



# PRESS *kit*





“In 2050, there will be 9 billion humans on Earth. **Providing this population with healthy food while protecting both human health and the environment,**

represents an unprecedented challenge. Here at Lesaffre, we believe that **fermentation and microorganisms hold the keys to overcoming this challenge.**

This is why Lesaffre’s 11,000 employees work each day, pouring all their expertise and passion for the living world into innovations to build a sustainable future. These challenges are our driving force and have inspired Lesaffre’s mission: **Working together to better nourish and protect the planet.”**

**BRICE-AUDREN RICÉ**  
CEO OF LESAFFRE





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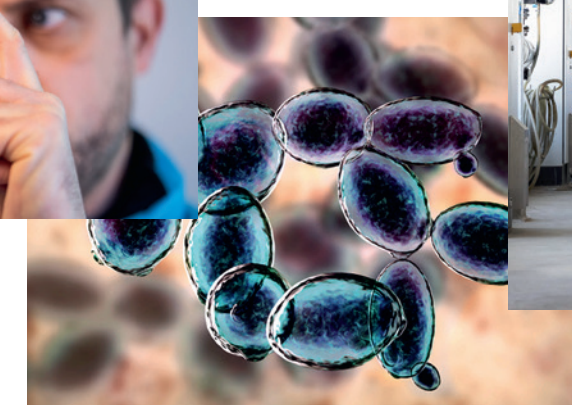
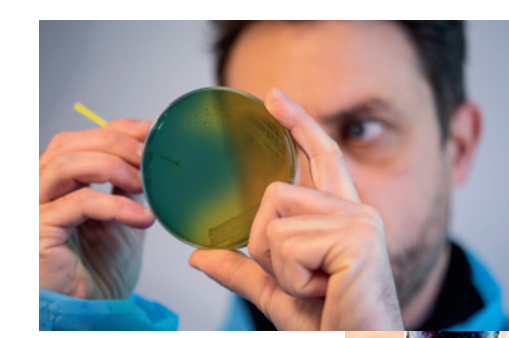
# The infinite potential of microorganisms and fermentation

**FERMENTATION:**  
*a traditional process serving new applications*

Fermentation is a biochemical reaction through which microorganisms transform food in the absence of oxygen. This time-honored process was originally used to preserve plant and animal-based products. Today, humans use this technique for three key reasons: to make food easier to digest, to preserve food for longer, and to produce particular substances of interest (nutritional, flavoring, etc.). Over recent decades, we've seen fermentation used in a growing number of contexts across multiple sectors, including healthcare, environmental protection, biotechnology, energy and chemistry.

**MICROORGANISMS:**  
*infinitely small things with a big impact on nourishing and protecting the planet*

A microorganism is a living organism that is invisible to the naked eye and which can only be seen through a microscope. Backed by expertise honed over more than 170 years, Lesaffre has a vast collection of microorganisms such as yeasts, bacteria and filamentous fungi. The Group's work unlocks the infinite potential of these microorganisms in each of our activities: baking; food taste and pleasure; human, animal and plant health and well-being; and industrial biotechnology.



## Fermentation and microorganisms

**MICRO ORGANISMS AND FERMENTATION**  
*for the major challenges of tomorrow*

Microorganisms and fermentation open up an almost limitless scope of applications. By 2050, there will be more than 9 billion humans on Earth, all needing to be fed healthily while also protecting the planet's limited resources. Drawing on its solid know-how, Lesaffre believes that fermentation and microorganisms hold some of the

keys to overcoming the major food and environmental challenges of tomorrow. This is why, through its various fields of activity, Lesaffre is committed to helping to produce healthy and sustainable food for the future, improving the health not only of humans, but also of plants and animals, while also working towards a decarbonized industry.





# Lesaffre's teams are innovating daily

*to build a healthy, sustainable  
future thanks to fermentation*

Lesaffre has been a key global player in the field of fermentation for more than 170 years. Operating across every continent through its production sites, offices, and application and research centers, the Group has developed unique expertise in this field.

Counting more than 11,000 employees and over 96 nationalities on its teams, Lesaffre demonstrates an unwavering commitment to working alongside its clients, partners and researchers to find solutions that keep up with the

ever-evolving needs regarding nutrition, health, naturalness, and environmental responsibility. Driven by this experience and diversity, Lesaffre has its sights resolutely set on the future and constantly works to anticipate its clients' needs whilst responding to global food challenges.

Each day, the people who work within the Group — its life force — push the boundaries of innovation with dedication and passion, working to explore and unlock the infinite

potential of fermentation and microorganisms. This ongoing research means that Lesaffre is able to offer innovative and tailored solutions that cater to our planet's nutritional and food-related requirements.

Lesaffre has thus developed innovative techniques for the production of yeasts and microorganisms that can be used in a vast range of applications, including baking; nutrition; human, plant and animal health; and industrial biotechnologies.

## Lesaffre *at a glance*





# LESAFFRE IN 2024



**3**  
billion euros  
turnover

**180**  
Our solutions are  
distributed in more  
than 180 countries



**80**  
production  
sites

**50**  
countries

**88%**  
share of turnover  
from products sold by  
having been manufactured  
by a GFSI\* certified site



**90**  
international  
partnerships

**700**  
RD&I experts



**11,000**  
employees

**96**  
nationalities



**51**  
Baking Center™



**63**  
applied science  
centers

**9**  
sensory analysis  
labs

WORKING TOGETHER  
TO BETTER NOURISH  
AND PROTECT THE PLANET

\*Global Food Safety Initiative



Our activities  
Our *business units*





## OUR FIELDS OF ACTIVITY

The infinite potential of microorganisms allows Lesaffre to assert its position in the baking, food taste and pleasure, nutrition/healthcare and industrial biotechnology markets.

In each of these sectors, Lesaffre has set itself the ambition of becoming a leader in fermentation and microorganisms to better nourish and protect the planet.

## OUR BUSINESS

# UNITS



### Well-being and health:

Lesaffre's work allows it to offer solutions designed to improve the health of humans, plants and animals. **Gnosis by Lesaffre** is focused on developing nutritional ingredients, probiotics and nutritional and functional yeasts for human consumption. **Agrauxine by Lesaffre** uses microorganisms for biocontrol, biostimulation and bionutrition in plant production, thus contributing to reducing the use of chemical fertilizers. **Phileo by Lesaffre** develops solutions for animals that will improve their health and performances through innovative nutritional products enabling reduced use of antibiotics.



### Industrial biotechnologies:

The Group is committed to improving the industry through fermentation. **Procelys by Lesaffre** is developing a full range of fermentation nutrients for biotechnology. **Leaf by Lesaffre** is helping the Energy industry to reduce its environmental footprint by offering cleaner solutions and **LIS by Lesaffre** lends its renowned expertise to ingredient producers for issues relating to drying and encapsulation.



### Food taste and pleasure:

Lesaffre is a major figure in the food industry and it has gained and maintained this position through diverse ranges of solutions that each meet specific requirements. **Biospringer by Lesaffre** offers solutions based on yeast extracts that can be used to improve recipes by enhancing their taste and nutritional balance. **Fermentis by Lesaffre** develops solutions that play a key role in the expression of the sensory characteristics of fermented beverages. Lastly, **Ennolys by Lesaffre** provides its expertise in fermentation to create natural aromatic molecules.



### Baking:

Thanks to its longstanding know-how in the field of fermentation, **Baking with Lesaffre** works closely with populations around the world to develop innovative baking solutions for artisan and industrial bakers, distributors, wholesalers, hotels, restaurateurs and the general public. Its industrial expertise and RD&I are also harnessed to explore new solutions capable of meeting market trends.



# More than 100 years of resilience and innovation

As a major global player in the area of fermentation, we have been cultivating the living for more than 170 years, through the daily exploration and discovery of the infinite potential of fermentation and microorganisms.

All of our employees around the world collaborate with all our stakeholders to find solutions to the needs in the areas of nutrition, health and respect for the environment. One mission guides us in our daily actions: *Working together to better nourish and protect the planet.*

## 1853 Beginning of the adventure →



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

## 1895 Creation of the L'hirondelle brand →



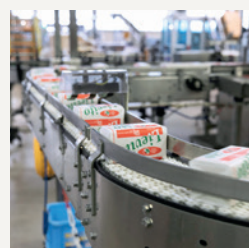
The Group's iconic fresh yeast, which inspired the Lesaffre logo.

## 1923 Business refocused on yeast and malt

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



## 1963 European expansion →



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

## 1967 Association with the FALA in Strasbourg →



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

## 1971 Diversification into yeast extracts



Acquisition of Fould-Springer in Maisons-Alfort and the development of fresh expertise: the production of yeast extracts.

## 1863 Acquisition of a mill in Marcq-en-Barœul (France)



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

## 1973 Creation of the first instant dried yeast →



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

## 1974 Opening of the first Baking Center™



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

## 1981 Plant opened in Mexico



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

## 1989 On the road to the East →



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

## 2001 Conquest of the North-American market



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

## Plant opened in China



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

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



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

## 2023 Lesaffre celebrated its 170th anniversary!







How do Lesaffre's solutions contribute to your nutrition and your well-being throughout the day? Let's take a look...



**BAKING**  
WITH LESAFFRE

7:45 a.m.


Enjoy a crusty baguette for breakfast  
We develop essential yeasts and sourdough for bakers.



**Agrauxine**  
by Lesaffre

10:15 a.m.

Take a break with an apple juice  
We offer biosolutions for a more sustainable agriculture.



**Biospringer**  
by Lesaffre

12:00 noon

Share a family lunch  
We offer a range of ingredients to enhance the taste, organoleptic properties and nutritional profile of food.



**Procelys**  
by Lesaffre

12:30 p.m.

End your meal with a yoghurt made with lactic ferments and full of the benefits of probiotic bacteria  
Our experts work to support the production of ingredients used in the composition of food made via fermentation.



**Phileo**  
by Lesaffre

1:45 p.m.

Enjoy a walk with your dog  
We use microorganisms to improve the nutrition and digestive health of animals.



**Leaf**  
by Lesaffre

3:00 p.m.


Fill up  
We produce sustainable solutions derived from fermentation to replace molecules of petroleum origin.



**Ennolys**  
by Lesaffre

4:00 p.m.

Savor a vanilla ice cream snack  
We produce natural aromatic molecules, bacteria and enzymes by fermentation, and offer custom development and production services.



**Gnosis**  
by Lesaffre

6:00 p.m.


Exercise  
We design active ingredients using microorganisms to improve human health and well-being.



**LIS**  
by Lesaffre

7:30 p.m.

Eat a vegan burger  
We transform and dry thousands of food ingredients into powder making them easy to use.



**Fermentis**  
by Lesaffre

8:30 p.m.

Have a drink with friends  
We offer innovative fermentation solutions for fermented beverages such as beer, wine, spirits and kombucha.





# Industrial excellence and know-how

*Lesaffre: a key global player in the field of fermentation and microorganisms*

## *Human and industrial capital at the cutting-edge of technology*

For more than a century now, Lesaffre has been developing and honing its know-how in the field of microorganisms, working with diverse forms of yeasts, bacteria, phages, and fungi. Thanks to tried-and-tested industrial processes and its constant innovation, the Group has now established its position at the cutting-edge of technology.

Backed by 170 years of experience and its multilocal operations, Lesaffre is able to offer its clients solutions that are adapted to their needs, drawing on its global presence combined with its teams' field knowledge. Through the network of 80 Lesaffre production sites around the globe, the Group's added value comes from its ability to maintain the conditions conducive to yeast strain development, from the lab to the industrial scale. As such, in less than two weeks, the Lesaffre teams can transform a microorganism weighing just a few micrograms into a solution that's produced on an industrial scale.

By capitalizing on this technical expertise and its presence on every continent, Lesaffre is an agile group with remarkable innovation capacities. This is what has secured its place as a key global player in the field of fermentation and microorganisms, in an increasingly competitive industrial environment.

For the Group, industrial excellence goes beyond the quality of its products and also requires commitments to protecting the environment and guaranteeing the safety of its teams. As an eco-responsible company, Lesaffre complies with the strictest environmental standards in every country where the Group operates and is committed to reducing its ecological impact.

Lesaffre also fosters a safety-focused culture within the company, aiming for a zero-accident workplace with a proactive and participatory approach.



*Our expertise  
Our assets*



## A sustainable, open and collaborative approach to RD&I

Today's research leads to the products of tomorrow. A leader in bioengineering and bioprocesses, Lesaffre has put RD&I at the heart of its business. Each day, more than 700 experts from around the world work towards this ambition, exploring the infinite potential of microorganisms to meet the needs of humans, plants and animals, while also protecting the planet. The Group leverages cutting-edge infrastructures to reveal the infinite field of possibilities that is unlocked by fermentation.

Here at Lesaffre, our RD&I is aligned with our vision of a sustainable future and we are confident in the role that we can play in making that vision a reality. Sustainable development is at the heart of our mission: we want to provide sustainable and innovative solutions to position Lesaffre as a leader in the field of microorganisms, biotechnologies and bioprocesses. At Lesaffre, RD&I is driven by the passion of our pioneers and genuine ambition. Investments, particularly in equipment, and the opening of the Lesaffre Campus in Marcq-en-Barœul (Northern France), have proven to be exceptional innovation boosters. The Lesaffre Institute of Science and Technology (LIST), hosted on the Lesaffre Campus, has also expanded to San Francisco and Boston, two pioneering cities in biotechnologies.

### The strengths of our RD&I:

#### OUR EXPERTS

- 700 experts around the world including 270 lab scientists and 50 doctoral students
- 20 nationalities
- 150 scientists on the Lesaffre Campus in Marcq-en-Barœul.

#### OUR CUTTING-EDGE TECHNOLOGIES

The Lesaffre Campus and LIST have some of the most advanced equipment and technologies in the world, covering 13,000 m<sup>2</sup>. Among this equipment fleet, our teams have access to the biggest biofoundry in Europe, SHIME® technology, omics analysis equipment, high-throughput strain-screening facilities, and fermenters covering an array of scales

from miniaturization to industrial pilots, just to cite a few examples. Pre-clinical models of artificial human and animal digestive tracts and organoids can also be found in our research fleet.

#### OUR PARTNERSHIPS

More than a third of our research projects are led with universities, start-ups or industrial partners like Ferments du Futur. Every year, we sign new research partnership contracts to enable our teams to develop their expertise in the field of fermentation.

#### OUR PROCESSES

Striving for industrial excellence, we are constantly reviewing and adjusting our processes to make them more robust and more agile. This continuous approach is aimed at bolstering our commitments relating to quality, safety and durability, thus offering increased advantages to our clients. For example, our eco-design approach allows us to change the scale of nanoliter bioprocesses to fermenters with capacities of more than 200,000 liters, through digitalization and the use of digital twins.



## Customer proximity: think global, act local

Lesaffre is a group that prides itself of customer proximity, drawing on its diverse geographic outreach, its pioneering application centers, and its devoted and passionate employees. So far, the Group has 63 application centers around the world, including 51 Baking Center™.

Wherever our clients are in the world, Lesaffre is by their side. Thanks to its application centers, RD&I centers, sales offices and production sites, Lesaffre has been able to adopt a personalized, client-focused approach that incorporates both a global aspect and local sensibility.

In the Group's 63 application centers, multicultural experts and skilled technicians work with clients to design

operational solutions geared towards local cultures, consumer patterns and market trends, all while providing support for product use. Thanks to this unique structure, Lesaffre can consider the unique needs of its clients and consumers, and take on board specific knowledge of the local market.

In the 51 Baking Center™ sites, which are application centers dedicated to baking, more than 300 bakery technicians work day in and day out, co-innovating alongside clients and partners to develop the food products and processes of tomorrow. By paying close attention to local needs, Lesaffre's teams can provide tailored solutions for each client.

Lesaffre uses its expertise in sensory analysis and its scientific methods to adapt products to clients' specific tastes and challenges. The Group also actively encourages training and joint projects in order to build long-term, trusting relationships and to better meet future needs.







05

## Our CSR ambitions



## Working together to build a sustainable future

Here at Lesaffre, CSR is a core factor in all our work. The Group resolutely believes that success is firmly linked to the capacity to uphold responsibilities and duties to both society and the environment. This is why we set significant store by transparency and listening to stakeholders. Thanks to the commitment of its team members, Lesaffre is determined and confident that the development of its CSR actions will help to build a more sustainable, fairer and healthier future for all.

Lesaffre is pouring its industrial know-how and innovation capacities into building the world of tomorrow. Lesaffre's commitment to CSR isn't a

recent development: the yeast cycle has always been naturally virtuous. The Group's mission of "Working together to better nourish and protect the planet" guides its commitments in terms of Corporate Social Responsibility (CSR). These commitments are structured around 3 pillars: Lesaffre is committed to taking care of its employees, fostering a safe and inclusive work environment, aiming for zero accident and supporting the professional development of its teams.

Lesaffre is also committed to sustainable production and maintaining responsible relationships, guaranteeing food safety, the circularity of its products, and ethical business relationships with all

stakeholders.

Lesaffre aims to play its part in achieving carbon neutrality by 2050, by reducing its carbon footprint through optimized management of resources and water, and also by reducing its waste. Mindful of its impact on the environment, Lesaffre has set itself the target of reducing its water consumption by 20% and its CO2 emissions by 30% by 2030.





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