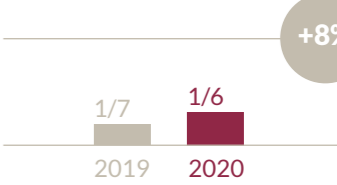
2020 key performance indicators

Live yeasts and yeast additives produced by Phileo have covered:

The equivalent of more than **1/5** of the milk and dairy products consumed in the world



The equivalent of more than **1/6** of eggs produced or consumed in the world



Contributing to responsible antibiotic use

How to improve yields while increasing the resistance of different species to specific diseases and contribute to the reduction of antibiotic use? Livestock farmers are faced with these issues, to which we provide solutions based on live yeasts, yeast fractions, selenium-enriched yeasts widely supported by numerous scientific trials, quality registrations and commitments (FamiQS, GMP B3 certifications).

Thus, in addition to generally improving animal digestive health, our products **contribute to reducing the pressure of pathogens, supporting the immune system and reducing preventative antibiotic use** and encouraging their responsible use for treatment. Our actions are firmly entrenched in the World Health Organization ‘One Health’ approach: by offering products that make it possible to reduce antibiotic use, Phileo actively contributes to combatting the

emergence of antimicrobial resistance and its consequences for human and animal health.

Today, excessive antibiotic use is mainly identified in familial livestock farms. There is a lack of knowledge in these livestock farms as to the impact of large-scale antibiotic use, on antibiotic resistance and the consequences for human health. Wishing to contribute to revenue creation for familial livestock farms as well as improving the health of livestock farmers and consumers, we contributed to the ViParc project. ViParc is a project supported by the Wellcome Trust with the aim of helping chicken farmers in Vietnam’s Mekong Delta, to avoid systematically resorting to antibiotics. As part of this project, a multi-disciplinary study began in 2016. It covers the farming methods without antibiotic use and the impact of natural solutions in familial chicken farms. The Phileo experts were able to support farmers

and organise training. In 2020, the initial results from this study indicate that veterinary advice and the use of natural products to improve animal health made it possible **to reduce the use of antibiotics by up to 40% while improving the growth indicators** of the chickens. Thus, training and natural solutions contributed to increasing the protein nutrition content and to improving human health. These results are encouraging to **answer the needs** of familial farms, which currently represent the livestock systems that are widespread throughout South East Asia, India and Africa.

Let's act with nature for animal care



A shared **vision** based on the **respect of animals and the planet**, by putting the care of animals and environmental resources at the heart of our priorities

Phileo's mission: to improve animal health to better nourish and protect the planet, by using microorganisms to naturally improve human and animal food

Products for treatment, prevention and animal health to preserve the planet's resources

A scientific eco-system based on excellence and innovation

5 product lines: yeast probiotics, bacteria, yeast fractions, active ingredients and functional proteins



10 000 yeast strains and bacteria to select the sought-after properties

72 R&D experts
(fermentation, purification, microbiology, toxicology, enzymology, immunology and food technology)

49 formulas and concentrations to meet the specific needs of different animal species at different life stages

7 programs to meet the challenges of the agri-food industry and **reduce antibiotic use**

Developing **in-vitro tests** to improve animal well-being and accelerate the transition of the agri-food industry

More than **165 years** of industrial know-how in fermentation processes

Our impact on animal well-being and health

In ruminants

- Stimulation of the rumen's metabolism
- Improved digestibility and valorization of the ration
- Reduction in risk of acidosis
- Increased productivity

In pigs

- Enhanced digestive comfort
- Increased feed efficiency
- Reduction in the presence of pathogens
- Optimization of performance levels and economic results

Supporting innovation in terms of animal health while preserving environmental resources



with a high protein content that is easily digestible, enabling growth stimulation, performance and resistance to diseases in livestock animals. The life cycle analysis for Prosaf was carried out by a third-party research organization and shows the environmental interest of this protein provision solution compared to other protein sources designed for aquaculture farming.

health helps the farmer's revenue and has a reduced environmental impact for the planet.

We continue, at the same time, to support innovation in terms of animal nutrition and health in order to perfect the efficiency of probiotic yeasts. In particular, research work is being undertaken inside pilot farms. Our research and development activities cover all species and address the growing need to produce quality animal protein to nourish women, men and animals in a healthy way.

Thanks to our research work, we can **offer alternatives that address current environmental issues.**

The development of more responsible aquaculture that respects the planet is a major challenge in terms of human food and reduced depletion of wild fish stocks. Today, the use of marine ingredients, such as bone meal and fish oil, is considerably reduced due to reduced availability of these products worldwide. Although producers are turning increasingly to plant origin ingredients, the latter's use remains limited due to their limited nutrition interest. So, we have developed **Prosaf**, a water-soluble purified yeast ingredient, obtained by primary fermentation



For milk ruminant livestock, all our trials show that a ration of 5g per day per ruminant of our Actisaf probiotic yeast helps to improve the food conversion ratio (Kg of food consumed / Kg of milk produced) by improving the digestibility of fodder and the absorption of concentrates, and the stability of the digestive metabolism to guarantee good animal health. A reduced feed requirement, increased milk production and an animal in good



A photograph of a person's hands cupped together, pouring water into a stream. The water is captured in mid-air, creating a dynamic splash. The background is a blurred natural setting with green foliage and a rocky stream bed. The overall tone is warm and natural, emphasizing the theme of water and nature.

03

WHILE PROTECTING
THE PLANET:
fermentation and
preserving planetary
resources

To combat climate change by optimizing our energy consumption, by conserving water resources and by better valorizing our co-products

Since the installation in 1930 of the first waste evaporator with the aim of valorizing our co-products, our desire to protect the environment has remained one of our major concerns.

Our contribution to environmental protection policy is led by the Group Industrial Director, an Executive Committee member. The Group Quality, Safety and Environment management and Substrates Purchase and Derivative Products management are tasked with its implementation. The technical directors, the co-product production workshop managers, the associated sales teams, the environment managers and the environment and co-product team members oversee the local application of this policy. Our contribution to environmental protection policy is guided by four objectives:

- To reduce our carbon footprint, to increase the proportion of renewable energies in the energy mix and to reduce fossil fuel energy

use across all factories,

- To increase, every year, the proportion of water returned to nature,
- To increase the crop area for which the potash needs are covered by Lesaffre co-products,
- To strengthen the process for collecting and consolidating environmental data.

The entire environment community strives to optimize the functioning of our production sites in order to reduce our water and energy consumption, and to better valorize all our co-products. In order to set up the necessary measures to attain these objectives, we allocate part of **our industrial spend to reducing the environmental impact of our activities**. In order to impart a strong impetus to reducing our carbon footprint, in 2020 we launched the recruitment of a **Sustainable Development Manager**. This role will be attached to the Group Industrial

Management team and will strengthen the teams from April 2021 with regards to energy, water and carbon footprint issues. The first task will be to undertake an assessment and to identify the main sources of greenhouse gas emission in the Group's factories and industrial sites. This essential work will then make it possible for Lesaffre to set clear objectives for its carbon trajectory for the coming years.



By tackling the challenge to reduce our environmental impact in this way, **we contribute to the United Nations' 'Responsible consumption and production' Sustainable Development Goal.**

To conserve water resources and reduce our energy consumption to protect the environment

In order to reduce our consumption, we have set up several measures at factory level. We work continuously to optimize the operation of our production sites by selecting the **best technologies and the least energy-hungry processes**. In 2020, for example, a heat pump system was installed in one of our French factories. This energy recuperation technique enables us to reduce our

fossil fuel consumption and we are already looking into its deployment at new sites.

In parallel, we are working to **develop the use of membrane techniques** that also provide energy and water savings in factories, as well as improved waste treatment. These technologies have already been set up in Vietnam and in Spain in 2020. The aim is to deploy

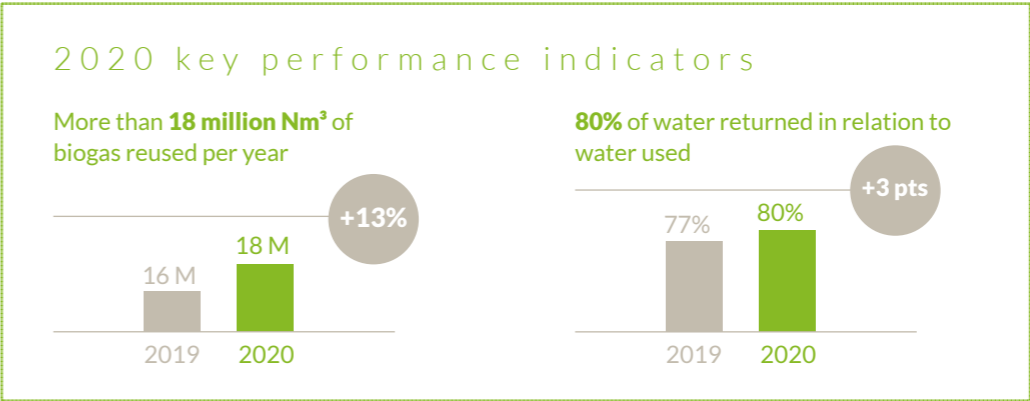
them in other Group factories. This year, trials have already been launched in France, Morocco and Tunisia.

Our efforts to limit our carbon footprint include **limiting the use of fossil fuels** by developing the reuse of biogas in our factories. In the Ukraine, a biogas plant has been installed, which enables the site to use only

biogas produced on site and to reduce its use of fossil fuels.

We are monitoring precisely the quantities of water and energy used per ton of yeast produced across all

our sites. The site-by-site tracking of this ratio enables us to put in place targeted action plans for each factory.



To facilitate a virtuous production cycle and preserve biodiversity by valorizing our co-products

Co-products derived from the production of yeasts and yeast ingredients can be reused as fertilizer, or as essential protein sources for animal nutrition. Conscious of the importance sustainable production, the valorization of our co-products is an integral part of our environmental policy. For this reason, we have invested in new technologies that have enabled us to develop a range of derivative products for agricultural supplies, mostly designed for animal nutrition and crop fertilization.

it possible, for example, to pulverize our desugared beet juice (vinasse).

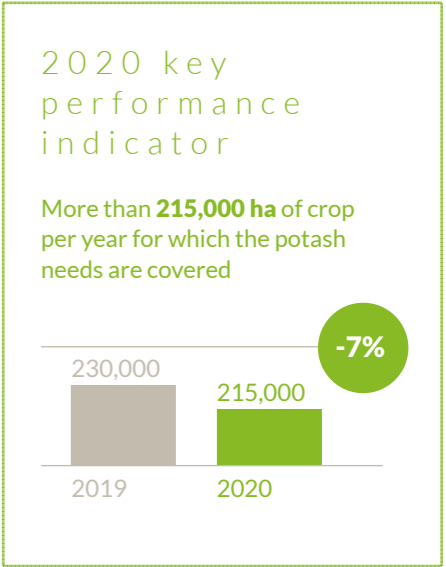
Other uses for our co-products are also developed according to opportunities and market requirements. As such, for a few years, our concentrated vinasses have also been used in the industry to replace less virtuous products.

By reusing all our co-products, we advocate a circular and naturally more ecologically friendly production cycle.



Since June 2018, our co-product valorization community has facilitated, between sites, knowledge sharing and the development of best practices in this field. Made up of approximately 15 technical/sales employees, based in more than 10 countries, our co-products community meets virtually every two months to share best practices and coordinate the management of co-products wherever we have a presence. It also continues to support the subsidiaries in the implementation of agricultural equipment to facilitate co-product valorization. Since last year, Serbia has joined Russia and Poland with new equipment that is more efficient and more respectful of land plots, making

The 7% reduction in our 'crop areas for which the potash needs are covered' key performance indicator, in relation to 2019 is explained by the previous years' destocking, in certain countries, and by the growth in animal nutrition outlets, an alternative to imported products that improved the subsidiaries' carbon footprint.



To protect crops while preserving biodiversity and soil fertility

To align agriculture with a sustainable approach, **which respects the environment and human health**, is a major challenge for the entire agricultural sector. Our subsidiary Agrauxine plays an active part in achieving this objective by developing and selling biocontrol, biostimulation and bionutrition products, created from microorganisms. **These natural solutions guarantee crop protection against diseases and make it possible to improve plant nutrition, while limiting the recourse to chemical pesticides.**

Our **agricultural crop protection policy** answers Lesaffre's commitments in this area:

- To offer approved products for plant health and stimulation.
- To participate in the agroecological transition by offering alternative products to chemical pesticides.

Agrauxine general management leads this policy and the subsidiary's management committee is responsible for defining the strategy. The biostimulant product manager is responsible for the internationalization of the challenge and the sales management team drives increased product sales.

Our agricultural crop protection policy is guided by two objectives:

- To sustain a 40%+ annual growth of certified products for the next few years and to increase the use

of biocontrol and biostimulation products in the plant protection market: to increase market share of these products in France from 11% to 30%.

- To continue our investment in research at the level of 1/3 of annual turnover and to be a dynamic player in the agroecological transition.

By participating in this way to the development of virtuous agricultural practices, we contribute to the United Nation's 'Life on Land' Sustainable Development Goal.



Production cycle from beet to the beet through the yeast

Every day, through our subsidiary **Agrauxine** we strive to offer new ways to combat plant diseases and to implement new, highly environmentally friendly production systems, in order to preserve human health and to protect soils and biodiversity.



“ Develop **biosolutions** issued from **fermentation** ”.



Agrauxine aims to contribute to **healthy food** for humans and the establishment of **sustainable, high-performance agriculture**

Biocontrol products make it possible to limit the recourse to chemical fungicides. Using these methods also makes it possible to significantly minimize the level of residue in harvests, thereby improving the quality of consumer food.

Biostimulants for plants contain inert substances or microorganisms that act to enhance the physiological processes in crops to improve plant growth at key stages and limit the impact of biotic stress.

Biostimulants for plants contain inert substances or microorganisms that act to enhance the physiological processes in crops to improve plant growth at key stages and limit the impact of biotic stress.

R&D

A Plant Care Center in Argentina: **1 x 200m²** greenhouse and **10,000m²** of micro-plots
600m² of R&D laboratories, and more than **25%** of annual expenditure dedicated to technical research and development at Lesaffre.

Production

Lesaffre's technical and industrial know-how in terms of products derived from liquid fermentation.

A unique production site in Loches for **filamentous microorganisms** produced through solid-state fermentation.

Sales

A presence in **38 countries** worldwide through local partnerships to meet our clients' needs in proximity.
91 products sold.

Partnerships, an accelerator for innovation and a vector for the development of innovative products that benefit the industry in its entirety, are **an integral part of our R&D approach**. We collaborate continually with universities, research centers and technical institutes, which are experts in their fields.

Lesaffre's solutions are aimed at **distribution and sales partners** developing in the following markets: wine production, market gardening, agricultural crops, arboriculture, horticulture, green spaces, substrates and seeds.

To encourage knowledge sharing among agricultural professionals to advance sustainable solutions



Innovation is at the heart of the challenges that Agrauxine works to answer. Every year, we invest a third of our turnover in research. Through the development of its activity dedicated to plants, Lesaffre thus collaborates actively with universities, technical institutes and renowned research bodies such as INRA or Végépolys, a global benchmark hub of competitiveness in terms of innovation.

We are also one of **the founder members and patron of the 'Bio4Solutions' Chair** at the ENSAIA-University of Lorraine, the first chair in France specialized in biosolutions. It is dedicated to the agroecological transition and research support. The aim is to train agricultural

professionals, as well as future generations of engineers.

Agrauxine also supports a number of local initiatives **encouraging farmers to use fewer phytosanitary products**, by offering technical product use training.



To accelerate our products' access worldwide to participate in a global agroecological transition

To work on the accessibility and internationalization of its products is essential to Agrauxine's mission. Above and beyond sales challenges, by deploying its **products, which are naturally virtuous** for humans and the planet, the subsidiary participates in the global **agroecological transition**. By promoting its solutions for production methods that respect the environment worldwide, Agrauxine acts as a real driving force for this transition.

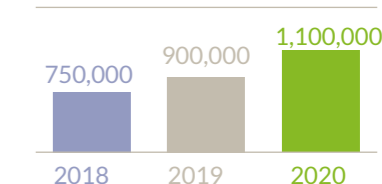
In 2019, in response to issues faced by wine producers, we successfully brought to market a biocontrol prod-

uct derived from the Trichoderma mushroom strain in Spain, Portugal and Italy to combat grapevine trunk diseases.

The same year, in the United States, we launched our Romeo product, a preventative biocontrol solution. This stimulator of natural defenses, which can be used for vines and in market gardens, offers a wide spectrum of actions against sever

2020 key performance indicator

More than **1,100,000 ha** of agricultural crops protected against hydric stress in the world by our MF55 product



+22%

Appendices

Methodological note of CSR reporting

Scope of the challenges covered by our EFPR

LEGAL TEXT	LIST OF OBLIGATORY ITEMS	ITEM APPLICATION
DECREE FOR THE APPLICATION OF THE TRANSPOSITION OF THE EUROPEAN DIRECTIVE (N°2017-1265)	Consequences for climate change of company activities and use of goods and services they produce (contribution and adaptation)	See the 'To combat climate change by optimizing our energy consumption, by conserving water resources and better valorizing our co-products' and 'To protect crops while preserving biodiversity and soil fertility' chapters.
	Circular economy	
	Combatting food waste	Taking into account the nature of our activities, we do not consider tackling food waste to be one of our main CSR risks and it is not worth developing in the current management report.
	Accords collectifs conclus dans l'entreprise et à leurs impacts sur la performance économique de l'entreprise	See the 'To develop and protect our human capital' chapter.
	Actions aimed at combatting discrimination and promoting diversity with measures taken to benefit those with disabilities	See the 'To develop and protect our human capital' chapter.
	Societal commitments in favor of sustainable development	See the 'Social and Environmental Responsibility (CSR) at the heart of our commitment' and 'To contribute to the economic and social development of local communities' chapters.
30TH OCTOBER 2018 LAW ON SUSTAINABLE FOOD	Combatting food insecurity, working for respect of animal well-being, responsible, fair and sustainable food.	See the 'To improve the nutritional and taste qualities of food and enable access to healthy and sustainable food for all' and 'To drive animal nutrition/ health to better nourish and protect the planet' chapters.

Scope of our indicators and calculation method

CHALLENGE	INDICATOR	SCOPE	DEFINITION AND CALCULATION METHOD
EMPLOYEE HEALTH AND SAFETY	TF2: frequency rate for work accidents, with or without lost time, for Lesaffre employees	100% of employees (not including temporary staff) at production sites as well as sales agencies and the Baking Center™ network.	Definition TF2 is the work accident frequency rate taking into account accidents with or without lost time for Lesaffre employees (not including temporary staff). Calculation $TF2 = (\text{Number of accidents with or without work lost time} * 1,000,000) / \text{Number of hours worked by Lesaffre employees.}$
	TF3: frequency rate for work accidents with or without lost time for Lesaffre employees and temporary staff - <i>New 2020 indicator</i>	100% of employees (including temporary staff) at production sites as well as sales agencies and the Baking Center™ network.	Definition TF3 is the work accident frequency rate taking into account accidents with or without lost time for Lesaffre employees and temporary staff. Calculation $TF3 = (\text{Number of accidents with or without work lost time} * 1,000,000) / \text{Number of hours worked by Lesaffre employees and temporary staff.}$
CAREER AND TALENT PROGRESSION	Employee turnover rate for permanent staff	100% of employees and new hires in all the Group's legal entities	Definition This indicator shows the rate of company employee turnover for permanent staff. Calculation $[(\text{Number of departures during the year N} + \text{Number of arrivals during the year N}) / 2] / \text{Total on 1st January of the year N.}$
	Number of executives progressing on an international trajectory	This indicator covers 100% of expatriates. In other words, executives with a contract in one country who leave to work in another country.	Definition This indicator shows the employees with a Lesaffre contract who leave to work in another country. It includes employees on a project during the year, whether or not that has been completed. Calculation Number of people expatriated on 31/12/2020.
	Rate of role changes in management teams	100% of 'leadership team' (LT) employees of Group legal entities on the following contracts: Fixed Term, Permanent	Definition This indicator shows the number of 'leadership team' (LT) employees who have joined the Group or taken a new role internally during the year out of the total number of LT employees. Calculation $[(\text{Number of arrivals in LTs, during the year N}) + (\text{Number of role changes within LTs, during the year N})] / \text{Total LTs on 31/12 of the year N.}$
CHARITY	Number of employees involved in actions of solidarity through the ECHO program per year	The entire Group	Definition This indicator shows the number of employees involved in all projects set up in the Lesaffre Group charitable program ECHO, over one year. Calculation Total number of employees involved in ECHO program actions of solidarity.
	Number of charitable projects identified via the ECHO program per year	The entire Group	Definition This indicator shows the number of projects set up in the Lesaffre Group charitable program ECHO, over one year. Calculation Total number of projects identified via the ECHO platform.

CHALLENGE	INDICATOR	SCOPE	DEFINITION AND CALCULATION METHOD
PRODUCT HEALTH AND SAFETY QUALITY	Percentage of site covered by certification(s) GFSI (FSSC 22000, BRC, IFS)	100% of the yeast and yeast ingredients production sites.	<p>Definition This indicator shows the proportion of sites certified FSSC 22000, BRC or IFS for product health and safety quality.</p> <p>Calculation Total of all sites with a valid certification for the current reporting year / Total number of Lesaffre yeast and yeast ingredient production factories.</p>
HUMAN HEALTH	Equivalent number of people who have received treatment based on biosourced, yeast and derivative products	Global sales of 4 Gnosis products: Dalbavancin (antibiotics), Quatrefolic (Vitamin B9), SAMe (anti-depressant) and Boulardii (digestive health)	<p>Definition This indicator shows an estimation of Gnosis' contribution to the preservation of the health capital of people who use its products.</p> <p>Calculation Sales in kgs of the selected product x recommended dose / recommended treatment duration. This calculation is carried out for each of the selected products, the results are then added up.</p> <p>Notes on methodology</p> <ul style="list-style-type: none"> To calculate this KPI, it was assumed that people had followed the recommended dose and treatment duration. The data for recommended dose and treatment duration are taken from scientific papers. <p>• Dalbavancin : Francesca Bai, Chiara Aldieri, AnnaMaria Cattelan, Francesca Raumer, Eugenia Di Meco, Maria Cristina Moioli, Federica Tordato, Paola Morelli, Federica Borghi, Marco Rizzi, Evelyn Van Hauwermeiren, Francesco Castelli, Guglielmo Migliorino, Barbara Menzaghi, Giuliano Rizzardini, Annalisa Saracino, Antonio Cascio, Massimo Puoti, Antonella d'Arminio Monforte & Giulia Marchetti (2020): <i>Efficacy and safety of Dalbavancin in the treatment of acute bacterial skin and skin structure infections (ABSSSIs) and other infections in a real-life setting: data from an Italian observational multicentric study (DALBITA study)</i>, <i>Expert Review of Anti-infective Therapy</i>, DOI: 10.1080/14787210.2020.1798227</p> <p>• Quatrefolic (B9) : Honein MA, Paulozzi LJ, Mathews TJ, Erickson JD, Wong LY. <i>Impact of folic acid fortification of the US food supply on the occurrence of neural tube defects</i>. JAMA. 2001 Jun 20;285(23):2981-6. doi: 10.1001/jama.285.23.2981. Erratum in: JAMA 2001 Nov 14;286(18):2236. PMID: 11410096.</p> <p>• Adonat (SAMe) : ALIZIA, Ilaria, OLDANI, Lucio, MACRITCHIE, Karine, et al. <i>S-adenosyl methionine (SAMe) for depression in adults</i>. <i>Cochrane Database of Systematic Reviews</i>, 2016, no 10.</p> <p>• Saccharomyces cerevisiae var. boulardii : Szajewska H, Kołodziej M, Zalewski BM. <i>Systematic review with meta-analysis: Saccharomyces boulardii for treating acute gastroenteritis in children-a 2020 update</i>. <i>Aliment Pharmacol Ther</i>. 2020 Apr;51(7):678-688. doi: 10.1111/apt.15659. Epub 2020 Feb 13. PMID: 32056266.</p>
PLANT PROTECTION	Crop surface area protected against hydric stress worldwide by our MF55 product (ha)	100% of the Agrauxine subsidiary's sales of their 3 MF55 brands	<p>Definition This indicator shows an estimate of worldwide surface area for arable crops and specialized crops that have been protected against abiotic stress thanks to the MF55 product. The arable crops taken into account are principally soya, corn, rape, and grains. Specialized crops are vines, arboriculture and market gardening.</p> <p>Calculation</p> <ol style="list-style-type: none"> The number of crop hectares treated by MF55 is defined by dividing the quantity of products sold in liters by the number of recommended applications. The number of product doses and applications is defined by the Agrauxine recommended use information given to clients. The result obtained is then divided by the recommended dose in liters per hectare.

CHALLENGE	INDICATOR	SCOPE	DEFINITION AND CALCULATION METHOD
FOOD	Proportion of bread made with Lesaffre yeast worldwide	100% of subsidiaries producing yeast	<p>Definition This indicator shows an estimation of the average number of breads made worldwide over one year, including the countries where Lesaffre does not operate, thanks to yeast produced by Lesaffre.</p> <p>Calculation</p> <ol style="list-style-type: none"> Calculation of the quantities of Lesaffre bread yeast and estimation of the quantities of bread-making yeast in the global market. Calculation of bread made with Lesaffre yeast from our sales figures and our market estimates. Lesaffre adjusts this result to compensate for the worldwide quantity of bread made without yeast, which correlates to approximately 1 bread out of 3. <p>Notes on methodology The calculation for the '1 bread out of 3' key performance indicator is based on the following sources:</p> <ul style="list-style-type: none"> Internal data on Lesaffre yeast sales, Customs data on yeast, Estimates of local production for all countries, The market share is estimated based on data available on the date of EFPR, which is 2019.
	Number of consumers who benefit from salt reduction thanks to Biospringer yeast ingredients – New 2020 indicator	Worldwide sales volume of the Biospringer Umami range	<p>Definition This indicator shows an estimation of the number of people for whom salt consumption has been reduced thanks to the consumption of products containing Biospringer yeast ingredients, known to increase the salty taste.</p> <p>Calculation</p> <ol style="list-style-type: none"> The first calculation stage consisted of extracting sales volumes in tons of the Biopspringer Umami range over the year N. An accepted hypothesis for the calculation is that 100% of sales volumes contribute, as a secondary effect, to salt reduction. The Umami products make it possible to naturally reduce added salt by increasing the taste properties of food. The worldwide sales volume obtained is divided by the recommended average dose for the Umami range (0.75%), which is in the lower bracket for this type of product (generally between 0.5% and 2%), in order to obtain a volume of finished product reduced in salt thanks to the range's ingredients. The hypothesis accepted in the calculation relating to the daily average reduction in salt is: 100g. The hypothesis accepted in the calculation relates to the consumption frequency of 48 times per year, which means that one person consumes on average one salt reduced portion once a week. This hypothesis is based on the assumption that a reduced frequency would have little effect on the consumer's well-being and health in terms of salt reduction. The final calculation carried out is as follows: Volume of reduced salt finished products / Daily ration of reduced salt consumption / Consumption frequency per year.
	Equivalent proportion of milk and dairy products consumed worldwide covered by Phileo live yeasts and yeast additives	100% of the Phileo subsidiary products	<p>Definition This indicator shows an estimate of the proportion of worldwide dairy production covered by Phileo products.</p> <p>Calculation</p> <ol style="list-style-type: none"> Quantity of Phileo products sold worldwide, Average consumption per cow and per year is calculated from the recommended daily dose and the average duration of use, Ratio between the population of dairy cows covered by Phileo and the worldwide population of dairy cows. <p>Notes on methodology</p> <ul style="list-style-type: none"> The data concerning the number of dairy cows and milk production are from the FAO. To calculate this KPI, it was assumed that all Phileo live yeasts and yeast additives are consumed by dairy cows and laying hens. The average daily doses in gs / day / cow taken into account for the calculation of this KPI correspond to the quantities officially registered in the European market. Gnosis products are excluded from the calculation of these indicators because their products are solely designed for domestic animals.

CHALLENGE	INDICATOR	SCOPE	DEFINITION AND CALCULATION METHOD
ANIMAL HEALTH AND NUTRITION	Equivalent proportion of eggs produced or consumed worldwide covered by Phileo live yeasts or yeast additive products	100% of the Phileo subsidiary products	<p>Definition This indicator shows an estimate of the proportion of annual worldwide egg production covered by Phileo products.</p> <p>Calculation <ol style="list-style-type: none"> 1. Quantity of Phileo products sold worldwide, 2. Estimate of the annual quantity of eggs with Phileo products based on food consumption, recommended dose per ton of food and the food conversion rate (Quantity of food / Quantity of eggs), 3. Ratio between the annual egg production covered by Phileo and worldwide egg production. </p> <p>Notes on methodology <ul style="list-style-type: none"> • Data concerning egg production are from the FAO. • To calculate this KPI, it was assumed that all Phileo live yeasts and yeast additives are consumed by dairy cows and laying hens. • The average feed incorporation rate kg / ton for poultry taken into account for this KPI corresponds to the quantities officially registered in the European market. • Gnosis products are excluded from the calculation of this indicator because their products are solely designed for domestic animals. </p>
	Quantity of biogas reused per year (Nm ³)	100% of Lesaffre sites producing and reusing biogas	<p>Definition This indicator shows the proportion of biogas produced that goes back into the boiler room or the cogeneration plant, in other words the proportion of biogas valorized through energy production, thus making it possible to reduce fossil fuel use.</p> <p>Calculation <ol style="list-style-type: none"> 1. At 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 meter reading from the start of the month N from the meter reading at the end of the month N-1. 3. The sum of the quantities of biogas reused across all sites makes it possible to obtain the quantity of biogas reused in a consolidated way. </p>
	Proportion of water returned compared to water consumed (%)	100% of Lesaffre yeast and yeast extract sites owned for more than five years. Improver plants are excluded, this indicator not being relevant in view of their activity (little/no water used in product manufacturing)	<p>Definition This indicator shows the proportion of city and borehole water consumption for all yeast and yeast extracts sites, which was treated and returned to the natural environment through a wastewater treatment plant or an urban treatment plant. This returned water also includes water directly released into the natural environment, as part of the cooling water that does not require special treatment in accordance with local regulations.</p> <p>Calculation Volume of returned water over the year / Volume of water consumed over the year.</p>
ENVIRONMENTAL IMPACT AND CO-PRODUCT VALORIZATION	Crop surface area for which the potash needs are covered by our co-products (ha)	100% of Group sales of co-products valorized as fertilizer.	<p>Definition This indicator shows an estimate of the crop area for which the potash needs are covered by Lesaffre co-products. Lesaffre valorizes a proportion of its co-products as fertilizers, which are sold to cover crop potash needs.</p> <p>Calculation Once the quantities sold are aggregated, the potash content of co-products valorized as fertilizer is then converted per hectare via the use of an average K₂O (potassium) dose per hectare.</p>

