SUSTAINABILITY REPORT 2024

SAVENCIA
FROMAGE & DAIRY

Contents

GENERAL INFORMATION 3
ENVIRONMENT 14
SOCIAL 41
GOVERNANCE 67
ANNEXES 76

GENERAL INFORMATION

1.1. BASIS FOR PREPARATION

The Group has endeavored to apply the standardized requirements set out by the ESRS and the European Taxonomy, as applicable on the date the Sustainability Report was drawn up, based on the information available at such time.

The Group's first Sustainability Report is characterized by contextual specificities linked to the first year of application of CSRD requirements, including:

- A lack of established practices, particularly for defining the granularity at which issues should be broken down into impacts, risks and opportunities (IROs), or the methods for assessing IROs across the value (see paragraph 1.4 Double materiality analysis).

- Non-availability of certain information required by ESRS standards at the closing date, 12/31/2024, due to a lack of precision in certain reference frameworks and the time required to set up the reporting of this new information. In particular, these omissions concern data points relating to the Water consumption, Pollutants and Material recyclability indicators (see list in paragraph 1.1.2 Disclosure of information concerning special circumstances).

- Limits on the scope of certain labor data relating to decent wages and remuneration (equity ratio and gender pay gap). These indicators are presented for France only (see list in paragraph 1.1.2 Disclosure of information concerning special circumstances).

- Uncertainties regarding the interpretation of certain data points to reflect the Group's control of the systems covering IROs, particularly with regard to substances of concern (see list in paragraph 1.1.2 Disclosure of information concerning special circumstances).

In this context, the Group may need to review certain reporting and communication practices in future versions of its Sustainability Report, based on market practices and recommendations, as well as a better understanding of these new regulations and standards. Any such changes will be fully explained and justified in future Sustainability Reports.

The Group is committed to continuous improvement with regard to this reporting and communication exercise.

1.1.1. General basis for preparation of Sustainability statement (BP-1)

This document has been prepared in accordance with the CSRD Directive and in compliance with the ESRS.

The data presented herein is consolidated for SAVENCIA Fromage & Dairy for FY 2024, i.e. from January 1 to December 31, 2024. The scope of consolidation is identical to that of SAVENCIA Fromage & Dairy's consolidated financial statements.

The work carried out as part of the double materiality analysis to identify material impacts, risks and opportunities for SAVENCIA Fromage & Dairy took into account the value chain, both upstream and downstream. The scope of the various policies, actions, targets and metrics depends on the scope of the Impacts, Risks and Opportunities identified and is specified in the corresponding paragraphs.

We have not omitted any particular information relating to confidentiality.

1.1.2. Disclosures in relation to specific circumstances (BP-2)

This report is based on the short-, medium- and long-term time horizons defined in ESRS 1.

Methodological information relating to the measurements, assumptions and uncertainties are set out in the various methodological explanations associated with the measurements in the relevant sections.

Below are the indicators for which estimates have been made:

- Calculation of the carbon footprint for 2024 was based on estimates, considering the partial unavailability of the information required for this calculation. Activity data for the main items have been updated. This is the case in particular for Scopes 1 and 2, item 3.1 (Milk Purchases, French Cream Purchases, Packaging Purchases), item 3.3 (Upstream Energy) and part of item 3.4 (Milk Collection). For the other items, 2024 emissions were extrapolated based on a physical ratio (Volumes sold 2024/Volumes sold 2023), which explains a very slight drop in all other secondary items.

- Calculation of the indicator regarding volumes of water reused is based on data from subsidiaries, part of which comes from meters (i.e. actual data) and the rest from estimates carried out by the sites.

The following data points are not published in this sustainability report:

- E1- SBM-3: the climate risk analysis does not include transition risks associated with climate change scenarios. The Group is establishing a working group in 2025 to conduct the risk analysis and finalize the adaptation plan.

- E2-4 DP 28 (consolidated amount of each pollutant listed in Appendix II of Regulation (EC) No. 166/2006 of the European Parliament and of the Council discharged into the air, water and soil, and the consolidated amount of microplastics published due to the unavailability of consolidated information at the Group level. In 2025, the Group is establishing a working group to collect and improve the reliability of this information, initially for Europe and then for the Group as a whole, if possible, within two years.

- E2-5 DP 34 (total quantities of substances of concern generated, purchased or used during production, and the total quantities of substances of concern that leave the company's facilities in the

form of emissions, discharges or products, or incorporated within products or services, broken down according to the main hazard classes of substances of concern). This indicator is not published due to the unavailability of consolidated information at the Group level. In the absence of a stable international benchmark for substances of concern, the Group will establish a working group in 2025 to set out the benchmark and consolidate these indicators.

- E3-4 DP 28: the indicator relating to total water consumption in m3 is published only in relation to water abstraction. The indicator concerning waste is not available at the consolidated level, due to the complexity and highly heterogeneous nature of the Group's industrial processes. In 2025, the Group will establish a working group to achieve compliance.

- E4-1 DP 13 (analysis of the resilience of the Group's strategy and business model with regard to biodiversity and ecosystems), E4-SBM-3 (analysis of the impacts, dependencies, risks and opportunities of the Group's activities and sites with regard to biodiversity) and E4-5 DP 35 (surface area of sites located in or near biodiversity- sensitive areas): these indicators are not published due to a lack of available information. The Group will deploy the first stages of a biodiversity and ecosystem risk resilience assessment by 2026.

- E5-4 DP 31 (overall total weight of technical and biological products and materials used during the reference period, percentage of biological materials used to produce products and services obtained from sustainable sources, and weight, in absolute terms and as a percentage, of reused or recycled secondary components and intermediate products and materials used to produce the company's products and services). These indicators are not published due to lack of available information at the consolidated level. In 2025, the Group will establish a working group to collect and improve the reliability of these indicators.

The following data points are published solely for France:

- S1-10 DP 67-71 (decent wages): the Group has yet to define this indicator, due to the absence of a precise regulatory framework in several geographic areas. Consequently, in 2024 this information is disclosed solely for France. In 2025, the Group will establish a working group to define benchmark indices for each geographic area and subsequently roll out a system to collect data and ensure the reliability of the indicator.

- S1-16 DP 97 (ratio of total annual compensation of the highest-paid person to the median total annual compensation of all employees, and gender pay gap): these indicators are published solely for France, owing to a lack of available information at the consolidated level. In 2025, the Group will establish a working group to extend the scope of these indicators to the consolidated Group level.

1.2. GOVERNANCE

1.2.1. Role of administrative, management and supervisory bodies (GOV-1 and GOV-2)

The Group has a structured corporate governance framework designed to ensure the proper conduct of its business.

The Board of Directors determines the strategic direction of the Company's business and oversees its implementation. Subject to the powers expressly attributed to General Meetings, and within the limits of the corporate purpose, the Board deals with all matters concerning the smooth running of the Company and settles, through its deliberations, all matters relating thereto.

The Board of Directors is vested with specific powers by law, its Articles of Association and rules of procedure.

As part of its duties, the powers of the Board include, but are not limited to:

- Establishing the Company's objectives and strategic direction, in keeping with the Group's culture and values;

- Appointing the corporate officers responsible for managing the Company in line with the strategy adopted;

- Deciding the Company's organizational structure (separation or combination of the functions of Chair and Chief Executive Officer);

- Approving the parent company financial statements and preparing the annual consolidated financial statements overseeing management and verifying the reliability and clarity of the information provided to shareholders and markets, by way of the financial statements or in the context of major transactions;

- In line with strategy, analyzing risks and opportunities in the Company's field of activity, and the measures implemented in this regard;

- Ensuring that the Company's financial and non-financial performance is based on a long-term outlook;

- Ensuring that a non-discrimination and diversity policy is Implemented within the Company;

- Ensuring that a system is in place to prevent and detect corruption and influence peddling and collecting all necessary information to that end.

The Board of Directors is also responsible for guaranteeing the Group's long-term independence and assisting the Chairman in fulfilling this mission.

Directors represent all shareholders and act in the Company's best interests. They must have a full understanding of the strategic challenges in the markets in which the Company operates. The Board includes a member designated to represent employee shareholders. The Board of Directors assesses its ability to meet shareholder expectations, by reviewing its composition, organization and operation.

The Board of Directors pays particular attention to the selection of its members, looking to ensure that each member enhances the body as a whole, whether in terms of family-based corporate culture, knowledge of the Group or sector, technical expertise or market experience. In addition, the Group is particularly committed to the overarching principle of non-discrimination. Accordingly, as part of its ongoing mission, the Management and Compensation Committee determines the profiles needed, and then assesses the various candidates identified to ensure that they would contribute to addressing strategic issues and reflect the Group's Culture and Values. Directors may have developed experience within the Group or in industrial or service companies (strategy and/or audit consultancies, banks, insurance companies, etc.), French, European or global corporations in the agri-food or other sectors. At the current time, the experience of members of the SAVENCIA Fromage & Dairy Board of Directors is varied and covers the following areas: Human Resources, Culture and Organization; Strategy and Company Rankings; Industry and CSR; Finance and Insurance; Audit, Accounting, Risks and Internal Control; Legal; Management of Family Companies; Agri-food or other sectors; Group Internal knowledge or external benchmarks; Marketing and Sales, etc. In addition, through their professional experience, they bring to the Board of Directors

insight into French, European or international markets relevant to the Group's international geographical footprint. Finally, the Management and Compensation Committee ensures compliance with the rules governing the proportion of male and female directors.

In accordance with the provisions of applicable law and the Articles of Association, the Board has established specialized Committees to assist it in matters within their remit concerning business conduct. The members of these Committees are chosen for their skills and the relevance of their experience.

Number of executive and non-executive members

Type of member	2024
Number of non-executive members	16
Number of executive members	0

The number of non-executive directors presented here includes the director designated to represent employee shareholders but does not include the censor.

Gender breakdown in administrative, management and supervisory bodies

Gender	2024
Women	7
Men	9
Rate of gender diversity within the Board of Directors	43,7%

Percentage of independent members of administrative, management and supervisory bodies

	2024
Percentage of independent Board members	56,2%

SAVENCIA Fromage & Dairy Audit and Risk Committee (ARC)
This Committee plays a decisive role in securing the conduct of SAVENCIA's business:

- It assists the Board in preparing the financial statements;
- It assesses the procedure of preparing financial and non- financial information and, where necessary, makes recommendations to ensure the integrity thereof;
- It analyzes the Company's procedures for identifying and prioritizing the main risks to which the Group is exposed, and for ensuring the relevance and effectiveness of internal and external control systems;
- It ensures that a vigilance plan is in place, that risk mapping and systems for preventing and detecting corruption and influence peddling are monitored and updated on an ongoing basis, that appropriate measures are taken to ensure compliance with stock market ethics, and that Group practices comply with applicable regulations in all circumstances;
- It assesses the security of information systems, both in terms of risks of attack and operational reliability;
- It monitors the conditions under which the Statutory Auditors (SA) carry out their duties.

SAVENCIA Fromage & Dairy Corporate Social Responsibility (CSR) Committee
This Committee plays a major role in assessing the Group's CSR policies. Its mission is to anticipate opportunities, challenges and risks for SAVENCIA, and to ensure that business is conducted in a sound and sustainable manner. The Committee assesses the Group's policies and progress made in implementing its main action plans. To this end, the CSR Committee may question the Statutory Auditors, Executive Directors, CSR, Compliance, Human Resources and Operations Directors, external experts and other parties. Such meetings are organized to provide the necessary insight and discuss strategic CSR positions that have been adopted or are under consideration. The work carried out is reported to the SAVENCIA Fromage & Dairy Board of Directors.

SAVENCIA Fromage & Dairy Management and Compensation Committee (MCC)
This Committee works to ensure the proper conduct of business in terms of Human Resources:

- It makes recommendations to the Board of Directors regarding the appointment, reappointment and succession planning of Directors, Censors and Executive Officers;
- It studies and makes recommendations regarding the compensation and ancillary benefits granted to Executive Officers, as well as the allocation of compensation to Directors and Censors;
- It assists the Board of Directors in assessing the Group's human resources policy.

Group management bodies: SAVENCIA Fromage & Dairy Executive Committee (COMEX)
SAVENCIA Fromage & Dairy's COMEX is organized around the Chief Executive Officer, assisted by the Corporate Secretary. It is made up of the heads of Human Resources, Finance, Strategy and Transformation, Sustainable Growth and CSR, as well as the operational managers of the Group's businesses.

1.2.2. Integration of sustainability -related performance in incentive schemes (GOV-3)

The Group applies a compensation system tailored to the scope and level of responsibility of each position, and including an annual variable component. This approach aims to ensure the active participation of the entire management team in achieving the Group's strategic objectives. Three types of objectives are taken into account: financial, extra-financial and personal.

Two years ago, it was decided that CSR objectives would focus on Safety.

In 2024, subsidiaries' "Safety" objectives are based on the introduction of "Safety Essentials". Each Safety Essential targets a risk specific to our businesses and aims to prevent accidents and injuries. They are each broken down into a set of rules applicable at the Group level by all parties and in any circumstances. Examples include the LOTO (Lock Out/Tag Out) standard currently being rolled out in our production sites. This is a safety procedure used to prevent accidents and injuries that may be caused by the unintentional release of energy by machines or equipment. The procedure consists of isolating the energy sources that power the machine or equipment, then locking and tagging these sources to prevent them from being accidentally switched on.

These CSR criteria may change over the coming years, depending on the priorities we choose to emphasize.

Percentage of variable compensation dependent on sustainability objectives and/or impacts

	2024
Percentage of variable compensation dependent on sustainability objectives and/or impacts	20%

The percentage of variable compensation dependent on sustainable development objectives can sometimes be higher when specific CSR objectives are integrated into employees' personal goals. This may be the case for plant managers, for example, where objectives are linked to energy performance or reductions in water consumption.

Achievement of these targets is assessed at the end of the year.

1.2.3. Statement on due diligence

SAVENCIA is committed to exercising due diligence in accordance with the OECD Guidelines, which call on companies to act responsibly, preserving the environment and respecting the rights of people, whether workers, communities or consumers, affected by the company's activity. The aim is to implement a process designed to identify, prevent or mitigate potential harm to people and the environment, and to remedy any harm done.

This approach is in line with that required under the Group's Duty of Care, formalized in its Vigilance Plan.

The key aspects of this due diligence are summarized in the table below:

Key aspects of due diligence	Corresponding paragraph of the sustainability statement
a. incorporate due diligence into our governance, strategy and business model	1.2.1 Role of administrative and governance bodies 1.3.1 Strategy, business model and value chain
b. collaborate with relevant stakeholders at all stages of due diligence	1.3.2 Stakeholder interests and viewpoints
c. identifying and assessing negative impacts	1.4 Double materiality analysis
d. take steps to remedy negative impacts	Vigilance plan
e. monitor and communicate on the effectiveness of these efforts	Vigilance plan

1.2.4. Risk management and internal controls for sustainability reporting (GOV-5)

Collection of sustainability information is managed by the different Business Divisions in their respective areas. They are supported by their network of local experts who contribute the raw data.

Two reporting guides focused on environmental and social issues, set out the Group's performance indicators in these fields.

Data is reported and consolidated using specific Group-wide tools for all subsidiaries. An annual questionnaire is sent to and completed by all subsidiaries within the scope, covering all types of sites: production, logistics, sales and administration. An initial verification via an automated function within the questionnaire tool serves to ensure that responses are complete and consistent.

At the Group level, non-financial reporting managers in the Group CSR Department consolidate the data collected to generate the Group indicators presented in this report.

They also check the data for consistency and plausibility, consistency tests are carried out on the indicators, and variations are highlighted and explained.

Significant discrepancies are analyzed with the party having provided the data.

These reviews help to ensure greater data reliability.

A control procedure based on self-assessment has been implemented to enable subsidiaries to measure their active adoption of non-financial reporting. This internal control procedure has also been broken down by business line to ensure that subsidiaries take full ownership of CSR issues.

The Group does not categorize risks associated with the quality of ESG data but is committed to a process of continuous improvement in the quality of data published as part of its CSR reporting.

1.3. STRATEGY AND BUSINESS MODEL

1.3.1. Strategy, business model and value chain

Active in the field of cheese and dairy specialties, SAVENCIA Fromage & Dairy is among the world's leading milk processors, the second largest cheese group in France and the fifth largest in the world in terms of sales. An independent, family-owned group, it is listed on Euronext Paris.

With 22,751 salaried and non-salaried employees (average annual FTEs - the associated definition can be found in section

3.1.1.3 Characteristics of the Company's employees) worldwide, and sales of €7.1 billion, SAVENCIA Fromage & Dairy markets its products and solutions in 120 countries.

In 2024, SAVENCIA Fromage & Dairy purchased 5 billion liters of milk worldwide from cattle, sheep and goat dairy farms. France accounts for the majority of our milk sourcing worldwide, and all the milk we process in France is produced in France.

In every country where the Group operates, it offers consumers premium branded products that often reflect their country's heritage. Its development is based on in-depth knowledge of local tastes and customs, cheese-making expertise, extensive mastery of cheese and dairy technologies, and cutting-edge research into milk constituents.

Segment information is based on internal reporting used by the Chief Executive Officer, the key operational decision- maker.

There are two distinct operating segments:

- Cheese Products: this segment manufactures and distributes branded cheeses and cheese specialties in most markets;
- Other Dairy Products: this segment manufactures and distributes fresh butter and cream for mass consumption, food service products (fresh and UHT cream, dessert preparations, pastry-making butter) and milk-based preparations for hotels. It also includes technical butters and highly specialized dairy proteins for the food, nutrition and health industries.

Pursuing its vocation to "Lead the way to better food" and its "Oxygen" CSR policy, the Group is committed to sustainable business, with respect for people and the planet.

OUR CULTURE

Values: tolerance, courage, honesty, loyalty
Principles for action: subsidiarity, collegiality, autonomy

OUR VOCATION

Leading the way to better food

Retail

Cheese Products

Butter, cream, infant formula

Food service

Cheese, cheese sauces

Butter, cream

Industry

Dairy ingredients and nutritional solutions

Technical butters

OUR STRATEGY

Creating value through specialty differentiation and innovation within the two operating sectors: Cheese Products and Other Dairy Products

The Group's Oxygen approach focuses on four key areas:

- Healthy, delicious and responsible eating: SAVENCIA aims to contribute to public health objectives by offering products that combine pleasure and health, promoting a diversified, healthy and sustainable diet;
- Sustainable agriculture sectors: in partnership with our suppliers of agricultural raw materials, we aim to develop more sustainable sourcing processes with added value to ensure the long-term future of the dairy industry;
- Environmental footprint: mindful of the global issues linked to greenhouse gas emissions, pressure on water resources and the need to combat climate change, SAVENCIA seeks to reduce the environmental footprint of its activities;
- Employee well-being: our employees' safety, health, well-being and feeling of togetherness are overarching concerns at every level of the organization.

The Group is currently working on a strategic plan to design the next phase of the Oxygen plan, set to run until 2025. The Group aims to capitalize on the action plans already undertaken, while incorporating the results of the consultations carried out with our strategic stakeholders in 2024. This will enable us to align their current and future expectations with proposals for continuing and even more ambitious commitments.

Oxygen Pillars	Thematic standards
Healthy, delicious and responsible eating	ESRS E1 - Climate change ESRS E2 - Pollution ESRS E5 - Use of resources and circular economy ESRS S4- Consumers and end users ESRS G1 - Business conduct
A sustainable agriculture	ESRS E1 - Climate change ESRS E2 - Pollution ESRS E3 - Water and marine resources ESRS E4 - Biodiversity and ecosystems ESRS E5 - Use of resources and circular economy
Environmental footprint	ESRS E1 - Climate change ESRS E2 - Pollution ESRS E3 - Water and marine resources ESRS E4 - Biodiversity and ecosystems ESRS E5 - Use of resources and circular economy ESRS S2 - Workers in the value chain ESRS S3 - Affected communities ESRS G1 - Business conduct
Employee Well- Being	ESRS S1 - Own workforce

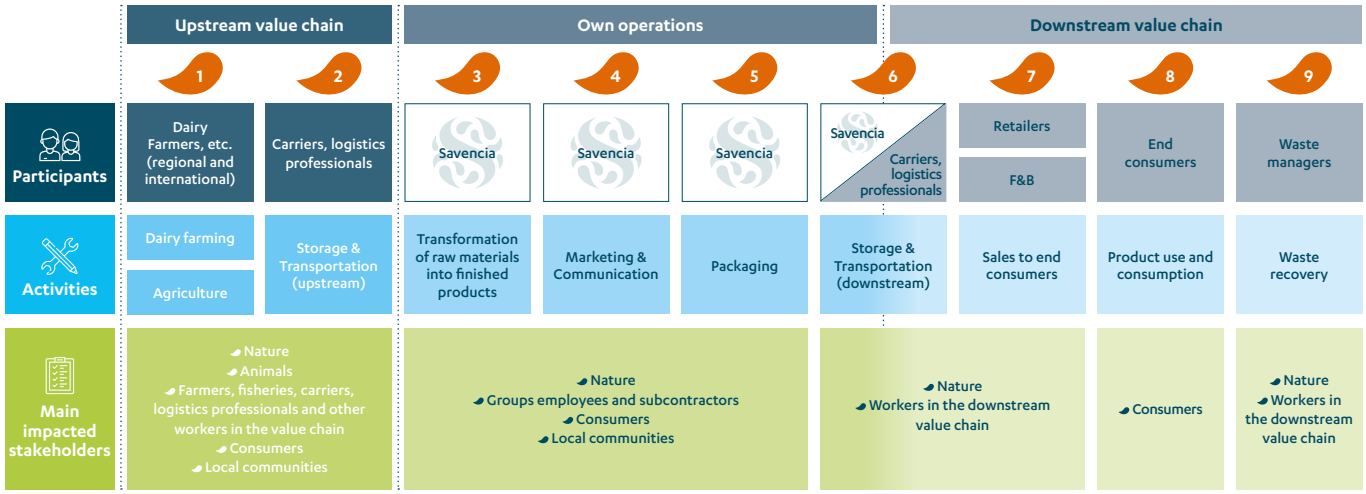
SAVENCIA operates along a diversified value chain, bothupstream and downstream. Upstream, the Group works with local dairy producers and, in some countries, operates its own dairies, thus guaranteeing the supply of high-quality of raw materials. Downstream, the Group is strategically positioned in the market with a wide range of dairy products, cheeses and ingredients. Its main customers are mass-market and specialized retailers, industrial players and food service operators. End-users include home consumers, cooks and catering establishments.

Geographic area	Number of salaried and non-salaried employees (average annual FTEs)
Europe	16,009.5
Africa, Asia-Pacific and Middle-East	1,225.2
Americas	5,516.3

Strategy, business model and value chain	2024
Total salaried and non-salaried employees (average annual FTEs)	22,750.9
Net sales (€ millions)	7,140

SAVENCIA Fromage & Dairy does not operate in the oil, gas, chemical, coal, tobacco or weapon sectors.

SAVENCIA FROMAGE & DAIRY GROUP VALUE CHAINS



1.3.2. Interests and views of stakeholders (SBM-2)

SAVENCIA cooperates with numerous stakeholders and develops lasting relationships with its partners.

As part of the Oxygen plan, in 2018 we carried out an initial large-scale consultation with our main internal and external stakeholders, followed by a update in 2021. A stakeholder map was drawn up based on criteria such as legitimacy, representativeness or the potential impact of our activities.

According to this map, our main stakeholders include:

- Internal: our employees, social partners, management and shareholders;
- External: our producers, consumers, suppliers and customers, as well as local communities, public institutions, financial partners and NGOs.

In 2024, as part of efforts to implement the Corporate Sustainability Reporting Directive (CSRD), we focused on performing a double materiality analysis to identify environmental, social and governance issues. This analysis involved examining the Group's comprehensive value chain. In-house contributors, experts in their various sectors, participated in the various stages of the project according to their skill sets and professional expertise. Interviews were conducted and multidisciplinary workshops organized with internal stakeholders to assess the risks and opportunities for Savencia and its impact on the external environment. The contributions of these in-house experts in the various stages of the project served to ensure the coherence and relevance of the consultation.

The interests and viewpoints of external stakeholders were taken into account on the basis of literature reviews, including publications by NGOs (Coalition Eau, Greenpeace, Action contre la Faim, etc.), institutional sources (Ministries, OECD, etc.) and other organizations (INRAE, INRS, C3D, Global Development Institute, etc.). Such bodies were also consulted directly, as described below.

Our subsidiaries maintain an active dialogue with participants in their local ecosystems. Exchanges took various forms depending on the type of interlocutor: telephone calls, face- to-face meetings, site visits, exchanges of experience or working groups. For example, one of our sites in Argentina set up a "mailbox" where residents can make suggestions or lodge complaints.

In addition, the Group regularly responds to inquiries from retail customers regarding its sustainability initiatives. These exchanges take place via questionnaires, as well as in the context of specific sales meetings dedicated to Corporate Social Responsibility issues. These meetings provide an opportunity to present our approach and discuss common issues, such as decarbonization of Scope 3 greenhouse gas emissions. Scope 3 emissions include indirect emissions in the value chain, such as those linked to the production of raw materials, transportation and waste management. Joint initiatives are underway to optimize supply chains, promote sustainable agricultural practices, and encourage consumers to adopt more environmentally-friendly habits.

Listening to consumers is a priority for the Group, and we use a variety of channels to communicate with them, including social networks and telephone or email customer service hotlines. In each of our markets, dedicated teams carry out this mission at the local level. The Group gathers consumer opinions and feedback to improve its products and services. This interactive approach makes it possible for SAVENCIA to strengthen brand loyalty and trust by remaining attentive to customers' expectations. (see 3.4.1.1 Consideration of consumer interests).

The Group also has regular exchanges with its main suppliers, with whom it shares a long-term approach to progress, with a view to promoting responsible purchasing and rising to the various challenges in today's society. (see 4.3 Supplier relation management).

In 2023, SAVENCIA Ressources laitières, the subsidiary in charge of milk collection from dairy farmers around the world, established a stakeholder consultation committee in France, composed of representatives of its partner structures, milk suppliers and the French dairy industry. This committee meets once or twice a year to discuss the agricultural issues facing our partners, both dairy suppliers and producers. This dialogue lets us view our corporate strategy from perspective of our stakeholders' opinions and adjust actions accordingly.

SAVENCIA Fromage & Dairy and its subsidiaries also participate in several professional associations representing the dairy industry in the various countries where the Group operates. These organizations, which take a variety of legal forms, ensure that policy-makers take into account the interests of the dairy industry. These associations cover a broad scope of issues in the countries or regions concerned, such as sustainability and environmental standards, food legislation, product standards, animal health and welfare, health and nutrition, protection of terms associated with the dairy industry, as well as trade policies.

Collaboration among all players is essential to create a value chain that is more respectful of people and the planet, and to meet the growing expectations of consumers and stakeholders in this field.

Social dialogue is also adapted to suit each business line and to the specificities of each local organization, in accordance with the principle of subsidiarity. In France, dialogue takes place through various representative bodies such as Works Councils, Health, Safety and Working Conditions Committees, Employee Delegate meetings and Mandatory Annual Negotiations (see section 3.1.1.6 Social dialogue and related processes with personnel and employee representatives concerning impacts). Internationally, social dialogue is also based on principles and structures designed to foster effective and constructive communication between management and employees in the various subsidiaries around the world. The European Works Council (EWC) represents employee interests at the European level. Internal opinion surveys are carried out at almost all SAVENCIA subsidiaries, using the Great Place To Work© methodology. The questionnaire is built around five key dimensions: credibility, respect, fairness, pride and conviviality. These surveys help to measure employee commitment and satisfaction, as well as strengths and areas for improvement. Subsidiaries thus take account of employees' expectations, particularly in terms of workplace quality of life, and identify measures to be taken to meet these expectations.

SAVENCIA also ensures transparent communication regarding its objectives and progress, as well as the challenges faced, particularly in terms of sustainability. Relevant information is shared to promote mutual understanding of changes that must be implemented, within a framework of structured and constructive dialogue.

1.4. DOUBLE MATERIALITY ANALYSIS

1.4.1. Description of processes for identifying and assessing significant impacts, risks and opportunities

1.4.1.1. Identification of issues, impacts, risks and opportunities

SAVENCIA's double materiality analysis was carried out from October 2023 to March 2024. The analysis covered all Group activities, as well as SAVENCIA's value chain.

A list of sustainability topics was drawn up from five main sources:

- The list of sustainability issues specified in AR 16 of Appendix A to ESRS 1;
- GRI and SASB standards;
- A comparative analysis with issues identified by six peers/ competitors according to different activities;
- Regulatory monitoring;
- The results of previous risk analyses, in particular the vigilance risk map, which is slated for revision in the near future.

Through these actions, 24 issues were identified.

A list of Impacts (SAVENCIA's impact on the external ecosystem), Risks and Opportunities (the risks and opportunities for SAVENCIA arising from the external environment) was drawn up for each issue during workshops with in-house experts on in the various business lines. To take into account the particular characteristics of certain sectors, the Impacts, Risks and Opportunities (IROs) thus identified include both sector-specific IROs and those common to all the Group'' agri-food sectors.

The IROs listed are considered at a "gross" level, i.e. without taking into account the action plans implemented by SAVENCIA to manage significant Impacts, Risks and Opportunities.

Risks and opportunities often derive from positive or negative impacts, whether proven or potential. As such, for each impact, the question of the "counterpart" in terms of risk or opportunity may be addressed. However, this is not systematic.

Special attention was paid to analyzing the Group's various upstream agricultural sectors (milk and agricultural raw materials), which are at the heart of its value chain and particularly concerned by IROs (Impacts, Risks, Opportunities). The value chain IRO analysis will be refined as part of the annual review process.

1.4.1.2. Impact materiality assessment

The assessment of the materiality of the various impacts was carried out during workshops with in-house business line experts and CSR Department teams. Impacts were considered over different time horizons, short-, medium- and long-term.

To quantify impacts, a four-level assessment scale was developed based on four criteria: magnitude, extent, reversibility and, for potential impacts, likelihood of occurrence.

The scores were then weighted to calculate a final materiality score.

1.4.1.3. Financial materiality assessment

During workshops with in-house business line experts, a pre-assessment was carried out of the criteria for each risk and opportunity. This pre-assessment was discussed and validated with the Finance, Strategy, Internal Control and Risk teams during a dedicated workshop.

Based on the work carried out by the Risk Department and on financial indicators, in-depth dialogue was initiated to assess the severity of financial impact related to of risks and opportunities.

The financial effects were assessed according to four levels, based on a financial scale co-developed by the project team, the Finance Department and the Group Risk Department.

The assessment was broken down into the short-term and the medium-to-long-term.

The short-term and long-term assessments were weighted to obtain a score for each risk and opportunity.

1.4.1.4. Establishment of materiality thresholds

Two materiality threshold scenarios were established for impact materiality and financial materiality.

In accordance with ESRS 1, regarding financial materiality, SAVENCIA assessed the magnitude of the financial impact of sustainability issues using the following scale:

- Low: less than €20 million in cumulative sales over one year;
- Moderate: between €20 and €60 million in cumulative sales over one year;
- Significant: between €60 and €100 million in cumulative sales over one year;
- Major: over €100 million in cumulative sales over one year.

This scale is consistent with that used in the mapping analysis.

The IROs excluded for each scenario were reviewed to determine whether the information was strategic for the Group and warranted priority treatment, according to two criteria:

- The materiality of the information for impacted stakeholders and users of sustainability information;
- Alignment and congruity with Group strategy.

With regard to the double materiality analysis, the Group is required to disclose information on all 10 thematic ESRS standards.

The consolidated results were presented, reviewed and approved by the members of the dedicated steering committee, which brings together all the departments concerned and involved in drawing up the sustainability report. Recent achievements and a progress report on the project are presented at the quarterly committee meeting, along with approaches and methodologies for assessing dual materiality.

The final results of the double materiality analysis were approved by the SAVENCIA Fromage & Dairy Executive Committee on April 23, 2024, with a view to their publication in SAVENCIA Group's future sustainability report.

They were also approved by the Audit and Risks Committee, the Board of Directors' Corporate Social Responsibility Committee, and the Oxygen Committee (in charge of monitoring CSR actions).

1.4.2. Results of the double materiality analysis

ESRS	Themes	IRO	IROs identified
ESRS E1 Climate change	**Mitigation of climate change**	Positive and negative impacts	(-) Greenhouse gas emissions linked to direct and indirect emissions (Scopes 1, 2, 3) (-) Energy consumption (particularly fossil fuels) (+) Local production of renewable energy
		Risks and opportunities	(+) Commercial and financial attractiveness of the Group's climate objectives (-) Reputational risk in the event of non-compliance with climate objectives or unsatisfactory response to stakeholder expectations on climate issues
	Adaptation to climate change	Risks and opportunities	(-) Increase in operating costs linked to adaptation to climate change (energy and raw materials purchases, carbon tax, adaptation of sites to natural hazards, etc.)
ESRS E2 Pollution	**Air, water, ground pollution**	Positive and negative impacts	(-) Water, air and soil pollution linked to upstream agriculture, transportation and packaging production (-) Air pollution linked to refrigerated product storage
		Risks and opportunities	(-) Increase in operating costs, legal and reputational risks in the event of non-compliance with regulations and consumer/local community expectations in terms of pollution
	Substances of concern	Risks and opportunities	(-) Increase in operating costs, legal and reputational risks in the event of non-compliance with regulations
	Microplastics	Positive and negative impacts	(-) Generation of microplastics linked to product packaging
E3 Water resources management	**Water management**	Positive and negative impacts	(-) Contribution to depletion of water resources due to abstractions required for SAVENCIA's activities and those of its value chain (upstream agriculture including livestock farming), liable to cause conflicts of use
		Risks and opportunities	(+) Access to financing and reduction in operating costs thanks to the reuse of treated wastewater for the Group's operations (-) Loss of productivity in the event of water abstraction restrictions, higher costs or conflicts of use
E4 Biodiversity	**Biodiversity**	Positive and negative impacts	(-) Contribution to soil degradation, deforestation, habitat destruction, resource depletion and erosion of animal biodiversity in upstream agricultural value chains (cocoa, soy, vegetable fats, pulp)
		Risks and opportunities	(-) Risk of non-compliance with regulatory and societal expectations concerning the impact of the Group's activities and value chain on biodiversity (-) Strain on the supply of strategic raw materials (rising costs/risk of disruption) linked to biodiversity loss and resource scarcity
E5 Circular economy	**Use of resources**	Positive and negative impacts	(+) Impact linked to limiting food waste through more suitable offerings (longer shelf life, adjustment of portions) and recovery of unsold products (-) Impacts linked to the use of virgin raw materials in packaging, and the management of packaging end-of-life
		Risks and opportunities	(+) Reduction in raw material costs due to lighter packaging (-) Higher operating costs, legal and reputational risks in the event of non-compliance with regulatory and societal expectations in terms of packaging management
	Waste management	Positive and negative impacts	(-) Food losses (cold chain disruptions, product damage) in the supply chain, which can also lead to financial losses for the ecosystem

ESRS	Themes	IRO	IROs identified
S1 Own workforce	Working conditions of Group employees	Positive and negative impacts	(+) Stability and employment conditions contributing to employees' financial stability, social integration and well-being (-) Job losses in the event of employee redundancy plans (-) Employee exposure to risks of job insecurity linked to automation
		Risks and opportunities	(+) Increased productivity linked to employee fulfillment (-) Decreased productivity due to shortage of seasonal labor (-) Legal risk in the event of non-compliance with labor laws and workers rights, discrimination or unequal treatment
	Management and development of employee skills	Positive and negative impacts	(+) Enhanced employability of employees related to skills development throughout their careers
		Risks and opportunities	(-) Increased training and recruitment costs linked to changes in the Group's activities
	Employee health and safety	Positive and negative impacts	(-) Employee exposure to physical or psychosocial risks (including temporary workers and workers on industrial sites) (-) Employee exposure to safety risks in certain regions where the Group is active
		Risks and opportunities	(-) Low attractiveness and difficulty of retaining employees due to the constraints in certain Group activities including seasonal labor
	Diversity, inclusion and respect for employees' human rights	Positive and negative impacts	(-) Employee exposure to risks of discrimination or harassment
		Risks and opportunities	(+) Innovation capacity due to the diversity of the Group's workforce (-) Legal risk in the event of non-compliance with labor laws and workers rights, discrimination or unequal treatment
S2 Workers in the value chain	Workers in the value chain	Positive and negative impacts	(+) Job creation within the value chain (-) Impact on human rights/working conditions (working hours, living wage, health and safety, discrimination, harassment, forced labor, child labor)
		Risks and opportunities	(+) Consumer preference for ethical and responsible products (-) Legal and reputational risk in the event of failure to respect the rights of workers in the value chain and to control health and safety risks (including compliance costs) (-) Revenue loss and sourcing tension for raw materials in the event of a strike by workers in the value chain, reduction of farmland or a supplier found guilty of human rights abuses
S3 Affected communities	Local roots and impact on communities	Positive and negative impacts	(-) Impact on living conditions of local communities in agricultural and livestock value chains (population displacement, economic instability, limited access to resources) (-) Impact on local residents and communities near livestock farms (health risks, noise, smell and light pollution)
		Risks and opportunities	(-) Legal and reputational risk in the event of failure to respect the fundamental rights of local communities (-) Reputational risk in the event of challenges to the license to operate (infringement of fundamental rights of local communities)

ESRS	Themes	IRO	IROs identified
S4 Consumers and end users	**Consumer information and responsible marketing practices**	Positive and negative impacts	(-) Impact on the protection of consumer's personal data (linked in particular to marketing and sales practices) (+) Consumer awareness-raising and promotion of a healthy and sustainable diet (including issues relating to food waste)
		Risks and opportunities	(-) Increased costs and legal/reputational risk due to potential product withdrawals/recalls and allegations of non-compliance with regard to product characteristics
	Access to healthy and sustainable products	Positive and negative impacts	(+) Access to healthy, sustainable and affordable products (dairy products) (+) Enhancement of traditional and local knowledge and skills, in particular through promotion of labeled, local and origin-certified products
		Risks and opportunities	(+) Market share gains linked to the development of healthy, sustainable and accessible products that meet growing consumer expectations (-) Loss of revenue if consumers switch to more affordable products
	Product nutritional quality	Positive and negative impacts	(-) Impact on consumer health linked to product safety and nutritional composition
	Food safety	Positive and negative impacts	(-) Impact on consumer health linked to product safety and nutritional composition
		Risks and opportunities	(-) Increased costs and legal/reputational risk due to potential product withdrawals/recalls and allegations of non-compliance with regard to product characteristics
G1 Business conduct	**Business ethics**	Positive and negative impacts	(+) Impact on employees linked to a sense of recognition and belonging facilitated by the Group's family model, long-term objectives, culture and values (+) Sense of security for all players in the value chain due to the existence of a whistle-blowing mechanism and protection of whistle-blowers (+) Consumer satisfaction linked to an offering suited to their needs and expectations (-) Economic impact on suppliers and farmers due to the Group's influence in negotiations and/or payment practices (-) Increased costs linked to cyber-attacks
		Risks and opportunities	(+) Market share gains strengthening the sustainability of the business model through innovation and adaptation of the product offering to stakeholder needs and expectations (-) Loss of market share or reputational risk linked to geopolitical instability
		Risks and opportunities	(-) Legal and reputational risks in the event of non-compliance with regulations on ethics, corruption, animal welfare and stakeholder commitments
	Responsible purchasing	Positive and negative impacts	(+) Dissemination of ethical practices within all Group subsidiaries and influence on the ecosystem to promote more responsible supply chains (-) Environmental and social impacts on the supply chain of agricultural materials and milk due to lack of visibility/traceability
		Risks and opportunities	(+) Strengthening and sustaining relationships with suppliers through skill development and support programs, particularly in the areas of organic farming and agroecology (-) Increased operating costs, legal and reputational risks in the event of ESG controversies related to Group sourcing
	Animal welfare	Positive and negative impacts	(-) Impact on animal welfare in the meat and dairy sectors

SAVENCIA has not identified any additional risks, impacts or opportunities specific to the entity.

2 ENVIRONMENT

2.1. CLIMATE CHANGE

2.1.1. Introduction

The double materiality analysis made it possible to identify the following material impacts and risks directly linked to SAVENCIA's business model:

Themes	IRO	IRO identified
Mitigation of climate change	Positive and negative impacts	(-) Greenhouse gas emissions linked to direct and indirect emissions (Scopes 1,2,3) (-) Energy consumption (particularly fossil fuels) (+) Local production of renewable energy
	Risks and opportunities	(+) Commercial and financial attractiveness of the Group's climate objectives (-) Reputational risk in the event of non-compliance with climate objectives or unsatisfactory response to stakeholder expectations on climate issues
Adaptation au changement climatique	Risks and opportunities	(-) Increase in operating costs linked to adaptation to climate change (energy and raw materials purchases, carbon tax, adaptation of sites to natural hazards, etc.)

The IROs stem from an analysis of SAVENCIA's strategy and business model, and are intended to guide the Group's strategic decisions.

IROs were identified by analyzing the Group's own operations, as well as the various value chains. The analysis was based on a literature review, as well as work carried out with our insurance provider and an examination of the impact of climate change on upstream agriculture (as detailed in section 2.1.3 Adapting to climate change) on various global warming scenarios, particularly high-emission scenarios. The work took into account short-, medium- and long-term time horizons.

Mindful of the challenges posed by greenhouse gas emissions, SAVENCIA has implemented a policy aimed at mitigating its impact on the environment. SAVENCIA's activities across the value chain are liable to contribute to global warming and threaten ecosystems. In efforts to remedy these impacts, the Group is faced with increasing compliance costs, as well as capital expenditure necessary to reduce emissions, which may affect its revenue and competitiveness.

However, this situation also represents a strategic opportunity for SAVENCIA. By developing products with a lower carbon footprint, the Group can respond to the expectations of consumers and customers while generating an opportunity to grow market share through differentiation. Considering its climate policy, SAVENCIA is eligible for subsidies in certain countries, thus enjoying financial support in its transition.

Managing energy consumption is a strategic challenge for the Group, in both environmental and economic terms. Indeed, dependence on fossil fuels increases greenhouse gas emissions, as well as vulnerability to fluctuations in the energy market. Local energy production initiatives, particularly via biomass and solar power, strengthen the Group's resilience and reduce its carbon footprint, while at the same time contributing to sustainability and energy autonomy. However, these efforts must be weighed against rising energy costs, which may affect the Group's competitiveness.

Climate change also poses risks for the supply chain as a whole, causing physical disruption and higher costs due to the volatility of agricultural yields. However, the Group can mitigate these risks by supporting producers and farmers in adopting resilient practices, thereby enhancing their own security and that of the Group's supplies. Investments are needed to secure the full chain of suppliers and the logistics chain supplying our customers/consumers.

In order to adapt to the impact of climate change on its activities, the Group has commissioned a climate risk analysis from a specialized consultancy firm to identify the main areas of vulnerability.

To date, there is no mechanism in place to take climate change into account in the compensation of members of administrative, management and supervisory bodies.

2.1.2. Mitigation of climate change

2.1.2.1. Decarbonization strategy for climate mitigation

A. Decarbonization trajectory

To date, the Group has no transition plan as defined by the ESRS:

- No target set for 2050;
- The Group plans to submit to the SBTi a 1.5°C and Net Zero trajectory in 2025.

Once these additional items have been established, they will be submitted to the governance bodies for approval.

The information below includes the current strategy for reducing greenhouse gas emissions.

SAVENCIA Fromage & Dairy has set a "Well-Below 2°C" decarbonization target with the SBTi (reference body that assesses the compatibility of companies' or governments' climate ambitions with global warming scenarios).

SAVENCIA's targets are:

- For Scopes 1 and 2, a 27.5% reduction in absolute greenhouse gas emissions by 2030 compared to 2019; the relative share of emissions for this objective linked to Scope 1 is around 72%, the remaining 28% corresponding to Scope 2;

- For Scope 3, a 22.5% reduction in intensity (13.5% reduction in absolute terms) in greenhouse gas emissions from purchased goods and services, fuel and energy-related activities, upstream transportation and distribution, and end-of-life treatment of sold products, per tonne manufactured, by 2030 compared with 2019.

Internally, SAVENCIA's teams are already mobilized around a reduction target aligned with an estimated 1.5°C trajectory established using SBTi methodology, which will be adjusted once the target is validated. The Group wishes to pursue its efforts and will submit to SBTi, in 2025, a decarbonization target aligned with a 1.5°C trajectory as well as a Net Zero trajectory.

As a player in the agricultural sector, SAVENCIA is also subject to SBTi's FLAG methodology, which is based on the GHG Protocol's Land Sector and Removals Guidance. SAVENCIA will also submit a FLAG target in 2025 along with its 1.5°C trajectory decarbonization objective.

B. Decarbonization levers

SAVENCIA's decarbonization strategy covers all sites worldwide, with a particular focus on the highest-emission sites and those where the Group's major brands are produced. These strategies are generally based on the "Low Carbon Factory" program.

(a) Scopes 1 & 2 decarbonization levers

Scopes 1 and 2 refer to the direct and indirect greenhouse gas emissions associated with the Group's energy consumption. Scope 1 includes emissions from the combustion of fuels used in our industrial facilities, emissions linked to the fuel consumption of our own vehicles, fugitive emissions from leaks of refrigerants used in air-conditioning and refrigerant systems, and emissions linked to non-energy processes. Scope 2 covers emissions linked to the Group's electricity and steam consumption. SAVENCIA's decarbonization strategy is based on two components that could generate a significant reduction in Scope 1 & 2 emissions. These two components - sobriety and energy conversion - are broken down into objectives and associated action plans for each subsidiary and industrial site. Subsidiaries may decide, depending on their growth plans, to carry out additional actions in pursuit of their targets.

Decarbonizing our industrial sites:

As part of the decarbonization of our industrial sites, a "Low Carbon Factory" program has been launched at all SAVENCIA Fromage & Dairy plants. This program takes the form of a short-, medium- and long-term strategic roadmap. It is based on a sobriety approach and an energy conversion plan, which aims to replace a significant proportion of our carbon-based energy consumption by more sustainable energy. 50 major projects have been identified to achieve our decarbonization objective. The necessary financial resources have been identified and integrated into the company's CAPEX roadmap. The Group will also study the possibilities of taking advantage of subsidies in the regions where it operates, and investment decisions will be made on the basis of both environmental criteria and economic concerns, so as not to undermine the competitiveness of its activities.

Once the program and associated financial resources have been approved by the Executive Committee, regular monitoring is carried out by a dedicated monitoring committee.

1. Energy savings

Saving energy is a priority measure for the decarbonization of Scopes 1 and 2, contributing significantly to the goal of reducing associated emissions by 2030. It is based on reducing energy consumption through more responsible practices and optimized management of resources, thereby reducing greenhouse gas emissions at the source. This includes actions such as optimizing production processes to minimize energy losses, replacing energy-intensive equipment and raising employee awareness about the importance of energy savings. SAVENCIA implements a set of procedures, standards and best practices aimed at achieving benchmark values (known as "Best-In-Class" or "BIC").

The Group's industrial performance management approach (TPM+) aims to develop and implement methods for delivering a high level of sustainable operational performance. In this regard, it is key to optimizing equipment efficiency.

Standard ISO 50001, implemented at certain SAVENCIA sites, sets out guidelines for efficient energy management, thus contributing to the sound management of energy consumption while helping limit greenhouse gas and pollutant emissions linked to energy combustion.

Real-time energy management systems allow for instant monitoring and adjustment of energy consumption. Several of our sites feature sensors and energy management systems to quickly detect anomalies and optimize equipment performance. Energy audits are carried out at the site level to measure opportunities for reducing energy requirements and specify the actions to be taken.

SAVENCIA Fromage & Dairy plants aim to reduce their absolute GHG emissions each year through energy-saving measures.

2. Energy conversion

Conversion of industrial equipment and processes, i.e. replacing energy-hungry technologies and systems with more efficient, less polluting alternatives, is an essential factor in the decarbonization of Scope 1 and 2 emissions. These initiatives require major investment programs to replace fossil fuels with decarbonized energies. The aim is to offer a decarbonized energy mix that is available, resilient and competitive. By 2030, conversion actions combined with energy savings efforts should enable the Group to achieve the 27.5% emissions reduction target for Scopes 1 & 2 (SBTi WB 2°).

The Group mainly uses fossil fuels to meet its hot water and steam requirements for activities including pasteurization, drying, concentration, UHT, etc. To replace these energy sources, SAVENCIA's industrial teams have identified two possible energy mixes for steam and hot water production:

- Steam production from biomass, biogas and solar thermal energy;

- Hot water production using electric heat pumps and solar thermal energy.

These locally-produced energies will allow for consistent pricing and availability even during international crises.

Several conversion actions have been identified, including:

- Using reverse osmosis to replace energy-intensive concentrators;

- Recovery of waste heat, often lost in industrial processes;

- Introduction of electrical solutions that make the most of thermal energy while meeting industrial needs;

- Heat production using more sustainable energies (biomass, biogas, etc.).

The teams used an in-depth analysis of each site's energy needs, specificities and local context to draw up an appropriate and effective decarbonization program.

The Group has segmented its approach over time, initially concentrating its efforts on the sites with the highest emissions, covering 80% of Scope 1 and 2 emissions. The approach will then be extended to all SAVENCIA sites over the longer term.

Developing renewable energies:

Development of renewable energies is another possibility for decarbonizing the Group's activities. Use of such energies significantly reduces greenhouse gas emissions, while diversifying energy supply sources. Through its conversion plan, SAVENCIA Fromage & Dairy encourages local production of renewable energies. The Group promotes projects such as heat pumps, biomass boilers and solar panels. These projects are managed at the local level, with the support of central teams who oversee roll-out worldwide.

At the same time, the Group purchases electricity from renewable sources through contracts with guarantees of origin. This approach is prioritized for sites with high-carbon electricity consumption.

To date, decarbonization levers have only been identified; their potential for reducing GHG emissions has yet to be precisely quantified. This is one of the next steps in the Group's decarbonization strategy. Environmental criteria, including GHG emissions, are now included in SAVENCIA's CAPEX allocation criteria, with a dual analysis that has become systematic: financial (NPV and payback) and non-financial (CO2 reduction). This process ensures that improvement in terms of CO2 emissions reduction has been precisely measured, while also verifying that each project contributed to the action plans designed.

At SAVENCIA, sustainable development is an issue for everyone at every level of the organization. At the central level, dedicated teams monitor and support the sites in accordance with the global approach implemented through this plan. Environment officers are responsible for coordinating the approach and steering actions at the site level (Scopes 1 and 2).

(b) Scope 3 decarbonization levers

Scope 3 emissions include all indirect emissions in the company's value chain (excluding Scope 1 and 2 emissions). Upstream, this includes emissions linked to the purchase of goods and services, transportation of raw materials and intermediate products, business travel, upstream energy, waste (non-exhaustive list). Downstream Scope 3 includes emissions linked to the transportation and storage of finished products, the processing and end-of-life of products (non- exhaustive list).

Scope 3 emissions are more complex to measure and manage, as they require the participation of all players in the value chain.

SAVENCIA Group prioritizes reducing the carbon footprint of three major Scope 3 emissions: upstream dairy, packaging and logistics flows. These categories account for the vast majority of its Scope 3 emissions. To achieve these decarbonization objectives, it is essential to incorporate supplier-specific data, as this is the only way to measure the reductions achieved. Mobilizing suppliers around operational performance indicators aimed at decarbonizing purchased products is a first step towards setting up convergent trajectories and joint projects. The Group seeks to ensure that these projects deliver emissions reductions in line with GHG Protocol standards.

Reducing upstream agricultural emissions:

The industry in which SAVENCIA Group operates is a major contributor to global warming. Like its peers, SAVENCIA's main source of emissions is upstream dairy production, which accounts for some 80% of its carbon footprint.

SAVENCIA has been working to reduce greenhouse gas emissions for over ten years, cooperating with producers on a daily basis. The Group seeks to improve its carbon footprint with partner producers by implementing all the levers of sustainable dairy production: herd efficiency, feed, treatment of livestock effluents and carbon sequestration.

SAVENCIA Fromage & Dairy has implemented a five-year decarbonization roadmap with partner producers based on three components:

- Accelerate the roll-out of carbon footprint measurements on farms, using diagnostic tools specific to the dairy sector (CAP2'ER in France and Cool Farm Tool internationally);

- Design appropriate action plans with producers;

- Provide technical and financial support for transition and innovation on farms.

To date, the decarbonization levers identified have not been precisely quantified in terms of their potential to reduce GHG emissions, but this is one of the next steps in the Group's decarbonization strategy.

In October 2024, SAVENCIA Fromage & Dairy signed an agreement with the Agrial cooperative, with the aim of implementing a carbon footprint reduction approach by the end of 2026 among 100% of Agrial's cooperative partners who supply milk to SAVENCIA Fromage & Dairy. This partnership, which involves 1,300 producers and covers annual milk collection of 1 billion liters (out of the 5 billion collected by the Group), is a historic first in the French dairy industry between a dairy player and a cooperative company. The two structures will support each cooperative member in achieving its objectives. This will include an initial assessment to determine the action plan, the implementation of environmental progress initiatives, and a final diagnosis, with measurement of results, at the end of this period.

To support producers in honoring their commitments, they will be eligible for a financial "climate bonus" based on two factors:

- Commitment of resources, in the form of a carbon assessment on each farm and implementation of action plans;

- A bonus based on indicators linked to the actual environmental performance of each farm, compared with the average for all dairy farms.

A farm could thus receive up to €4.5/1,000 liters of milk, depending on the carbon assessment and environmental results in terms of both carbon and biodiversity.

To achieve its decarbonization objectives, the Group also relies on new technologies. For example, over a year ago, SAVENCIA Fromage & Dairy set up a multi-partner program to test innovative solutions for reducing methane emissions from cows. Some 20 volunteer farms

are involved in this program across our collection zones in France and Poland. In France, this test is part of a wider program of collective technical support around the "feed" component, aimed at reducing enteric methane emissions from cows.

The full process is managed by our subsidiary SAVENCIA Ressources Laitières. Dairy Resource Coordinators (DRC) are in daily contact with producers to support them in changing their practices. They visit each farm at least once a year and provide technical support as needed, including with regard to milk quality. Several assessments, most of which are associated with action plans, have been carried out since 2023, in France and in most countries where the Group collects milk. The aim is to commit all partner producers to this sustainability approach by the end of 2029.

Reducing upstream transportation emissions:

At SAVENCIA Fromage & Dairy, this item includes emissions from the transportation of finished products (from the factory) to retail establishments (Scope 3). Group service providers manage this activity.

An initial internal methodological reference guide has been drawn up with the help of a specialized consultancy firm. This document harmonizes accounting methods and identifies reduction possibilities compatible with the methodology of the Greenhouse Gas Protocol (GHG) and the Global Logistics Emissions Council (GLEC).

Based on this guide, the Supply Chain Department and the Group's various logistics subsidiaries are working with their transportation providers to optimize logistics flows and develop the use of "green" fuels, produced from renewable sources such as HVO 100, bioGNV, Oléo 100 and bioethanol.

For our own fleet (Scope 1), we focus on alternative fuels: trucks consume biofuels such as XTL, B 100 and BioGNV, significantly reducing emissions. In France, our subsidiary SAVENCIA Ressources Laitières has been awarded the "CO2: Carriers Committed" label, a national first for a milk collection business, reflecting our long-standing commitment to this ADEME-certified approach. SAVENCIA Fromage & Dairy's inter-factory transportation fleet has also been awarded the "CO2: Carriers Committed" label in recognition of its high level of energy and environmental performance.

Reducing packaging emissions:

SAVENCIA seeks to reduce the carbon footprint of its packaging through several strategic initiatives. Reduction at source is paramount, with the challenge of lessening the quantity of materials used starting at the design stage. Research and development teams also play a crucial role, innovating to create lighter, less resource-intensive packaging. In addition, we encourage the adoption of recyclable and biodegradable materials. One of the Group's objectives is 100% recyclable or biodegradable packaging for its branded products by 2025.

The complexity of these challenges lies in the need to reconcile the reduction of materials, the development of recyclable solutions and the reduction of greenhouse gas emissions, while preserving food safety, product quality and the product maturation process. Despite the constraints specific to the agri-food sector, SAVENCIA teams remain determined and have set up key performance indicators to monitor and optimize these efforts. At the same time, the Group is exploring solutions such as deposit systems, and remains attentive to technological innovations liable to replace certain types of packaging. In collaboration with packaging developers, purchasing teams support subsidiaries in implementing these initiatives, ensuring a consistent and effective approach across the entire organization.

C. Locked-in emissions

The concept of locked-in emissions refers to future greenhouse gas (GHG) emissions that are unavoidable due to dependence on existing infrastructure and technologies. These emissions are locked in by past investments in industrial facilities and equipment that cannot be easily or quickly replaced by more sustainable alternatives. They can compromise the achievement of targets by slowing the transition to more sustainable practices and maintaining high levels of GHG emissions.

Scopes 1 and 2:

Industrial facilities, particularly those used in the food industry, represent considerable investments and are often designed to last several decades. Because of their high cost and the complexity of replacing them, some carbon emissions are inevitably locked in. Indeed, it is not possible to replace all facilities on a permanent basis in order to adopt the latest, most environmentally-friendly technologies. This constraint means that, despite efforts to reduce carbon emissions, a certain amount inevitably remains linked to existing infrastructure. However, incremental improvements and technological upgrades can help reduce the carbon footprint of these facilities over time, while taking into account economic and operational realities.

Scope 3:

Carbon emissions associated with milk production can be reduced to some degree through a variety of sustainable practices, such as improved herd efficiency, rations, crop or pasture management and the use of other emissions- reducing technologies. However, as milk production is a natural biological process for ruminants, it involves enteric fermentation, generating methane, which accounts for around 50% of upstream dairy greenhouse gases. Innovation and the identification of new GHG reduction solutions will play a crucial role in achieving our ambitions.

These locked-in emissions have been taken into account in SAVENCIA's decarbonization trajectory. To date, SAVENCIA has carried out a qualitative analysis, but has not quantified these emissions. They will be quantified in the next SBTi submission.

D. Resources allocated

Achieving decarbonization targets will require both financial and non-financial resources.

Financing climate change mitigation is a major challenge for the Group. On the one hand, SAVENCIA is faced with rising raw material costs as a result of the incorporation of more demanding environmental criteria. To absorb these costs and remain competitive, it is imperative to improve operating performance, particularly with regard to manufacturing. On the other hand, the costs of adapting our processes and production tools to the requirements of the energy transition call for sometimes costly investments, which must be financed through Group funds and subsidy programs, the latter being essential to maintain the competitiveness of our operations, particularly in France and Europe.

The Group's Finance and CSR teams also maintain an ongoing dialogue with all established financial partners, with the aim of ensuring that SAVENCIA's financing agreements take into account the Group's dual financial and extra-financial objectives.

(a) Financial resources

An initial CAPEX estimate has been carried out and will be reviewed in 2025.

The Group will also study the possibility of using subsidies in the regions where it operates, and investment decisions will be made on the basis of both environmental and economic criteria so as not to undermine the competitiveness of its activities.

Environmental criteria, including GHG emissions, is now taken into account in SAVENCIA's decision-making for CAPEX allocation, on the basis of a systematic dual analysis: financial (NPV and payback) and non-financial (CO2 gains). This process ensures that a precise measurement of CO2 emissions reduction has been carried out, while verifying that each project is consistent with the action plans outlined. This approach ensures that investments are aligned with the Group's strategic decarbonization targets. Each project thus represents an effective contribution to the energy transition, while respecting the priorities and deadlines set out.

(b) Human resources

All Group employees, as well as all the players in the value chain, are instrumental in achieving SAVENCIA's targets.

The CSR Department plays a cross-cutting role, ensuring that actions are monitored and overall objectives are met. Committed to the principle of subsidiarity, the Group is convinced that every employee, at every level of the organization, must contribute to advancing sustainable development. Each subsidiary has its own CSR coordinator.

(c) Exposure to coal, oil and gas activities

The company does not carry out, finance or have any exposure to:

- construction or operation of power generation facilities using gaseous fossil fuels;
- construction, refurbishment and operation of combined heat/cooling and electricity generation facilities using gaseous fossil fuels;
- construction, refurbishment or operation of heat generation plants that produce heat/cold from gaseous fossil fuels.

(d) EU Pairs-aligned benchmarks

SAVENCIA is not involved in any of the exclusions listed in the relevant regulation, and is therefore not excluded from the EU Paris-aligned benchmarks.

(e) Alignment with corporate strategy and management support

SAVENCIA holistically incorporates Corporate Social Responsibility (CSR) at the heart of its strategy. The decarbonization strategy is an integral part of the CSR roadmap. This roadmap, including the GHG emissions reduction strategy, has been presented to the Group's governance bodies.

(f) Monitoring and progress

To ensure the effective implementation of SAVENCIA's decarbonization strategy, a comprehensive monitoring system will be implemented to keep track of key initiatives and resources. This system will use consistent performance indicators to provide transparent information on milestones achieved and areas requiring special attention. Targets will be revised following the submission to SBTi of the 1.5°C trajectory, scheduled for 2025. The process will follow an iterative cycle of target setting, planning, action, measurement, analysis and adjustment where necessary, to ensure continued alignment with the Group's sustainability targets.

Operational trajectories will be subject to adjustment in line with our objective of submitting a Group-wide SBTi 1.5°C trajectory. Subsidiaries and the business units concerned work together to design and manage each operational trajectory.

Scope 1 and 2 objectives, broken down at the site level, are managed by the subsidiaries. Overall consistency is ensured by the Operations Department, which monitors projects and provides technical support.

Each year, subsidiaries present their greenhouse gas emission projections, taking into account the effects of volumes and gains resulting from implementation of the various projects and decarbonization actions planned. This projection enables the CSR Department to monitor three curves: the target trajectory, the projected trajectory and the actual trajectory of each production site. The results are presented to all Management Committees (CODIR) and the Executive Committee (COMEX). Adjustments are made in the event of significant deviation. Progress is measured at the Group level via annual and half-yearly reports.

At the site level, energy consumption is monitored and controlled on a day-to-day basis by local teams, who ensure that positive energy-saving practices are followed.

Scope 3 emissions linked to upstream agricultural activities are managed in France by SAVENCIA Ressources Laitières (SRL) teams, and directly by subsidiaries outside France (with global consolidation by SRL). A set of operational monitoring indicators supports implementation of an approach making it possible to gradually refine the measurement of the Group's carbon footprint by switching from standard emissions factors to emissions factors specific to the various collection zones.

2.1.2.2. Indicators and targets

A. Carbon price

SAVENCIA has set an internal carbon price, which is systematically used to analyze the profitability of our investments and, consequently, to establish priorities.

This internal CO2 price, set at €165, is taken from the Quinet report (France Stratégie : La valeur de l'action pour le climat, Alain Quinet). This report presents the value that should be attached to a tonne of CO2 with a view to taking action and ensuring compliance with the Paris Agreements.

Energy consumption from non-renewable sources

Energy consumption and energy mix (MWh)	2024
(1) Consumption of fuels derived from coal or coal derivatives	45,229
(2) Consumption of fuels derived from crude oil and petroleum products	51,815
(3) Consumption of fuels derived from natural gas	1,343,639
(4) Consumption of fuels derived from other fossil fuel sources	54,144
(5) Consumption of purchased or acquired electricity, heat, steam and cooling derived from fossil fuel sources	240,687
(6) Total consumption of fossil-fuel energy (MWh) (calculated as the sum of lines 1 to 5)	1,735,514
Share of fossil-fuel sources in total energy consumption (%)	70.4%
(7) Consumption of nuclear energy (MWh)	332,129
Share of nuclear energy sources in total energy consumption (%)	13.5%

Energy consumption from renewable sources

Energy consumption and energy mix (MWh)	2024
(8) Consumption of fuels derived from renewable sources, including biomass (also including industrial and municipal waste of biological origin, biogas, renewable hydrogen, etc.).	101,830
(9) Consumption of purchased or acquired electricity, heat, steam and cooling derived from renewable sources	296,316
(10) Consumption of self-produced non-combustible renewable energy	4
(11) Total consumption of renewable energy (MWh) (calculated as the sum of lines 8 to 10)	398,150
Share of renewable sources in total energy consumption (%)	16.1%
Total energy consumption (calculated as the sum of lines 6, 7 and 11)	2,465,793
Ratio of total energy consumption (MWh)/net sales (€ millions)	345

Production of renewable and non-renewable energy

Energy production (MWh)	2024
Production of non-renewable energy	15,954
Production of renewable energy	3,210

SAVENCIA Fromage & Dairy carbon footprint assessment (tCO2e)	2019**	2023	Historical 2024	% N/N-1	% N/2019	Target Year 2030
Scope 1 GHG emissions						
Total Scope 1 emissions	390,746	358,580	335,624	-6.4%	-14.1%	/
Percentage of scope 1 emissions from regulated emissions trading schemes (%)	17%	11%	12%	4.3%	/	/
Scope 2 GHG emissions						
Total Scope 2 emissions (location-based)	158,479	134,854	129,064	-4.3%	-18.6%	/
Total Scope 2 emissions (market-based)	152,913	121,526	94,290	-22.4%	-38.3%	/
Émissions de GES du scope 1 et 2						
Total Scope 1 and 2 GHG emissions (location-based)	549,225	493,434	464,688	-5.8%	-15.4%	/
Total Scope 1 and 2 GHG emissions (market-based)	543,659	480,106	429,914	-10.5%	-20.9%	-27.5%
Scope 3 GHG emissions						
Total Scope 3 emissions	9,580,128	8,980,487	8,809,601	-1.9%	-8.0%	-22.5%*
3.1 Purchased goods and services	8,532,926	8,029,666	7,899,656	-1.6%	/	/
3.3 Fuel- and energy-related activities	96,314	95,062	85,676	-9.9%	/	/
3.4 Upstream Transportation and distribution	222,246	211,659	204,475	-3.4%	/	/
3.9 Downstream transportation	223,230	184,956	179,839	-2.8%	/	/
3.12 End-of-life treatment of sold products	209,165	197,789	185,809	-6.1%	/	/
Other Scope 3 emissions	296,247	261,356	254,146	-2.8%	/	/
Total GHG emissions						
Total Scope 1, 2 and 3 emissions (location-based)	10,129,353	9,473,921	9,274,289	-2.1%	/	/
Total Scope 1, 2 and 3 emissions (market-based)	10,123,787	9,460,593	9,239,515	-2.3%	/	/

** The Scope 3 targets presented here are based on intensity. SAVENCIA Fromage & Dairy has made a commitment to SBTi to reduce its Scope 3 GHG emissions from purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, and end-of-life treatment of sold products, by 22.5% per tonne manufactured by 2030, based on 2019 levels.*
*** Historical GHG emissions have been recalculated to incorporate methodological clarifications.*

Quantitative reconciliation	2023	2024
Scope 1 biogenic CO2 emissions	39,253	40,313
Scope 2 biogenic CO2 emissions	58,173	48,934

	2023		2024	
	Scope 1	Scope 2	Scope 1	Scope 2
Production sites	345,930	97,608	329,303	74,317
Offices	0	953	0	732
Warehouses	12,625	4	6,316	3
Laboratories	24	5	1	5
Restaurants	0	3	0	4

GHG intensity per net revenue	2023	2024
Total GHG emissions (location-based) per net revenue (tCO2e/€M)	1,393	1,294
Total emissions (market -based) per net revenue (tCO2e/€M)	1,395	1,299
Net sales figures used to calculate GHG intensity in €M	6,791	7,140

The evaluation of the Group's carbon footprint was conducted in accordance with the GHG Protocol, with the assistance and methodological guidance of the firm Carbone 4. Scope 1 emissions include emissions related to the combustion of fossil fuels used, non-energy processes (due to wastewater treatment), and refrigerant leaks. All data used for this Scope 1 corresponds to actual 2024 data. Scope 2 emissions include emissions related to the production of electricity, steam, heat, or cold consumed by the sites. Emissions from electricity consumption are calculated using two distinct methodologies:

- Location-based: The location-based method is based on physical reality. The electricity consumption of each Group site is multiplied by an emission factor corresponding to that of the country where the site is located.

- Market-based: The market-based methodology is based on market reality. For this calculation, we operated based on the merit order defined by the GHG Protocol. When the energy supplier provides a specific contract emission factor, we use this value. If this data is not known, we use the emission factor of the residual mix of the country where the site is located. The so-called 'residual' mix corresponds to the electricity production mix not tracked by GO/PPA. Finally, if the country's residual mix is not known, we default to using the country's grid emission factor. Electricity from contracts with guarantees of origin for renewable electricity is accounted for as zero emissions.

All data used for this Scope 2 corresponds to actual 2024 data.

Scope 3 emissions rely on all 15 categories of the GHG Protocol except for categories 3.8 – upstream leased assets,

3.11 – use of sold products, 3.13 – downstream leased assets, and 3.14 – franchises, for which estimates were considered insignificant or not applicable to the Group's activities. As part of the 2024 carbon assessment, extrapolations were made on certain items based on 2023 data due to the unavailability of some 2024 data at the time of report writing. This applies to categories: 3.2 – capital goods, 3.5 – waste generated in operations, 3.6 – business travel, 3.7 – employee commuting, 3.9 – downstream transportation and distribution, 3.10 – processing of sold products, 3.12 – end-of-life of sold products, 3.15 – investments, as well as part of categories 3.1 – purchased goods and services and 3.4 – upstream transportation and distribution. Thus, some 2024 data were extrapolated from 2023 data using a physical ratio corresponding to the ratio between sales tonnage in 2024 and 2023 at constant scope. The calculation of emissions on actual 2024 data represents 77% of Scope 3, while the calculation on extrapolated data represents 23% of Scope 3.

The main emission source for SAVENCIA Fromage & Dairy is purchased goods and services (category 3.1). It includes emissions from the purchase of milk, creams, incorporables, packaging, and services. These emissions are calculated from generic emission factors derived from databases or reference studies. As part of the 2024 carbon assessment, emissions related to milk purchases and packaging purchases were calculated based on actual data. Emissions related to purchases of incorporables, creams, and services were estimated using the method described above. These estimated emissions represent 18% of scope 3.1 (or 16% of scope 3). Category 3.4 is the third largest emission source for the Group after scope 3.1 and scope 1. It includes emissions related to milk collection, inter-factory transport, products to the customer distribution center, and transport of incorporables and packaging. Only emissions related to milk collection come from actual 2024 data. Estimated emissions represent 82% of scope 3.4 (or 2% of scope 3).

Category 3.4 is the third largest emission source for the Group after scope 3.1 and scope 1. It includes emissions related to milk collection, inter-factory transport, products to the customer distribution center, and transport of incorporables and packaging. Only emissions related to milk collection come from actual 2024 data. Estimated emissions represent 82% of scope 3.4 (or 2% of scope 3).

2.1.3. Adaptation to climate change

2.1.3.1. Climate change adaptation policies

At production sites level:

Mindful of the growing impact of climate change on its activities, the Group has implemented a structured approach to prevent the risk of damage to property, protect employees and guarantee business continuity. Climate risk management is an essential component of corporate social responsibility.

SAVENCIA's approach is comprehensive and progressive. It reflects a vision of climate change adaptation focused on resilience and sustainability. The methodologies implemented by the Group make it possible to adapt to changes or uncertainties linked to climate change by managing the associated risks, including the ability to react and adjust practices.

The Group's efforts have so far focused on physical risks, but work is continuing to integrate transitional risks as well, in line with our environmental and societal objectives.

To better anticipate climate risks and adapt to the consequences of climate change on its activities, in 2022 the Group worked with a specialized insurance provider to conduct an in-depth analysis of physical climate risks. This study covers all Group sites, both in France and abroad, above a certain reference threshold set by the insurer.

This assessment includes:

- Various climate scenarios, such as the Representative Concentration Pathways (RCP), drawn up by the Intergovernmental Panel on Climate Change (IPCC):

  - RCP 2.6: +1.5 °C by 2100. This scenario considers an energy transition compatible with ambitious mitigation targets as set out in the Paris Agreement. It is based on assumptions of a rapid reduction in fossil fuel consumption worldwide, and the roll-out of breakthrough technologies in decarbonized energy and carbon capture and storage.

  - RCP 4.5: +2.4 °C by 2100. This intermediate scenario considers the implementation of global climate policies as currently announced - i.e. the "Nationally Determined Contributions".

  - RCP 8.5: +4°C by 2100. This trajectory represents the worst possible scenario from a climate change perspective. It takes into account the inability of governments to implement announced mitigation policies and the rise in fossil fuel consumption worldwide.

- Several time horizons for medium- and long-term vision: present/2030/2050/2100.

Loss scenarios are drawn up in three phases:

- An identification phase: this is carried out through risk visits by engineers representing the Group's insurance provider, but also via publicly available climate data and data specific to the model developed by the insurer. These visits take place at sites in France and abroad, and give rise to reports including the major risks at each

site, as well as recommendations for preventive action and protective measures. These recommendations are monitored on a regular basis.

- A modeling phase: engineers establish site-specific loss scenarios on the basis of identification data.

- Valuation phase: valuation is based on knowledge of the assets of each site: Building value, equipment, inventory, operating losses (EL) over 12 months, updated annually, and the application of loss percentages (one for material losses, the other for operating losses.

This approach also combines three fundamental pillars:

- Climate risk mapping: a global and local view of areas at risk;

- Quantification of potential impacts: precise scenarios based on up-to-date, validated data;

- Action plans: concrete solutions to protect our sites and limit the impact of disasters.

We have identified the main climate risks liable to affect operations at our production sites, particularly fire, flooding and extreme weather events (snow, hail, strong winds).

We have developed a comprehensive approach for these sites, including risk mapping, quantification and treatment.

To meet these challenges, prevention and protection plans have been introduced and are rigorously monitored:

- Quarterly committee meetings led by the Operations, Insurance, Real Estate and Finance Departments;

- Integrated governance at the Group level, with the involvement of the Executive Committee.

Each plan is based on an identical three-stage approach:

1. Proactive risk identification

Thanks to visits by the insurer's engineers, precise assessments of major risks at each site are established. These audits give rise to recommendations for action, which are monitored and updated.

2. Precise quantification of impacts

The Group has developed scenarios based on tools such as local flood maps and FM Global mapping, incorporating variables such as:

- Estimated water level in the event of flooding (100 and 500 years);

- Declared assets (buildings, equipment, inventories, operating losses);

- Existing protective measures and associated effectiveness.

3. Treatment and implementation

The sites are responsible for implementing the preventive and protective actions and measures established. Regular follow-up is performed, both during and between site visits.

Within the Industrial Strategy Department, the Personal & Property Safety Department has drawn up a roadmap for implementing the action plans and resources needed to protect employees and sites from the consequences of extreme phenomena linked to climate change.

Each site works on its local issues alongside a Factory Mutual (FM) Global engineer and local stakeholders (plant manager, maintenance manager, etc.).

SAVENCIA has drawn up a short-, medium- and long-term roadmap to intensify efforts to prevent and protect against climate risks. This roadmap is based on two main lines of action:

- Prevention, with the development of specific action plans such as Flood Risk Prevention Plans (FRPP). All sites must apply these prevention rules.

- Protection, with targeted investments to secure priority sites identified through risk mapping initiatives. This is a common approach for identified sites.

In addition, an annual review is organized with the Group's insurer to assess progress, revise priorities and adjust plans in line with climate trends.

To strengthen its climate resilience, SAVENCIA has launched two flagship projects:

- Extended climate risk mapping

The Group has undertaken a detailed mapping exercise covering all sites, including those operated by third parties. This initiative includes:

  - A current and prospective analysis of climate risks (IPCC scenarios for 50, 100 and 500 years);

  - Identification of major risks: floods, storms, earthquakes, forest fires, etc.

This approach is currently being tested at major logistics sites, and will be extended to the Group as a whole once validated.

- A specific program for sites below the insurer's reference threshold

A self-assessment questionnaire specifically designed for the agri-food industry has been drawn up in partnership with FM Global to ensure optimum coverage of sites with lower insured values.

Impact of climate change on upstream agriculture:

Climate change has a direct impact on dairy production conditions, particularly through higher temperatures, more variable rainfall and more frequent extreme weather events. These factors affect the availability and quality of pastures, essential for feeding herds, and consequently milk production, among other factors.

The teams in charge of dairy supplies have established the "Terroirs de lait 2032" program, which aims to secure milk supplies around dairies, keep farmers in business generation after generation, and improve the carbon footprint alongside partner producers, by using advantages afforded by sustainable dairy production and taking into account animal welfare.

SAVENCIA Fromage & Dairy works closely with its partner farmers to develop and support implementation of action plans based on the specific benefits provided in terms of farm optimization for medium- and long-term sustainability. Farms thus enhance the resilience of their systems by taking action on topics such as herd management, feed efficiency, soil fertility, grassland optimization, etc.

Although SAVENCIA does not yet have a formal climate change adaptation policy for livestock farmers in line with CSRD criteria, the

Group is nonetheless attentive to the impact of climate change on its value chain. It promotes implementation of sustainable and innovative practices while working with its partners to contribute to the resilience of its supply chain.

2.1.3.2. Actions and resources

FM Global carries out audits to analyze the risk of flooding at Group sites, and proposes preventive measures. These audits are carried out periodically, and in some cases annually.

Certain SAVENCIA sites are subject to water stress at certain times of the year. These sites have been mapped and constitute a particular focus for the Water Loop Plan. For more information, see Section 2.3.2 Water management.

Rising temperatures also mean that certain industrial tools must be adapted. For example, the refrigeration systems needed to preserve our products are now designed to operate at higher outside temperatures.

2.1.3.3. Indicators and targets

Monitoring is carried out as part of projects and reports issued by insurers. Challenges are identified, and the issue of financing is addressed in order to assess the resources required. Indicators and targets for this theme are not yet available.

2.2. POLLUTION

2.2.1. Introduction

The double materiality analysis made it possible to identify the following material impacts and risks directly linked to SAVENCIA's business model:

Themes	IRO	IRO identified
Air, water, ground pollution	Positive and negative impacts	(-) Water, air and soil pollution linked to upstream agriculture, transportation and packaging production (-) Air pollution linked to refrigerated product storage
	Risks and opportunities	(-) Increase in operating costs, legal and reputational risks in the event of non- compliance with regulations and consumer/local community expectations in terms of pollution
Substances of concern	Risks and opportunities	(-) Increase in operating costs, legal and reputational risks in the event of non-compliance with regulations
Microplastics	Positive and negative impacts	(-) Generation of microplastics linked to product packaging

The IROs stem from an analysis of SAVENCIA's strategy and business model, and are intended to guide the Group's strategic decisions.

Environmental impacts and risks related to pollutants and the use of substances of concern and very high concern are assessed in particular through:

- Annual audits of all the Group's industrial sites;
- Multi-criteria audits of wastewater treatment plants;
- Periodic monitoring of chemical substances stored used;
- Monitoring of water discharges and searches for substances of concern;
- Compliance with ISO 14001 requirements;
- CAP'2ER assessment.

These analyses cover the Group's own operations, as well as its supply chain.

As part of its materiality analysis, the Group has used external sources to take into account the interests and views of its stakeholders.

SAVENCIA works closely with its raw materials suppliers to limit pollution. Farming and breeding practices may require the use of phytosanitary products, fertilizers, agricultural inputs, pharmaceuticals, hormones and GMOs, which can lead to air, soil and water pollution. Residues from these products can also pose risks to human and animal health.

Furthermore, generation of microplastics during packaging production, product consumption and packaging end-of-life contaminates water and soil, potentially affecting consumer health. In addition, extended producer responsibility in the downstream phase of the value chain, particularly with regard to the disposal of microplastics, represents an

operational and reputational challenge. SAVENCIA is responding to these challenges by adopting more sustainable practices, collaborating with partners to find innovative solutions, and investing in technologies that are more respectful of the environment and consumers. The industrial and transportation activities required to distribute products have an impact on air quality, the ecosystem and the health of employees and surrounding communities. These activities can also disturb natural habitats and affect biodiversity. The Group is working to adapt its transportation technologies and practices with a view to limiting these impacts.

The Group uses refrigerant gases in its plant refrigeration systems to maintain the low temperatures required for food safety and the proper preservation of milk, cheese and other dairy products. In the event of a system leak, these gases could contribute to air pollution. SAVENCIA is working to limit the use of these gases with a view reducing its environmental impact. Water and soil pollution at extraction sites for the raw materials used in packaging is also a major concern. The Group is taking steps to minimize these impacts and promote a more responsible supply chain.

National and European regulations encourage more sustainable farming and animal husbandry practices, such as responsible management of livestock effluents and reducing the use of antibiotics. The Group is investing in R&D in this area, seeking to develop innovative solutions to comply with the various regulations in force. In addition to avoiding reputational and legal risks for the Group, these various actions aimed at preventing pollution-related risks make it possible to implement sustainable and ethical practices and thus better meet consumers' growing expectations.

2.2.2. Air, water and soil pollution

2.2.2.1. Policy

While it has not to date adopted a formal policy, SAVENCIA Group is committed to complying with national and local regulations on preventing and fighting air, water and soil pollution, with a view to mitigating their negative impacts. A policy will be formalized by the end of 2026. Mindful of the importance of protecting the environment, our subsidiaries have implemented numerous programs and action plans, detailed in the following paragraph, to ensure compliance with specific and changing local regulations. These programs are managed by the Industrial and Quality Departments, with each plant manager in charge of ensuring compliance with local regulations.

2.2.2.2. Actions and resources

Water pollution in clean operations:

As part of its multi-year investment plan to replace obsolete equipment, SAVENCIA Fromage & Dairy is focused on Best Available Technologies (BATs), such as replacing equipment washing machines with less detergent-intensive models, or installing next-generation wastewater treatment plants that significantly reduce discharge.

In particular, SAVENCIA Fromage & Dairy has launched an investment program centered on wastewater treatment plants, based on a multi-criteria audit of its equipment: treatment efficiency, obsolescence, changes in the activity of the site concerned, study of the acceptability of the aquatic environment into which the treated wastewater is released, etc. As part of this program, SAVENCIA Fromage & Dairy will mobilize investments at 14 sites over the next three years. An initial estimate of these investments has been carried out and will be reviewed in 2025.

These investments include the complete overhaul of the ELVIR and ARMOR PROTEINES wastewater treatment plants, two plants with a treatment capacity of 60,000 PE that were commissioned during the 2019-2021 period to meet a number of objectives, such as reducing phosphorus discharges into surface waters thanks to the addition of a tertiary treatment system that has made it possible to reduce such discharges by nearly 40% at the ARMOR PROTEINES site.

In addition, thanks to the installation of efficient pretreatment systems such as dissolved air flotation, we have reduced main treatment volumes, as was the case in 2022 at a Compagnie des Fromages et Richesmonts site.

In 2025, a new wastewater treatment plant for advanced biological treatment of phosphorus will be commissioned in France, and SAVENCIA Fromage & Dairy will continue to invest in additional tertiary treatments to reduce the residual phosphorus, COD (Chemical Oxygen Demand) and SS (Suspended Solids) discharged into aquatic environments following treatment.

At another site in France, a new wastewater treatment plant broke ground in March 2024 and will be commissioned in early February 2025. The site will thus switch from a purification system based on the spreading of raw effluent, to a comprehensive biological purification system for the discharge of treated wastewater. The process selected for the new plant is a granular sludge-batch process, with a 50% smaller footprint compared to conventional treatment processes (activated sludge). The use of granular sludge also makes for electrical energy savings of around 30% and chemical product savings of some 40% compared to a conventional process. This is due to the ability of granular sludge to purify phosphorus to a high degree without the use of chemicals.

In Europe, SAVENCIA Fromage & Dairy sites also comply with European directive (2013/39/EU), which requires periodic monitoring of 45 chemical substances for which compliance with an environmental quality standard is mandatory in surface waters. Depending on the detection and concentration of these chemical substances as measured, a long-term monitoring plan is adopted, specifying frequency of analysis and corrective measures.

The Group is also pursuing its proactive approach to reducing chemical substances at source and searching for potential substitutes.

Improvement in the quality of treated wastewater represents an opportunity for SAVENCIA Fromage & Dairy to consider reuse of treated wastewater leaving the treatment plant, reinjecting a portion of that water back into the production process. This process is already authorized in some countries both within and outside the European Union, including recently in France with the publication of the Decree of January 24, 2024 supplemented by the Order of application of July 08, 2024 on the reuse of water in the food industry. Several such projects are currently being studied at certain sites and will be implemented during the 2025-2028 period.

Soil pollution in clean activities:

With regard to soil pollution in SAVENCIA Fromage & Dairy's industrial activities, chemicals are stored on retention systems to prevent soil and water pollution in the event of container rupture. The Group also invests in safe storage of chemical products by installing retention systems and double-envelope storage tanks.

The spreading of sludge from production site wastewater treatment plants is another risky practice in terms of soil pollution. Sludge spreading is monitored by the Group in accordance with European Union Directive 86/278/EEC, transposed into French law by the Order of

January 8, 1998. These regulations require the monitoring of nutrients and pollutants contained in sewage sludge. SAVENCIA Fromage & Dairy proactively manages land application flows, particularly in Europe, and invests in sludge dewatering equipment to send part of the sewage sludge to composting and/or methanization platforms, thereby ensuring that the soil is not saturated with nitrogen and phosphorus, in accordance with local land application plans.

Air pollution from clean operations:

Given the nature of SAVENCIA Fromage & Dairy's industrial activities, special attention must be paid to atmospheric emissions, particularly from boiler stacks used to produce heat, and drying towers used in some of our processes. SAVENCIA Fromage & Dairy complies with local regulations on atmospheric emissions.

The Group also pays close attention to the choice of gases used as heat transfer fluids in its cooling and heat production equipment. The choice of technical solutions takes into account the chemical risk and heating power of the gases in question. The Group applies these criteria to both new and existing facilities; for the latter, a plan is in place to replace fluorinated gases.

Mindful of the industrial risks potentially associated with our production activities, and keen to prevent and protect people, property and the environment, SAVENCIA has embarked on a risk management program tailored to different situations.

We have entered into a partnership with FM Global to implement a bona fide prevention, anticipation and improvement initiative.

This approach is based on the following components:

- An annual audit of all the Group's industrial sites, leading to a detailed report including a risk assessment rating for the site.

  As fire and flooding are potential sources of water and soil pollution, the audits cover not only fire risks, but also all industrial risks identified as relevant to the site: climate risks, flooding, bad weather (wind, snow, business continuity risks, etc.). They provide an opportunity to draw up a complete inventory of all the progress-minded actions (aiming to control and reduce risks) carried out over the period. They include a dialogue with site managers on identified risks and possible and relevant preventive actions.

- An audit report including an update of the residual risk assessment (Rating from A A+ B+ B- ... to D) as well as a list of recommendations with associated cost assessments (CapEx + OpEx) and impact on the residual risk assessment (Rating after action).

These preventive actions are then integrated into sites' budgeting processes and implemented as part of conventional procedures.

The Group has thus chosen a path of continuous improvement (Indicator, Analysis, Action), making it possible, year after year, to reduce risks, the occurrence of incidents/ disasters and, above all, their potential impact and consequences on the environment.

All new sites entering the SAVENCIA scope of consolidation are systematically audited and integrated into the process. They often undergo an enhanced upgrading program as part of the acquisition process.

Value chain:

The teams in charge of dairy supplies support farmers in their efforts to adopt more sustainable practices.

Assessments are gradually being rolled out to our producers, using tools based on recognized methodological rules and benchmarks to carry out a multi-criteria environmental assessment at the farm level. In France, the CAP'2ER® tool (Calcul Automatisé des Performances Environnementales en Elevage de Ruminants - Automated Calculation of Environmental Performance in Ruminant Husbandry) developed by the Institut de l'Elevage (Idele) is used to carry out this assessment and draw up action plans. In other countries, the Cool Farm Tool is the most commonly used. Farm carbon assessments take into account air, water and soil pollution linked to the farms of our milk suppliers, by looking at various environmental indicators. For air pollution, it estimates greenhouse gas emissions, particularly methane produced by ruminant digestion and nitrous oxide emitted by manure. For water pollution, the tool analyzes effluent and fertilizer management practices, assessing their impact on surface and groundwater quality. Finally, for soil pollution, it examines land use, fertilization practices and animal manure management, assessing levels of fertilization and phytosanitary treatments. By providing a detailed view of environmental impacts, the roll-out of these assessments helps farmers adopt more sustainable practices while reducing the pollution associated with their activities.

2.2.3. Substances of concern and very high concern

2.2.3.1. Policy

SAVENCIA seeks to help reduce accidental exposure to substances of concern and very high concern, in accordance with the European Union's REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) Regulation.

A team of Group scientists works with the Food Law Department to draw up Monitoring Plans for each of the Group's business lines.

These plans list a wide variety of molecules in the Group's products and raw materials for which monitoring has been deemed necessary, either in response to regulations (pesticides, dioxins, etc.), or because the Group finds it useful to have information that could serve to anticipate potential risks, e.g. following publication of results either by official monitoring bodies (including with regard to unregulated hazards) or by the interprofessional organization with regard to our product families, as well as following alerts or scientific monitoring decisions.

These plans aim to ensure that, under reasonably foreseeable conditions, our processes comply with identified hazards. They are updated to keep track of regulatory changes, whether implemented or under discussion, as well as in response to various crises, alerts, and available scientific literature.

SAVENCIA has established an "Emerging Risks Committee," which meets regularly to analyze emerging issues (chemical, bacteriological, viral, fraud, etc.). This committee assesses and targets emerging risks and recommends key measures to be taken at the Group or business line level.

The Group supports its subsidiaries in securing their packaging by providing tools and training to help them study compliance files for packaging designed to come into contact with foodstuffs, thus making it possible to identify and study any substances subject to restriction. Certain substances are also monitored under surveillance plans.

The Group works closely with its suppliers, clearly expressing its expectations via specifications or requiring certificates of analysis attesting to the absence of certain substances such as phthalates and bisphenol A.

2.2.3.2. Actions and resources

In 2024, work was carried out to ensure that none of our suppliers use hazardous substances as defined in Article 13.I of the French AGEC law, as well as those with endocrine- disrupting properties as per Article 13.II of the same law (law No. 2020-105 of February 10, 2020).

2.2.4. Microplastics

2.2.4.1. Policy

SAVENCIA Fromage & Dairy is stepping up efforts to minimize the pollution caused by microplastics. To keep our practices in line with the most up-to-date knowledge, the Group follows the recommendations of the CNIEL (French Dairy Interprofessional Organization for cow's milk) packaging working group to prevent, monitor and reduce microplastic emissions throughout the value chain:

- Extend the scope and scale of recycling;
- Reduce packaging and rationalize use;
- Promote re-use through research and development.

As part of its initiative to elaborate the policy on eco-design of packaging for SAVENCIA-branded products, the Group is working on measures to reduce and eliminate plastic, as well as to better understand and identify the stages in our value chain that generate microplastics (see 2.5.2 circular economy for packaging). The aim is to help protect ecosystems and human health, while remaining in compliance with current regulatory standards.

2.2.4.2. Actions et ressources

Actions are presented in Chapter E.2 Circular economy for packaging.

2.2.5. Indicators and targets

To date, SAVENCIA has not set any specific pollution targets. It is the responsibility of each site to ensure compliance with local or national regulations.

2.3. WATER RESOURCES

2.3.1. Introduction

The double materiality analysis made it possible to identify the following material impacts and risks directly linked to SAVENCIA's business model:

Themes	IRO	IRO identified
Water management	Positive and negative impacts	(-) Contribution to depletion of water resources due to abstractions carried out as part of SAVENCIA's activities and those of its value chain (upstream agriculture, incl. livestock farming) liable to cause conflicts of use
	Risks and opportunities	(+) Access to financing and reduction in operating costs thanks to the reuse of treated wastewater for the Group's operations (-) Loss of productivity in the event of water abstraction restrictions, higher costs or conflicts of use

Climate change, population growth and excessive water use contribute to water stress, a growing problem worldwide.

Water plays a key role in SAVENCIA's technical processes to ensure a high level of hygiene and product safety mainly during cleaning operations. It may also be used as a technical adjunct during manufacturing by serving as a heating or cooling medium. Water is also an input for our fire prevention and firefighting equipment. It is therefore a key resource, essential to business continuity. The Group's production activity would be at risk in the event of water supply disruptions.

In response to these challenges, the Group has adopted practices designed to minimize its impact on water resources and mitigate the risk of water stress. This includes increased monitoring of occurrences of water stress and implementation of internal measures to limit water abstraction in the natural environment, which may in some cases lead to higher costs, particularly capital expenditures.

Sustained water abstraction for SAVENCIA's activities, as well as along the value chain, particularly for livestock farming and production of agricultural raw materials, could lead to the depletion of local water resources, conflicts of use and water shortages for surrounding communities. However, the Group sees an opportunity to reduce water consumption and associated costs through its Water Plan, which promotesreuse of treated wastewater. In addition, this plan allows for access to new financing for investment in circular water management.

SAVENCIA has worked to identify sites potentially exposed to water stress, using an internal matrix that cross-references various criteria: local availability insufficient to meet requirements over a given period (summer in particular), analysis of the frequency of official drought proclamations, conflicts of use with other stakeholders leading to tensions over water, as well as quality criteria for available water resources.

Two Group sites are affected by the French government's Water Plan. Launched in March 2023, this plan includes a set of concrete actions aimed at managing water resources in a prudent, resilient and concerted manner. The plan aims to reduce water abstraction by 10%

by 2030, with a view to responding more effectively to drought-related crises. The initiative is a central aspect of the French government's ecological agenda, aimed at better measuring abstraction volumes and improving the resilience of water management systems.

In carrying out these analyses of water abstraction and consumption, and in its efforts to identify areas exposed to water stress, the Group has not carried out external consultations, but has sought to integrate the interests and views of its stakeholders via external sources. These analyses cover both the Group's internal operations and its full supply chain.

2.3.2. Water management

2.3.2.1. Water policies

SAVENCIA strives to reduce water consumption in its own operations through its Water Loop plan and has set a target of a 10% reduction in consumption by 2025 compared with 2015. The Group aims to further heighten its ambitions in the coming years.

This plan is based on:

- A water-saving approach, with a target for each site, and more ambitious targets for water-stressed sites;
- A conversion plan to use milk water and water from our wastewater treatment plants. Before roll-out, we carry out tests, a crucial step in this type of innovation. These tests help reduce risks and ensure viability before moving on to more advanced development phases;
- Implementation of these procedures makes it possible to direct investments towards sites that consume the most water and/or are at risk of water stress.

The SAVENCIA Fromage & Dairy Executive Committee has approved this plan and its overall objectives have been adapted at the subsidiary and plant level.

Plants manage their own action plans in pursuit of their own objectives. A project team at the central level oversees the program and provides support to sites in terms of both methods and technical solutions.

A Decarbonization & Water Footprint Reduction Steering Committee, involving the CSR, Operations, Supply Chain, Purchasing and Finance Departments, manages the plan and, for major projects, makes recommendations to the SAVENCIA Fromage & Dairy Executive Committee.

To promote conservation, water consumption is rigorously monitored at each site, with the ultimate aim of developing a precise metering plan and setting targets not only at the site level, but in some cases for individual workshops. The Group provides its subsidiaries with tools such as the "Best Practice Guide to Water and Energy Management," through which they can share best practices in terms of monitoring water consumption, conservation and quality.

To guide this approach, a measurement and metering plan based on management tools has been implemented, making it possible to ensure real-time monitoring of water consumption. Tests are underway at some of our plants.

Optimizing production lines by streamlining production runs and limiting the number of run changes, which require comprehensive cleaning of the equipment, is another measure in place to reduce water consumption.

In terms of conversion, SAVENCIA is replacing obsolete, water-intensive equipment, and gradually moving away from water-intensive technologies such as open-loop cooling. Open loops are systems in which water is usually used only once before being discharged. By replacing these systems with closed loops, where water is recycled and reused several times, plants can reduce their water consumption.

Replacing evaporators with reverse osmosis systems at production sites can also significantly reduce water consumption. Traditional evaporators use large quantities of energy and water to concentrate milk by removing water through evaporation. In contrast, reverse osmosis uses semi- permeable membranes to separate water from dissolved solids under pressure, without the need for heat. This process is much more water-efficient, as a large proportion of the water extracted can be recovered and reused, reducing overall consumption.

Finally, to encourage water reuse, SAVENCIA is adopting an approach with regard to the relevant regulations. Pilot reuse projects have been set up to explore and develop innovative solutions in this area. They aim to reuse water from our wastewater treatment plants, which meets drinking water quality standards. These projects are being developed in collaboration with the Water Agency, the regional health agency and the regional government, in line with the decree of January 24, 2024 authorizing the reuse of treated wastewater. This water can then be reused in the production process, subject to prefectural authorization. In efforts to promote reuse of treated water, priority is given to water-stressed sites, for which this issue is of paramount importance.

Mindful of the challenges posed by potential conflicts of use regarding water consumption, the Group is taking a more specific approach to water-stressed sites. A precise map of the sites concerned has been drawn up. These sites have been given priority to maximize the opportunity offered by new regulations concerning the use of water from milk (REUSE) and from wastewater treatment plants (REUTE).

Thanks to these various strategies, the Group is able to diversify its water sources to better manage the associated risks and thus strengthen its resilience in the face of changing climate conditions and water shortages.

As SAVENCIA's main activity is production of food products, the issue of creating products and services that help to manage the challenges of preserving marine resources has not been identified as a material concern for the double materiality analysis. Consequently, we have not disclosed in this document any information or policies associated with these issues.

For information on water quality, please refer to Section 2.2.2 Air, water and soil pollution.

Reducing water consumption in the value chain:

Assessments are carried out among our producers, using tools based on recognized methodological rules and benchmarks to carry out a multi-criteria environmental assessment at the farm level. In France, the CAP'2ER® tool (Calcul Automatisé des Performances Environnementales en Elevage de Ruminants - Automated Calculation of Environmental Performance in Ruminant Husbandry) developed by the Institut de l'Elevage (Idele) is used to carry out this assessment and draw up action plans. In other countries, the Cool Farm Tool is the most commonly used. The assessment integrates water consumption issues into the overall environmental performance review. It measures the amount of water used to irrigate forage crops, giving farmers insight into the impact of their practices on water consumption and enabling them to implement strategies to optimize water use, reduce waste and improve water resource management.

2.3.2.2. Actions and resources

In 2024, SAVENCIA Group took a number of steps to reduce water consumption at several sites:

- One of our plants, particularly dependent on a nearby watercourse, carried out a desensitization study to diversify its water supply. This project included a number of actions, including recycling of milk water for various applications, the roll-out of a metering plan, and, in late 2024, the initiation of an industrial pilot phase of a program for reuse of treated wastewater leaving the treatment plant.

- At two other sites, optimization of milk water recovery processes, and daily water management.

Several projects are also underway to eliminate open loops (which do not allow for reuse of water), with significant reductions in consumption.

These projects will reduce our water consumption by an estimated 5%.

Actions in the context of these different projects on the sites in question will be organized to avoid conflicts of use and anticipate potential changes in regulations.

Water assessments have also been carried out by an external service provider on certain sites to analyze and enhance their performance. Such audits took place at Illoud, Condé-sur-Vire and Surgères. The results are being analyzed to determine practical measures.

A pilot project was also launched at one of our sites, with the aim of reusing treated water by 2023. The target was to achieve a production capacity of 10m3/h using water from the site's wastewater treatment plant. The project was carried out with the support of the Water Agency, the regional health agency and the Region of Brittany. Subject to prefectural authorization, the water can then be reused in production processes, with a production capacity that will eliminate 15% to 20% of the site's water abstraction.

Other tests have also been launched to validate the quality of the water produced and identify the appropriate process. Three tests have been completed, with results currently being analyzed, one is underway and another will start in 2025.

As both the practices involved and the regulations are recent (Decree of January 24, 2024), the introduction of these tests is proceeding in a prudent and measured manner.

Over the past year, SAVENCIA Fromage & Dairy has also launched a program to manage and optimize energy and water consumption to prepare sites to meet environmental challenges. This initiative involves:

1. Implementing a minimum metering plan at all sites.

2. Providing sites with a platform for real-time measurement of water/energy consumption, thereby identifying areas for improvement by plant/workshop/equipment.

This plan will be implemented at key sites between 2025 and 2026 and will ultimately be extended to all SAVENCIA sites.

2.3.2.3. Indicators and targets

SAVENCIA strives to reduce water consumption in its own operations, targeting a 10% reduction in the amount of water used per metric tonne manufactured by 2025 versus 2015 at all our sites worldwide. These are voluntary targets set by the Group with a view to contributing to the preservation of water resources. The Group is also deploying a sobriety-based approach, with an objective for each site and a more ambitious target for sites experiencing water stress.

The Group has not yet set specific targets for improving water quality. Each site complies with national or local regulations, setting compliance targets aligned with regulations.

The indicator used to measure progress toward this objective is the change in the volume of water abstracted in m³ per metric tonne manufactured compared to 2015. By 2024, the Group achieved a 9.1% reduction.

This indicator is monitored at the site level by operational teams and at the central level by teams in charge of data control and consolidation.

Water abstraction corresponds to the total water supply for production sites taken from the natural environment, including borehole water, surface water, mains water and rainwater. Water consumption for production and sanitary purposes is also taken into account. Data is collected in m^3 and annual totals.

This target is broken down by site to allow for implementation at the subsidiary level. The need to reduce water consumption is even more stringent for sites located in areas subject to water stress, which are called upon to make additional efforts over and above those required of other sites.

Concerning water consumption in our value chain, particularly in livestock farming and production of agricultural raw materials, the Group has not set targets.

Water consumption data for own operations

Volume (m³)	2024
Total water abstraction	18,145,458
Water abstraction in areas exposed to water risk, including areas subject to significant water stress	3,601,628
Total amount of recycled and reused water	1,734,242
Water intensity rate (water abstraction/net sales in € millions)	2,542

Information on water consumption is collected via the Group's reporting tool as part of the annual environmental reporting campaign.

Incoming water quantities are calculated on the basis of water supplier invoices and/or meters installed at production sites.

Outgoing water quantities are measured by meters installed at the site exit for production sites or estimated for offices and warehouses on the basis of incoming water.

The volume of water recovered and reused is estimated or measured by meters.

To date, none of our sites are listed as practicing water storage within the meaning of the CSRD. Nonetheless, we plan to include this indicator in next year's reporting with a view to identifying sites that may implement this practice.

2.4. BIODIVERSITY AND ECOSYSTEMS

2.4.1. Introduction

The double materiality analysis made it possible to identify the following material impacts and risks directly linked to SAVENCIA's business model:

Themes	IRO	IRO identified
Biodiversity	Positive and negative impacts	(-) Contribution to soil degradation, deforestation, habitat destruction, resource depletion and erosion of animal biodiversity in upstream agricultural value chains (cocoa, soy, vegetable fats, pulp)
	Risks and opportunities	(-) Risk of non-compliance with regulatory and societal expectations concerning the impact of the Group's activities and value chain on biodiversity (-) Strain on the supply of strategic raw materials (rising costs/risk of disruption) linked to biodiversity loss and resource scarcity

The double materiality analysis highlighted a significant risk for the Group's activity linked to loss of biodiversity. These phenomena lead to supply chain disruptions, and consequently additional costs. Preserving biodiversity is a key issue that SAVENCIA must address to heighten its resilience and continue to create long-term value. Through the actions already implemented (described in point 2.4.2) and the future biodiversity policy planned for 2026, the Group aims to support sustainable agricultural practices to help preserve and restore biodiversity, all while ensuring healthy and sustainable food production.

No material impact, risk or opportunity has been identified regarding desertification. Based on current analyses, we cannot determine if SAVENCIA's operations affect endangered species.

Beyond Group-wide impacts, SAVENCIA pays particular attention to sites located in regions where biological diversity is particularly rich or vulnerable. Our approach to this issue is as follows:

- Carry out a comprehensive annual inspection to identify sites worldwide located in "protected" areas. These sites may be located in areas defined as vulnerable, sensitive, Natura 2000 sites, or in nature parks, forests or wildlife corridors. This inspection is essential both to ensure regulatory compliance and to prioritize actions to be carried out on the sites with the greatest significance in terms of biodiversity.

- Implement specific preventive measures, where necessary, to reduce or limit the impact of our activities on natural environments and ecosystems.

The inspection conducted in 2024 revealed that 12% of the Group's sites are located in or near one or more of the biodiversity-sensitive areas listed below. At this stage, it is not possible to determine the surface area of these sites.

SAVENCIA Fromage & Dairy subsidiaries will initiate the first stages of a biodiversity and ecosystem risk resilience assessment by 2026.

Type of sensitive area affected					
Vulnerable area	Sensitive area	Natura 2000	Nature park	Forests	Other
4%	2%	2%	2%	1%	4%

2.4.2. Policies and actions to promote biodiversity and ecosystems

To date, the Group has not drawn up a specific policy at the central level on the subject of biodiversity. Similarly, no policy has yet been drawn up on the following subjects: deforestation, protection of biodiversity at sites located in or near biodiversity-sensitive areas, sustainable agricultural practices and protection of oceans. The Group aims to formalize a dedicated biodiversity policy by 2026, and a number of actions are being taken on these subjects, as described in the following paragraphs.

It should be noted that the Group does not use biodiversity offsets in its action plans.

As part of its corporate social responsibility approach and its contribution to the development of sustainable agricultural sectors, SAVENCIA joined the association L'Orée in 2024. Through co-construction and experience-sharing among members, this committed association aims to put forth concrete solutions, topics for discussion and recommendations on three priorities, including Biodiversity and the Economy. As a new member, the Group's involvement at this stage focuses mainly on participation in focus groups on the aforementioned topics.

2.4.2.1. Promoting sustainable agricultural practices to preserve habitats and plant and animal biodiversity on farms

As mentioned above, the significant negative impacts of SAVENCIA's activities on biodiversity are concentrated in its upstream value chain. Consequently, the Group's actions focus on this area.

Within the upstream agricultural value chain, producers play a major role in biodiversity preservation. Dairy farms are prime sites for biodiversity. By integrating sustainable farming practices, they promote both milk production and preservation of local ecosystems. Meadows, a common feature of dairy farms, are essential habitats for a multitude of plant and animal species, assuming they are well maintained. Hedgerows, ponds and grass strips, when well managed around plots, act as ecological corridors, facilitating the movement and reproduction of wildlife.

Two types of practices are commonly implemented by farmers:

- Maintaining meadows for grazing with a variety of species: meadows maintained with a variety of plant species offer a diversity of habitats for myriad animal species, including insects, birds and small mammals. This diversity of habitats is essential to sustaining rich, balanced ecosystems. Meadows composed of different plant species are more resilient to disturbances such as disease, pests and extreme weather conditions. This resilience contributes to the stability and sustainability of agricultural ecosystems.

- Feed production with diverse cereals and crops: different crops have different root systems, which help improve soil structure, increase organic matter and promote microbial biodiversity. Healthy, diverse soil is essential for plant growth and the resilience of agricultural ecosystems. Growing a variety of cereals and forage plants increases the diversity of plant species in fields. Crop diversity contributes to agricultural systems' resilience to climate change and other environmental disturbances.

By implementing these practices, farms can not only enhance biodiversity, but also strengthen the resilience of their agricultural systems thanks to greater sustainability.

Assessments are carried out among the Group's partner producers, using tools based on recognized methodological rules and benchmarks for multi-criteria environmental evaluations of the farm as a whole. In France, the CAP'2ER® tool (*Calcul Automatisé des Performances Environnementales en Elevage de Ruminants* - Automated Calculation of Environmental Performance in Ruminant Husbandry) developed by the Institut de l'Elevage (Idele) is used to carry out this assessment and draw up action plans. In other countries, the Cool Farm Tool is the most commonly used. Biodiversity maintenance is one of the indicators used in the assessments. It is calculated from an inventory of the various agro-ecological factors (hectares of grassland, fallow land, linear stretches of aligned trees, hedges, etc.) present on the farm, and indicates the farm's contribution to biodiversity.

A number of assessments have been carried out since 2023 in the context of action plans, and the Group aims to commit all its partner producers to this sustainability approach by the end of 2029. In the meantime, SAVENCIA Fromage & Dairy is already working with partner farmers to co-design action plans to ensure the medium- and long-term sustainability of their farms and pursue future progress. Our technicians provide day-to-day support to partner producers on these issues. For example:

- In 2024 in France, a pilot trial program to optimize all-grass rations is continuing in the east of the country, combined with individual and collective guidance on optimizing meadows in the agricultural ecosystem. A training course on soil fertility was also organized in collaboration with the Chamber of Agriculture of the Département of Aisne, intended for farmers in the Maroilles Fauquet PDO supply zone.

- In Argentina, the Group has planted over 3,600 trees of 46 different species since 2022, providing shade for animals and increasing biodiversity in the plots. In 2024, 93 employees of the subsidiary planted 230 trees.

These actions help preserve and enhance biodiversity in breeding areas.

More generally, our subsidiary SAVENCIA Ressources Laitières (SRL) has joined the innovative "Pour une Agriculture du Vivant" movement, a cooperative that helps players in the agricultural and food ecosystem take part in the shift towards a resilient and value-creating agroecology model. As a member, SRL draws on the movement's scientific and agronomic expertise to raise awareness of agroecological practices among its teams.

2.4.2.2. Promoting sustainable resources management to limit deforestation, land- use change and soil sealing in the value chain

In terms of natural resource management, the Group's approach is based on optimizing the efficiency of these resources to minimize its environmental impact. Whenever possible, the Group also uses land already under cultivation, with a view to limiting land-use change.

Regarding anti-deforestation efforts, SAVENCIA complies with regulatory obligations, particularly the European Deforestation-free Regulation (EUDR). Despite the European Commission's decision to postpone the entry into force of the EUDR regulation by 12 months, the Group is pursuing its plan to comply with these new rules.

A multi-disciplinary group of in-house experts has been established to draw up a more precise list of subsidiaries potentially affected by this regulation. Indeed, several cases may arise pursuant to the EUDR, namely the marketing or import of products listed in Annex I, but also the use of said products (soy derivatives).

SAVENCIA supports the French National Strategy to Combat Imported Deforestation (Stratégie Nationale de lutte contre la Déforestation Importée - SNDI). Proposed by public authorities in France in 2018, this approach aims to eliminate deforestation caused by French imports of non-sustainable forest or agricultural products by 2030. The Group is also active in national and international working groups and think tanks on the issue of sustainable soy: Duralim, CNIEL, SAI Platform and DSF.

2.4.2.3. Better understanding and protection of biodiversity around Group sites

A number of actions are also implemented through the Group's own operations at the individual site level, particularly aimed at maintaining and developing biodiversity.

- In 2022, Elvir joined the French «Companies committed to nature» program, certified by the French Office for Biodiversity as an initiative to promote biodiversity. An ecological assessment of the site was carried out with the Normandy Conservatory for Natural Environments to identify the species present, along with educational and awareness-raising actions among employees. Elvir has decided to turn the former wastewater treatment plant into a free natural area, allowing plants to take over with no human intervention. The development of this area is regularly monitored by "biodiversity ambassadors," Elvir employees who carry out butterfly inventories among other activities. To date, no endangered butterfly species have been identified. This project will continue in the coming years, with new employees to be trained in 2025.

- In 2024, Elvir once again demonstrated its commitment by becoming a founding partner of "Grande Cause #AgirpourlaBiodiversité" alongside Make.org. This citizen platform gave all French residents a voice to express their priorities by answering the question "How can we work together to protect and restore biodiversity?" Responses revealed six topics that will inspire concrete actions to be implemented with partners and expert organizations for nationwide impact.

- A biodiversity restoration project was launched in 2023 at one of the Group's subsidiaries, Fromagerie Louis Tessier in the Département of Maine et Loire, in partnership with the joint association Syndicat Mixte du Bassin de l'Authion et de ses Affluents. The aim was to encourage ecosystem development and protect the wetlands. More than 1,850 trees and shrubs were planted, representing some 30 different species better adapted to damp soil. Four ponds were also created. This protected wetland acts like a sponge, helping to preserve water resources by capturing rainwater and refilling the water table. Ecologists specialized in ponds have witnessed protected species on the site, some of which are threatened both in France and internationally, thus demonstrating the effectiveness of the four ponds created through this project.

2.4.3. Indicator and targets

At this stage, the Group is not tracking any specific performance indicators or targets relating to biodiversity. In the future, this topic will be monitored through indicators and targets to be determined at a later date. Nonetheless, we are monitoring the initiatives taken by our various subsidiaries at the local level.

2.5. RESOURCES USE AND CIRCULAR ECONOMY

2.5.1. Introduction

The double materiality analysis made it possible to identify the following material impacts and risks directly linked to SAVENCIA's business model:

Themes	IRO	IRO identified
Use of resources	Positive and negative impacts	(+) Impact linked to limiting food waste through more suitable offerings (longer shelf life, adjustment of portions) and recovery of unsold products (-) Impacts linked to the use of virgin raw materials in packaging, and the management of packaging end-of-life
	Risks and opportunities	(+) Reduction in raw material costs due to lighter packaging (-) Higher operating costs, legal and reputational risks in the event of non-compliance with regulatory and societal expectations in terms of packaging management
Waste management	Positive and negative impacts	(-) Food losses (cold chain disruptions, product damage) in the supply chain, which can also lead to financial losses for the ecosystem

The circular economy model is essential for the Group, as it reduces waste by reusing and recycling materials, thereby lessening the environmental impact. It also fosters innovation by recovering by-products and developing new sustainable technologies. Against this backdrop, SAVENCIA is clarifying its ambitions in terms of packaging by taking part in the development of eco-designed packaging materials. This approach aims to reduce the risk of excessive waste production by designing packaging that promotes the circular economy. Initiatives thus focus on recyclable or biodegradable packaging, reflecting an effort to preserving natural resources and ensuring environmentally responsible operations. SAVENCIA seeks to rise to these challenges by implementing more sustainable practices and working closely with its partners to develop innovative solutions to optimize the circular economy model.

At the same time, SAVENCIA is taking action against food waste by exploring ways of extending products' shelf life, thereby ensuring less food goes unconsumed while prolonging product freshness and quality. By focusing on appropriate portion sizes in the product development phase, SAVENCIA contributes to limiting food waste and meeting consumer needs, all while reducing environmental impact and recognizing the possibility of food loss in the value chain.

These initiatives reflect SAVENCIA's commitment to acting responsibly and in a spirit of solidarity throughout the supply chain, contributing both to the fight against food waste and to the well-being of people experiencing food insecurity.

In drawing up its materiality analysis, the Group did not carry out an external consultation, but rather used external sources to incorporate the interests and views of its stakeholders.

2.5.2. Circular economy for packaging

2.5.2.1. Policy

As part of its sustainability objectives and in an effort to comply with the increasing demands of the European PPWR (Packaging and Packaging Waste Regulation), the Group is currently working on a policy dedicated to eco-design of packaging for SAVENCIA-branded products, to be published no later than January 1, 2027. This policy will be validated by the SAVENCIA Fromage & Dairy Executive Committee and made available on the Group's internal document management platform.

Pending publication of this policy, the Group abides by its Charter for Responsible Design, introduced in 2019 and currently being rolled out across all Group subsidiaries. This charter was drafted as part of the Group's CSR approach, with a view to meeting the growing demands of consumers and new regulation in France since 2020 (AGEC law, 3Rs).

The charter aims to use resources in the best possible way so as to reduce our climate and environmental impact. In particular, it includes measures focused on waste reduction at source, as well as use of recyclable or biodegradable materials, incorporation of recycled materials, and elimination of controversial materials, thus championing the transition to a circular economy for packaging.

We market these products in more than 120 countries, each exhibiting highly different collection and recycling systems. Our international markets present major disparities in terms of collection and recycling infrastructure, which complicates our efforts to reduce the environmental impact of our packaging.

The future policy will build on the solid foundations established by our Charter for Responsible Design, in place for several years, and will be overseen by the current Oxygen steering committee made up of permanent members from the CSR, Purchasing, Nutrition, Marketing, Operations and Human Resources Departments. In the future, the circular approach to packaging will be further strengthened in a policy promoting:

- Increased use of recycled and recyclable materials,
- Reduction of packaging, particularly virgin plastics,
- Development of reusable packaging.

This policy will be elaborated in collaboration with industrial partners, suppliers and stakeholders, and will ensure strict compliance with new regulatory requirements while meeting consumer expectations.

The policy will reflect our long-term vision: combining innovation, regulatory compliance and societal expectations to achieve our sustainability goals. SAVENCIA reaffirms its ambition to stand out as a key player in the circular economy by making its packaging not only sustainable, but also fully aligned with the principles of circularity.

2.5.2.2. Actions and resources

Using ERP data on packaging materials, the Group is able to measure the sustainability of its packaging. The various available data and the implementation of analysis criteria make it possible to prioritize initiatives liable to enhance recyclability.

The Oxygen steering committee has put forth the following six priority focuses in its Charter for Responsible Design for branded products:

- Reduce the use of materials at source;

- Ban controversial materials (PVC, PVDC and EPS);
- Include as many recycled materials as possible;
- Promote use of renewable materials;
- Reduce the carbon footprint of our packaging.

Progress has been made on the main branded products, but the overall constraints we face regarding the availability of substitute materials, combined with the slower-thanexpected emergence of new technologies, have slowed progress compared with initial forecasts.

The Group is working with its packaging suppliers to start addressing the problems associated with the availability of alternative materials to replace virgin fossil-based plastic and is confident that faster progress will be seen in the years ahead. We strive to reducing the amount of virgin fossil-based plastic in our packaging, and to using higher-quality plastics.

Ecodesign projects carried out on our packaging in 2024 include the following:

- Switching Aperivrais trays from PVC (a controversial material) to PET/PE in 2024. To date, two-thirds of volumes have already been transferred. The remainder will be completed by early 2025.
- Elvir currently uses recycled plastic to manufacture its caps. The impact is a transfer of 377 metric tonnes of PP plastic to Mass Balance recycled plastic.
- A plan for Fol Epi eliminated 88 metric tonnes of plastic and 395 tonnes of CO2eq.

2.5.2.3. Indicators et targets

As part of the Oxygen approach, the Group has voluntarily set a target of 100% recyclable or biodegradable packaging for branded products by 2025.

In 2024, 86.8% of the packaging used for SAVENCIA-branded products was designed to be recycled.

As part of the implementation of SAVENCIA's future packaging policy, a review will be carried out to determine the main indicators to be implemented and monitored.

The main materials used in the design of our packaging are:

- Paper: corrugated cardboard, flat cardboard, labels, films (Cheese wrappings), etc.
- Plastic: cheese boxes, jars, films, baskets, etc.
- Steel: boxes
- Aluminum: film, boxes, etc.
- Wood: cheese boxes
- Glass: jars.

We strive to use recycled materials as extensively as possible in the design of all our packaging. This is the case for shipping cartons, which may contain over 80% recycled paper.

2.5.2.4. Measurement method

Recyclability refers to the ability of a material or product to be collected, processed and transformed into new materials or products through recycling procedures.

SAVENCIA Group considers a material to be recyclable when there is an appropriate infrastructure for the collection and sorting of packaging waste, as well as a market for recycled materials in at least one of SAVENCIA's main European markets.

Each packaging component has a recorded weight in grams per piece or per m². Each unit of product packaging evaluated is converted into the weight of the various materials used and multiplied by the volumes purchased. The consolidated figure is calculated by comparing the weight of recyclable packaging materials with the total weight of packaging materials used. These measurements are applied to packaging used for SAVENCIA-branded products in Europe and the Americas.

Packaging made from the following materials is included in the calculation of the Recyclable Packaging Rate: cardboard, plastic, composite (cardboard-aluminum-plastic), paper, wood, steel and aluminum.

Uncertainties and estimates:

In 2024, recyclability was assessed based on recyclability status in December. It is possible that a certain combination of materials was not recyclable at the beginning of 2024, but became recyclable in December. In this case, the combination was considered recyclable for the whole year.

2.5.3. Waste management

2.5.3.1. Policy

Processing activities generate waste associated with manufacturing and packaging procedures. This waste mainly takes the form of non-hazardous industrial waste, most of which (cardboard, paper, glass, steel and aluminum) is reprocessed by recovery/recycling organizations. Hazardous industrial waste is rare and mainly concerns waste oils and electrical and electronic waste generated by maintenance operations, which are sorted for recycling by specialized contractors.

To combat unnecessary use of natural resources and reduce waste treatment costs, the Group's goal is to intensify sorting and recovery of industrial waste, promoting circular solutions with the aim of reducing risks of pollution.

SAVENCIA has no formal policy on waste management at the Group level. In France, the portfolio is consolidated with four referenced suppliers. We have included in Group agreements a clause on waste recovery which requires suppliers to make the best possible use of the waste produced by our sites by promoting, in the following order: recycling, material recovery and energy recovery.

With regard to limiting food waste from finished products, please refer to section 3.4 Consumers and end users.

2.5.3.2. Actions et resources

In 2024, thanks to the donations made by our subsidiaries in France, the equivalent of 1,350,000 meals were distributed to beneficiaries of Food Banks, partners of the Group for several years.

2.5.3.3. Indicators and targets

Although SAVENCIA promotes waste recovery wherever possible, the Group has not yet set any quantified targets in this regard. It nonetheless seeks to strengthening the sorting and recovery of industrial waste by contributing to circular solutions.

Product waste details (T)	Type	2024
Total amount of waste produced		342,921
Hazardous waste diverted from disposal	Preparation for reuse	99
Hazardous waste diverted from disposal	Recycling	467
Hazardous waste diverted from disposal	Other recovery operations	115
Non-hazardous waste diverted from disposal	Preparation for reuse	1,689
Non-hazardous waste diverted from disposal	Recycling	158,152
Non-hazardous waste diverted from disposal	Other recovery operations	161,122
Hazardous waste diverted for disposal	Incineration	47
Hazardous waste diverted for disposal	Landfill	21
Hazardous waste diverted for disposal	Other elimination operations	391
Non-hazardous waste diverted for disposal	Incineration	1,800
Non-hazardous waste diverted for disposal	Landfill	5,354
Non-hazardous waste diverted for disposal	Other elimination operations	13,665
Unrecycled waste		21,277
Percentage of unrecycled waste		6.2%

Type of waste (T)	2024
Radioactive waste	0
Non-hazardous waste	341,782
Mixed non-hazardous industrial waste	19,848
Biowaste	113,624
Harmless sludge	195,110
Recyclable waste (cardboard, plastic, metal, etc.)	13,200
Hazardous waste:	1,139
Biowaste	12
Hazardous sludge	42
Recyclable waste (cardboard, plastic, metal, etc.)	165
Other hazardous waste	920

Information on waste is collected from subsidiaries as part of the annual environmental reporting campaign, using the Group reporting tool.

2.6. APPLICATION OF EUROPEAN TAXONOMY

2.6.1. Background

Regulatory context:

European Regulation 2020/852 of June 18, 2020, known as the "European Taxonomy," establishes a reference framework to encourage sustainable investment by requiring companies to disclose the shares of their revenue, capital expenditure and operating expenditure that make a substantial contribution to one of the following six environmental objectives:

- Climate Change Mitigation (CCM)
- Climate Change Adaptation (CCA)
- Protection and sustainable use of water and marine resources (WTR)
- Transition to a circular economy (CE)
- Pollution Prevention and Control (PPC)
- Protection and restoration of biodiversity and ecosystems (BIO)

The European Commission has set out technical criteria to establish a common vocabulary around the notion of sustainability and, consequently, to orient capital allocation towards activities that substantially contribute to achieving one of these six objectives. Since June 2024, the European Commission has extended the scope of the European Taxonomy to the other four environmental objectives, thus bringing all six environmental objectives into force.

Within this framework, companies must report in 2025, based on FY 2024 data, the proportion of their revenue, capital expenditure and operating expenditure associated with economic activities considered "eligible," i.e. classified in the European Taxonomy, and "aligned," i.e. complying with the sustainability criteria set out therein.

To comply with these reporting obligations, a detailed analysis of all SAVENCIA Fromage & Dairy's activities within the various consolidated entities was carried out jointly by the Finance, CSR, Industrial, Legal, Compliance, Insurance and Tax Departments. Eligible activities were identified and their level of alignment with the Taxonomy assessed in accordance with the instructions and criteria provided in the delegated acts.

An eligible activity will be considered aligned if it complies with the technical criterion or criteria of substantial contribution, if it does not significantly harm other environmental objectives (the "Do No Significant Harm - DNSH" criteria set out in the Taxonomy), and if it respects the minimum guarantees relating to human rights, corruption, taxation and competition.

2.6.2. Methodology

2.6.2.1. Methodology for assessing activities against technical review criteria

To assess the current level of alignment of the activities identified as eligible, SAVENCIA Fromage & Dairy carried out a verification of their compliance with the technical review criteria and minimum guarantees.

A. Substantial contribution

For this exercise, SAVENCIA Fromage & Dairy targeted CapEx with the highest potential for eligibility and alignment, while considering the materiality of the amounts concerned.

Regarding the methodology applied for the alignment of activities CCM 7.4, CCM 7.5 and CCM 7.6, SAVENCIA Fromage & Dairy verified all substantial contribution criteria. In addition, for activity CCM 6.5, the Group verified vehicle and tire characteristics before coming to a conclusion regarding alignment.

B. Generic DNSH - Adaptation to climate change

To fulfill the DNSH criterion concerning the Taxonomy's objective of adaptation to climate change, SAVENCIA Fromage & Dairy called on its insurance provider to carry out a study of physical climate risks covering all entities and geographical locations. This analysis incorporates different climate scenarios and offers a medium- and long-term vision.

The report provides details on the various risks by site and region, as well as the recommendations to be implemented to mitigate these risks. SAVENCIA Fromage & Dairy has launched adaptation measures in response to the risks identified.

In light of this analysis, SAVENCIA Fromage & Dairy considers that it has met the DNSH adaptation requirements for this year.

C. Minimum guarantees

SAVENCIA Fromage & Dairy carried out its review of minimum guarantees centrally via workshops with the departments concerned, and concluded that minimum guarantees were met, in particular thanks to compliance with the "non- alignment" criteria and the implementation of reasonable procedures and due diligence.

SAVENCIA Fromage & Dairy is also implementing the processes necessary to validate the remaining non-alignment criteria, as summarized below:

- To meet minimum human rights guarantees, SAVENCIA Fromage & Dairy relies on a set of human rights policies presented in this document (see 3.2.4 Human rights policy) and in its compliance plan.

- In terms of corruption, SAVENCIA Fromage & Dairy relies on a comprehensive system for identifying corruption risks, in line with the requirements of the Sapin 2 law, as well as prevention policies and a whistle-blowing procedure. These measures apply throughout the Group's operations in France and internationally and are described in detail in the section of this document dealing with anti-corruption (see 4.2.3 Anti-corruption policy).

- In terms of taxation, SAVENCIA Fromage & Dairy is committed to complying with local legislation in all the countries in which it operates and has chosen not to invest in all "non-cooperative" countries. In accordance with its values of honesty and loyalty, SAVENCIA Group develops responsible, measured and controlled tax and financial policies. The Group ensures that its subsidiaries comply with local laws and maintains long-term, transparent relations with all partners. All tax, legal and cash management departments ensure compliance with all applicable regulations.

- Regarding competition law, SAVENCIA Fromage & Dairy implements several measures: training in competition law issues, and an Ethics Charter for employees (see 4.2 Business ethics and corporate culture).

With regard to competition law, the French Competition Authority (ADLC) is conducting investigations into supplies of cow's milk from various French dairy groups, including SAVENCIA Fromage & Dairy. See AFR 3.Consolidated Financial Statements - Note 10. Other Provisions and Contingent Liabilities.

2.6.2.2. Calculation of indicators

In connection with the updating of the 2024 eligibility benchmark, the following points should be noted:

- In accordance with European Regulation 2020/852 of June 18, 2020 on the establishment of a framework to facilitate sustainable investment within the European Union (EU), SAVENCIA Fromage & Dairy, by virtue of its status as a public interest entity, has been required, since FY 2021, to disclose the proportion of its revenue and its eligible capital expenditure and operating expenditure resulting from products and/or services associated with economic activities considered sustainable within the meaning of the classification and criteria set out in the Taxonomy. Consequently, the analysis and figures presented concern the activities of the SAVENCIA Fromage & Dairy scope (hereafter referred to as the Group).

- Financial data is taken from the consolidated financial statements at December 31, 2024; the Taxonomy denominators for the sales and capital expenditure KPIs can therefore be reconciled with the financial statements as required by the regulation.

A. Revenue

Definition
The share of revenue referred to in Article 8 of Regulation (EU) 2020/852 is calculated by dividing the proportion of net revenue from products or services, including intangible assets, associated with eligible economic activities and aligned with the Taxonomy numerator) by net revenue (denominator) as defined in Article 2(5) of Directive 2013/34/ EU. Revenue includes earnings recognized in accordance with International Accounting Standard 1, paragraph 82, point a), as adopted by Commission Regulation (EC) No. 1126/2008.

B. CapEx

Definition
Eligible and aligned investments fulfill one of the following conditions:

- The expenditure is linked to assets or processes associated with eligible economic activities and aligned with the Taxonomy.

- These expenses are part of a plan to expand economic activities aligned with the Taxonomy, or to enable economic activities eligible for the Taxonomy to be aligned therewith ("CapEx plan").

- These expenditures are linked to the purchase of production from eligible economic activities aligned with the Taxonomy and to individual measures enabling the targeted activities to become low-carbon or to achieve reductions in greenhouse gas emissions (in particular the activities listed in points 7.3 to 7.6 of Annex I to the delegated act on climate, or other economic activities listed in the delegated acts).

- The amounts concerned include additions to tangible and intangible assets in the year under review, before depreciation, amortization and any re-measurement, including those resulting from revaluations and impairments, but excluding fair value changes. It also includes additions to property, plant and equipment and intangible assets resulting from business combinations, as well as

additions to contracts, contract revaluations and changes in scope relating to the application of IFRS16.

C. OpEx

Definition
The operating expenditures selected by SAVENCIA Fromage & Dairy pursuant to the Taxonomy, as per expectations for 2024, concern the following categories:

- Non-capitalized research and development expenditure, including in particular associated personnel costs, restated for tax credits received over the period
- Short-term leases, as determined in accordance with IFRS 16, including expenses relating to short-term leases and low-value leases
- Upkeep, repair, maintenance and other direct expenses relating to the day-to-day upkeep of property, plants and equipment.

2.6.3. Eligibility and alignment results for FY 2024

The European Commission has prioritized business sectors that contribute excessively to greenhouse gas emissions at the EU level. As the Taxonomy Regulation does not currently mention the agri-food sector, SAVENCIA Fromage & Dairy has a relatively low level of eligibility for the Taxonomy.

SAVENCIA Fromage & Dairy strives to reducing the environmental footprint of its activities, and is investing in this area. The Group has set the target of a 20% reduction in Scope 1 & 2 greenhouse gas emissions by 2025. Many measures are being implemented to make this possible (see 2.1.2.1 Decarbonization strategy for climate change mitigation). In 2023, the SBTi validated SAVENCIA Fromage & Dairy's "well below 2°" reduction targets.

The data below, disclosed pursuant to the Taxonomy Regulation, are therefore not fully representative of the Group's efforts. Indeed, the regulations require an extremely high level of precision to which current reporting tools are not yet fully suited.

Within the Group, eligible investments made this year cover three of the six environmental objectives. The table below presents the Group's eligible activities.

Mitigation
5.1 Construction, extension and operation of water collection, treatment and supply systems
5.3. Construction, extension and operation of wastewater collection and treatment
6.5. Transport by motorbikes, passenger cars and light commercial vehicles
7.1. Construction of new buildings
7.2. Renovation of existing buildings
7.3. Installation, maintenance and repair of energy-efficient equipment
7.4. Installation, maintenance and repair of charging stations for electric vehicles in buildings (and in parking spaces attached to buildings)
7.5. Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling energy performance of buildings
7.6. Installation, maintenance and repair of renewable energy technologies
7.7. Acquisition and ownership of buildings
5.2. Renewal of water collection, treatment and supply systems
Circular economy
1.1 Plastic packaging manufacturing
2.2 Production of new water resources for purposes other than human consumption
2.3. Collection and transport of non-hazardous and hazardous waste
Pollution
2.4. Cleanup of contaminated sites and areas

2.6.3.1. FY 2024 alignment results Revenue

Indicator:

As in 2023, SAVENCIA Fromage & Dairy has not identified any eligible revenue, as its activity is not targeted by the Taxonomy objectives.

Total revenue can be reconciled with the financial statements included in the 2024 annual financial report (see statement 1.1 of the consolidated financial statements).

CapEx indicator:

SAVENCIA Fromage & Dairy's share of eligible investments for 2024 amounted to 14.7% out of a total of €290 million.

These amounts mainly relate to:

- Transport by motorbikes, passenger cars and light commercial vehicles (CCM6.5);
- Installation, maintenance and repair of renewable energy technologies (CCM 7.6.).

The aligned portion of these capital expenditures amounts to 1.5% and concerns investments related to the following activities:

- CCM 7.4 Installation, maintenance and repair of charging stations for electric vehicles in buildings;
- CCM 7.5 Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling energy performance of buildings;
- CCM 7.6 Installation, maintenance and repair of renewable energy technologies;
- CCM 6.5 Transport by motorbikes, passenger cars and light commercial vehicles.

The data is consistent with 2023.

Total capital expenditure can be reconciled with the financial statements included in the 2024 annual financial report (see statement 3 of the consolidated financial statements).

For FY 2024, SAVENCIA Group takes into account all capital expenditures, regardless of source of financing, i.e. the cost value of fixed assets acquired. Considering the turbulent and highly inflationary macro-economic context in 2024, the Group gave priority to its most strategic investments.

OpEx indicator:

Regulations allow for a disclosure exemption if the OpEx items covered by the Taxonomy are not material. The decision was thus made to set a reasonable materiality threshold in line with market practices and SAVENCIA's understanding of the Regulation.

The demonstration of non-materiality was calculated by comparing the OpEx items targeted by the Taxonomy with total OpEx:

	2024
Total OpEx within the meaning of the taxonomy	€143,440,258
Total Group OpEx	€6,907,355,000
OpEx materiality	2.1%

Total OpEx can be reconciled with the financial statements included in the 2024 annual financial report (see Consolidated financial statements).

2.6.4. Outlook

For FY 2024, the analysis of eligibility and alignment with the European Taxonomy made it possible to identify potential areas of focus for future Taxonomy reporting exercises. SAVENCIA Fromage & Dairy has identified a number of actions to be implemented over the next few years:

- Improving the feedback of technical information to facilitate the collection of Taxonomy-specific data. This will involve ongoing training for the teams involved in collecting the information required by the European Green Taxonomy.

- Continuing to assess the value of investments made as part of adaptation plans in pursuit of the adaptation objective.

- Continued analysis of investments in the repair and overhaul of food processing machinery as part of the circular economy objective (EC 5.1). SAVENCIA F&D is working on the potential acceptance of spare parts for industrial machinery (NACE code 28.93) for CAPEX eligibility.

2.6.5. Required tables

Economic activities [1]	Code(s) [2]	Total revenue [3] in €	Share of revenue [4]
A. TAXONOMY-ELIGIBLE ACTIVITIES			
A.1. Environmentally sustainable activities (Taxonomy-aligned)			
Revenue from environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%
o/w enabling	N/A	0	0%
o/w transitional	N/A	0	0%
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned) (g)			
Revenue from Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2.)		0	0%
A. Revenue from Taxonomy-eligible activities (A.1. + A.2.)		0	0%
B. Taxonomy-ineligible activities			
Revenue from Taxonomy-ineligible activities		€7,139,634	100%
Total (A. + B.)		€7,139,634	100%

Economic activities (1)	Code(s) [2]	CapEx [3] in €	Share of CapEx [4]
A. TAXONOMY-ELIGIBLE ACTIVITIES			
A.1. Environmentally sustainable activities (Taxonomy-aligned)			
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	103	0.0%
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and in parking spaces attached to buildings)	CCM 7.4	106	0.0%
Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling energy performance of buildings	CCM 7.5	458	0.2%
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	3,724	1.3%
CapEx associated with environmentally sustainable activities (Taxonomy-aligned) (A.1)		4,391	1.5%
o/w enabling		4,289	1.5%
o/w transitional		103	0.0%
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (g)			
Construction, extension and operation of water collection, treatment and supply systems	CCM 5.1	1,926	0.66%
Construction, extension and operation of wastewater collection and treatment	CCM 5.3	3,476	1.20%
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	7,901	2.72%
Freight transport services by road	CCM 6.6	1,264	0.43%
Construction of new buildings	CCM 7.1 / CE 3.1	6,225	2.14%
Renovation of existing buildings	CCM 7.2 / CE 3.2	5,019	1.73%
Installation, maintenance and repair of energy-efficient equipment	CCM 7.3	1,497	0.51%
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	6,088	2.09%
Acquisition and ownership of buildings	CCM 7.7	4,752	1.63%
Plastic packaging manufacturing	CE 1.1	47	0.02%
Production of new water resources for purposes other than human consumption	CE 2.2	5	—%
Collection and transport of non-hazardous and hazardous waste	CE 2.3	65	0.02%
Cleanup of contaminated sites and areas	PPC 2.4	128	0.04%
CapEx associated with Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2.)		38,394	13.20%
A.CapEx associated with Taxonomy-eligible activities (A.1. + A.2.)		42,785	14.71%
B. TAXONOMY-INELIGIBLE ACTIVITIES			
Taxonomy-ineligible CapEx items		248,052	85%
Total (A. + B.)		290,838	100%

Substantial contribution criteria						Do No Significant Harm (DNSH) criteria (h)								
Mitigation of climate change [5]	Adaptation to climate change [6]	Water [7]	Pollution [8]	Circular economy [9]	Biodiversity [10]	Mitigation of climate change [11]	Adaptation to climate change [12]	Water [13]	Pollution [14]	Circular economy [15]	Biodiversity and ecosystems [16]	Minimum guarantee [17]	Share of Taxonomy-aligned (A.1.) or Taxonomy eligible (A.2.) revenue, FY 2022 [18]	Enabling category [19]	Transitional category [20]
0,0%	0%	0%	0%	0%	0%	YES	NO	NO	NO	NO	NO	NO	0%		
0,0%	0%	0%	0%	0%	0%	NO	NO	NO	NO	NO	NO	NO	0%	H	
0,0%						NO	NO	NO	NO	NO	NO	NO	0%		T
0,0%	0%	0%	0%	0%	0%								0%		
0,0%	0%	0%	0%	0%	0%								0%	H	

Mitigation of climate change [5]	Adaptation to climate change [6]	Water [7]	Pollution [8]	Circular economy [9]	Biodiversity [10]	Mitigation of climate change [11]	Adaptation to climate change [12]	Water [13]	Pollution [14]	Circular economy [15]	Biodiversity and ecosystems [16]	Minimum guarantee [17]	Share of Taxonomy-aligned (A.1.) or Taxonomy-eligible (A.2.) CapEx, FY 2022 [18]	Enabling category [19]	Transitional category [20]
YES	EL	N/EL	N/EL	N/EL	N/EL	YES	YES	YES	YES	YES	YES	YES	0%		T
YES	EL	N/EL	N/EL	N/EL	N/EL	YES	YES	YES	YES	YES	YES	YES	0%	H	
YES	EL	N/EL	N/EL	N/EL	N/EL	YES	YES	YES	YES	YES	YES	YES	0%	H	
YES	EL	N/EL	N/EL	N/EL	N/EL	YES	YES	YES	YES	YES	YES	YES	1%	H	
1.5%	EL	0%	0%	0%	0%	YES	YES	YES	YES	YES	YES	YES			
1.5%	EL	0%	0%	0%	0%	YES	YES	YES	YES	YES	YES	YES	1%	H	
0%					EL	YES	YES	YES	YES	YES	YES	YES			T
EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.5%		
EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.1%		
EL	N/EL	N/EL	N/EL	N/EL	N/EL								3.2%		
EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.1%		
EL	N/EL	N/EL	N/EL	EL	N/EL								2.7%		
EL	N/EL	N/EL	N/EL	EL	N/EL								2.0%		
EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.8%		
EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.5%		
EL	N/EL	N/EL	N/EL	N/EL	N/EL								1.8%		
N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.1%		
N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.0%		
N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.0%		
N/EL	N/EL	N/EL	EL	N/EL	N/EL								0.0%		
13.1%	0%	0%	0%	0,0%	0%										
14.6%	0%	0%	0%	0,0%	0%										

Economic activities [1]	Code(s) [2]	OpEx [3] in €	Share of OpEx [4]
A. Taxonomy-eligible activities			
A.1. Environmentally sustainable activities (Taxonomy-aligned)			
Environmentally sustainable OpEx (Taxonomy-aligned)(A.1.)		0	0%
o/w enabling		0	0%
o/w transitional		0	0%
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (g)			
Taxonomy-eligible but not environmentally sustainable OpEx (not Taxonomy-aligned) (A.2.)		0	0%
A.OpEx associated with Taxonomy-eligible activities (A.1. + A.2.)		0	0%
B. Taxonomy-ineligible activities			
Taxonomy-ineligible OpEx		143,440,258	100%
Total (A. + B.)		143,440,258	100%

	Share of revenue/ Total revenue		Share of CapEx/ Total CapEx		Share of OpEx/ Total OpEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective	Taxonomy-aligned per objective	Taxonomy-eligible per objective	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.0%	0.0%	1.50%	14.63%	0.0%	0.0%
CCA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
WTR	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
CE	0.0%	0.0%	0.0%	0.04%	0.0%	0.0%
PPC	0.0%	0.0%	0.0%	0.04%	0.0%	0.0%
BIO	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Line	Operations linked to nuclear energy	
1.	The company carries out, finances, or is exposed to research, development, trial, and deployment of innovative facilities for generating electricity from nuclear processes with a fuel cycle producing minimum waste.	No
2.	The company carries out, finances, or is exposed to the construction and safe operation of new nuclear power or process heat production facilities, in particular for heating or industrial processes such as hydrogen production, including associated safety upgrades, using the best available technologies.	No
3.	The company carries out, finances, or is exposed to the construction and safe operation of existing nuclear power or process heat production facilities, in particular for heating or industrial processes such as hydrogen production, including associated safety upgrades production.	No
Line	**Operations linked to fossil gas**	
4.	The company carries out, finances, or is exposed to the construction or operation of facilities that produce electricity from gaseous fossil fuels.	No
5.	The company carries out, finances, or is exposed to the construction, refurbishment and operation of combined heat/cooling and power generation plants using gaseous fossil fuels.	No
6.	The company carries out, finances, or is exposed to the construction, refurbishment or operation of heat generation plants that produce heat/cooling from gaseous fossil fuels.	No

Substantial contribution criteria						Do No Significant Harm (DNSH) criteria (h)						Garanties minimales [17]	Taxonomy-aligned (A.1.) or Taxonomy-eligible (A.2.) OpEx, FY 2022 [18]	Enabling category [19]	Transitional category [20]
Climate change mitigation [5]	Climate change adaptation [6]	Water [7]	Pollution [8]	Circular economy [9]	Biodiversity [10]	Mitigation of climate change [11]	Adaptation to climate change [12]	Water [13]	Pollution [14]	Circular economy [15]	Biodiversity and ecosystems [16]				
0,0%	0%	0%	0%	0%	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	%		
0,0%	0%	0%	0%	0%	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	%	H	
0,0%						N/A	N/A	N/A	N/A	N/A	N/A	N/A	%		T
0,0%	0%	0%	0%	0%	0%								0%		
0,0%	0%	0%	0%	0%	0%								0%	H	

3.1. OWN WORKFORCE

3.1.1. Introduction

The double materiality analysis made it possible to identify the following material impacts and risks directly linked to SAVENCIA's business model:

Themes	IRO	IROs identified
Work conditions of Group employees	Positive and negative impacts	(+) Stability and employment conditions contributing to employees' financial stability, social integration, and well-being (-) Job loss in the event of employee redundancy plans (-) Employee exposure to job insecurity due to automation
	Risks and opportunities	(+) Increased productivity linked to employee fulfillment (-) Decreased productivity due to a shortage of seasonal labor (-) Legal risk in the event of non-compliance with labor laws and worker rights, discrimination or unequal treatment
Gestion et développement des compétences des collaborateurs	Positive and negative impacts	(+) Enhanced employability of employees related to skill development throughout their career
	Risks and opportunities	(-) Increased training and recruitment costs linked to changes in Group activities
Employee health and safety	Positive and negative impacts	(-) Exposure of employees to physical or psychosocial impacts (including temporary workers and workers at industrial sites) (-) Employee exposure to safety risks in certain regions where the Group is active
	Risks and opportunities	(-) Low attractiveness and difficulty of retaining employees due to constraints in certain Group activities, including seasonal labor
Diversity, inclusion and respect of employees' human rights	Positive and negative impacts	(-) Employee exposure to risks of discrimination or harassment
	Risks and opportunities	(+) Innovation capacity due to diversity of the Group's workforce (-) Legal risk in the event of non-compliance with labor laws and worker rights, discrimination or unequal treatment

IROs stem from an analysis of SAVENCIA's business strategy and business model, and are intended to guide the Group's strategic decisions.

The materiality analysis does not highlight material impacts on employees that may result from transition plans designed to reduce negative impacts on the environment.

SAVENCIA aims for a social model that attracts and develops talented employees who share the Group's values and culture.

Group workforce in 2024:

Average annual FTEs	2024
Salaried employees	20,639.9
Non-salaried employees	2,111.0
Total employees	22,750.9

In the framework of the Oxygen Plan, the Group Human Resources policy is based on several main themes:

- Employee safety;
- Improved quality of life at work;
- Development of employee skills;
- Commit to diversity and inclusion;
- Commitment to employee solidarity;
- Respect for human rights.

The Human Resources (HR) department is managed collectively by an HR coordination committee, which communicates strategy and policies to the HR managers of Group subsidiaries, and which ensures the roll-out of shared procedures and tools. Monitoring of quantitative and qualitative indicators of these policies is performed by the Group HR Department, particularly the social reporting and data teams working with Group HR IT tool.

Investment amounts and current and future financial resources for action plans are provided below, where available and significant.

3.1.1.1. Accounting for employee interests and views

Employee comments are considered through various mechanisms and practices:

1) Meetings and Working Groups:

- Management and employee meetings: team meetings and general assemblies to discuss employee concerns.
- Specific working groups to address topics proposed by employees.

2) Opinion and satisfaction

- Opinion polls, such as Great Place To Work© (GPTW), and "on the spot" satisfaction polls at various events to gather employee feedback.

3) Representative bodies

- Social and Economic Committees (SEC) and other representative bodies such as "Employee Committees" to discuss employee comments and search for shared solutions.

4) Open communication channels, such as digital exchange platforms and suggestions boxes.

These practices not only gather employee comments, but they also strengthen employee commitment by showing that their opinions are valued and taken into account.

Several consultations with stakeholders took place in 2024 to guide our CSR policies. For example, Group employees, employee representative sitting on the French or European Works Councils, buyers and suppliers, retail clients, NGOs and consumer groups were interviewed by Group CSR management.

3.1.1.2. Processes to remediate negative impacts and channels for own workers to raise concerns

The Group has implemented a whistleblowing system for all employees, which allows them to denounce any act that is illegal (corruption, harassment, fraud, etc.) or contrary to Group rules and values. Such information remains confidential and anonymous. The Group whistleblowing system is described in chapter 4.2.4. Group whistleblowing system.

In 2024, of the 21 alerts signaled by employees through the Group whistleblowing system, none concerned serious infringements of human rights or discrimination, including harassment.

The internal whistleblowing system is just one means of raising concerns. All employees wishing to communicate a breach may also speak to their usual representatives or dedicated bodies: immediate supervisor, HR team, advisor, etc.

3.1.1.3. Employee details:

The Group uses two metrics to assess the number of employees: number of employees and full-time equivalents (FTE).

The number of employees is determined on the basis of employees working on the last day of the month, without consideration of contractual or actual working time. The result can only be 0 or 1. A value of 1 represents an employee working for the Group at the end of the period, i.e. the last calendar day of each month. An employee whose contract ends the last calendar day of the month will count as 1 for that month. A value of 0 shows that the contract with the employee has been terminated. The workforce is calculated by Group HR management software, which is then exported to Group consolidation in accordance with various analyses (type of contract, gender, status, etc.).

FTE (full-time employment) is a proportional measure of the number of contracted hours of employees. A value of between 0 and 1 is assigned in proportion to contractual working time (suspended contracts are accounted for as 0 FTE). FTE is calculated for both salaried employees (permanent, non-permanent, apprentice), and non-salaried employees (temporary) for all Group subsidiaries. Employees in work-study programs (apprentices) are assigned a value of 0.7 FTE.

In- and outflows are accounted for in proportion to the contracted time and actual presence during the month. When an employee's situation changes during the month, the situation as of the last day of the month is recorded.

FTEs are calculated using Group HR management software, and then exported to Group consolidation in accordance with various analyses (type of contract, gender, status, etc.).

For several indicators we apply yearly average FTE, 12-month average of the reference year, i.e., 2024 in this report.

Change in permanent and temporary FTEs between the yearly average 2023 and 2024 is reflected in the following:

- Methodological change for recording FTEs when moving from average FTE in 2023 to contractual theoretical FTE in 2024.
- Acquisition of Williner in Argentina, which entered the scope of consolidation in April 2023.
- Strong correlation with changes in activity in Group countries.

Yearly average 2024 FTE is detailed in the financial report 7.1 "Payroll" of Note 7 "Workforce payroll and benefits."

Tables:

Breakdown by gender:

Average number of employees by gender in 2024

Gender	Average yearly FTEs	Average yearly workforce
Men	12,982.6	13,263.0
Women	7,646.4	8,061.8
Other	10.9	2.0
Total employees	20,639.9	21,326.8

Number of employees (workorce at 31.12.2024) - Non guaranteed hours employees by gender

Workforce at December 31, 2024	2024
Men	38
Women	44
Other	0
Total employees	82

Breakdown by geographic area:

Average number of employees by region in 2024

Country	Average yearly FTEs	Average yearly workforce
Europe	14,407.2	14,959.1
including France	8,881.7	9,124.5
Africa, Asia Pacific, Middle East	981.3	990.8
Americas	5,251.4	5,376.8
Total employees	20,639.9	21,326.8

Number of employees (workorce at 31.12.2024) - Non guaranteed hours employees by region

Workforce at December 31, 2024	2024
Europe	57
including France	0
Africa, Asia Pacific, Middle East	0
Americas	25
Total employees	82

Employees by type of contract and gender:

Average number of employees (annual average workforce) by gender by type of contract

	Number of permanent employees	Number of temporary employees	Total employees
Men	12,592.6	670.4	13,263.0
Women	7,437.3	624.5	8,061.8
Other	2.0	0.0	2.0
Total employees	20,031.8	1,294.9	21,326.8

Average number of employees (annual average FTE) by gender by type of contract

	Number of permanent employees	Number of temporary employees	Total employees
Men	12,394.0	588.7	12,982.6
Women	7,100.5	545.9	7,646.4
Other	10.9	0.0	10.9
Total employees	19,505.4	1,134.4	20,639.9

Total number of departures, and turnover rate during the reference period:

Number of salaried employees	2024
Number of employees who have left the company	2,541
Turnover rate	11.9%

In 2024, the turnover rate was 12%. The calculation is based on the number of departures from the company for the following reasons: resignations, dismissals (economic, professional fault, other), end of trial period, mutually-agreed termination, other or death, divided by the yearly average number of permanent employees.

3.1.1.4. Characteristics of non-salaried employees

The consolidation and recording of data for non-salaried employees corresponds to temporary workers (93% of yearly average FTE of non-salaried workers), trainees and employees in an external work-study program. Data for this population are calculated mainly by subsidiaries, based on Group definitions.

3.1.1.5. Commitment to human rights

Policy pertaining to the respect for human rights, human trafficking, forced labor and child labor, and alignment with international standards.

The charter "The Group and its Culture" is distributed to all employees. It sets out the fundamental elements of Group culture, the shared responsibilities for human resources, mutual respect and the rules governing professional behavior. In line with its commitments and culture, SAVENCIA joined the UN Global Compact in 2004. It thereby committed to supporting and implementing, in its field of influence and with its stakeholders, the 10 principles relating to respect for human rights, international labor standards, the environment and the fight against corruption. These fundamental principles are derived from the following: The Universal Declaration of Human Rights and the Declaration of the International Labor Organization, especially the principles and fundamental rights relating to labor. For more than 20 years, SAVENCIA Fromage & Dairy has maintained its membership in the Global Compact and thereby reaffirmed its commitments, particularly in terms of social obligations and basic human rights, in all countries where it operates.

The Group's ethics charter, "The Group and its Culture," which expresses its values and identity, also reflects the principles of the United Nations compact. The Group is attentive to compliance with human rights and fundamental liberties, and to respecting the conventions of the International Labor Organization (ILO).

All the policies implemented by the Human Resources Department, in accordance with the Group's culture and values, seek to promote respect for fundamental human rights, as well as for workplace health and safety, social dialogue and employees' freedom of expression. This is achieved largely through individual employee development and collective cohesion, with progressive worldwide extension of the annual individual review and promotion of social dialogue via employee representation.

At December 31, 2024, none of our permanent and temporary employees (excluding apprentices) was under the age of 16. Forced labor, human trafficking and child labor are covered by the human rights policies implemented by the Group.

3.1.1.6. Social dialogue and procedures for dialogue concerning impacts between employees and company representatives

Labor relations are organized at several levels within the Group, with a global dimension and a local dimension. This structure complies with legal requirements in all countries where the Group does business.

The CEO of each subsidiary is responsible for ensuring that labor relations are in compliance with local laws. The Group Human Resources department ensures that labor relations are upheld in all countries, and coordinates dialogue at all required levels.

- At the local level, in France and through the Social and Economic Committees (SECs):

SECs and CSECs function on the basis of corporate agreements which are monitored and harmonized. They are more favorable than the legal framework, especially with regard to workplace health and safety (implementation of health, safety and working conditions committees at all industrial sites).

Labor relations are maintained and developed in the Group through open dialogue and mutual trust. Management teams (both site and plant managers) and labor representatives work together, in an atmosphere of mutual respect, to ensure that relations are respectful and of high quality.

Each entity puts forth dialogue/consultation schedules on topics provided for by labor law and the SEC agreements.

These mandatory consultations give rise to an opinion by SEC members opinion. The decisions are recorded, and a report is published internally (posted physically or on the intranet).

- Outside of France:

The Group encourages social dialogue through the creation of collective employee representative bodies in all subsidiaries worldwide, in accordance with local laws. In keeping with the Group's values, it is important to foster direct dialogue with employees, with the aim of respecting fundamental rights. An indicator has been established to measure the percentage of employees represented by these bodies.

- Central committees at the Group level:

In 2024, the Group Works Council for France and the SAVENCIA European Works Council continued their activities, with regular meetings and presentations on the strategic guidelines for SAVENCIA Fromage & Dairy.

- Group Works Council for France at the national level:

The Group Works Council for France has 35 representatives. Terms are currently four years (2024–2027). The Council meets twice a year, in June and December. Its objective is to provide detailed information on progress in the field of workplace health and safety, the Group's activity, organization, results, strategic focus, major projects, digital transformation of business lines, etc.

- SAVENCIA European Works Council (SEWC) at the European level:

The SEWC has 22 representatives from subsidiaries in EU countries.

The European Works Council meets once a year to present results and Group strategy, and to discuss major shared projects.

In October 2019, SEWC members unanimously approved an agreement to overhaul the working and remit of the SEWC. The main points of this agreement concern how the SEWC manages information and regular consultations, as well as exceptional, international consultations.

- Employee representation in Group governance bodies:

Within the framework of legal requirements for employee representation in Group governance bodies, the following appointments were confirmed in 2024:

  - Appointment of a representative of employee shareholders on the Board of Directors of SAVENCIA SA
  - Appointment of a representative of employee shareholders on the Supervisory Board of SAVENCIA Holding

Labor relations promote lively, valuable social dialogue:

- In France, ongoing discussion about the "Moving Towards a Societal Foundation" roadmap project:

In 2021, new company-wide discussions began around the theme of human resources development, through the "Moving Towards a Societal Foundation" roadmap project. This plan enlarges the "societal foundation" already in place for social protection (healthcare, personal insurance, pension) and an employee savings plan (Group insurance and savings).

This ambitious, committed approach by the various parties resulted in the unanimous signing by labor unions of a means and methodology agreement for the period through December 2025, involving company-wide negotiations on the following:

  - Voluntary internal geographic mobility in the Group (signed April 12, 2022)
  - Recognition of career paths of employee representatives (signed January 17, 2023)
  - Professional gender equality (signed September 3, 2024)
  - Management of projected jobs and skills (to be signed in 2025)
  - Diversity and inclusivity (to be signed in 2025)

Commissions to oversee agreements for the social foundation (heath/personal insurance, employee savings plan, mandatory retirement savings plan, profit-sharing agreement) and societal foundation meet regularly to update various related topics, review any adjustments of agreements and discuss inclusion of new companies in the Group's scope of consolidation.

- Social monitoring in subsidiaries outside France:

In addition to their regular negotiations (wages, work organization, etc.), certain subsidiaries had to negotiate with their employee representative bodies locally for restructuring projects in 2024.

The Group France societal foundation agreements are intended as a framework for Group international recommendations using equivalent bases adapted from countries where the Group does business (e.g. assisting with voluntary internal geographic mobility).

A monitoring indicator has been established: in subsidiaries with more than 10 employees, the Group objective is for 85% of the employees to benefit from a collective employee representation body (labor committee, works council, or social and economic committee) by 2025.

In short, labor relations are active at SAVENCIA at both the local and global levels. They have helped us through a series of health, economic, geopolitical and climate-related crises, and provide the information needed from employee representative bodies to carry out resilience plans and other major business development projects.

Social dialogue	2024
Europe	95%
including France	100%

This is the number of employees at December 31, 2024, represented by employee representative bodies in subsidiaries with more than 10 employees.

3.1.2. Working conditions of Group employees

As discussed above, SAVENCIA aims for a social model that attracts and develops talented employees who share the Group's values and culture.

3.1.2.1. Workplace quality of life

The main themes for Quality of Life and Working Conditions at SAVENCIA are:

- Improve employee well-being by maintaining a healthy and pleasant work environment;
- Encourage a balance between professional and personal life: Implement measures to help employees balance their professional and personal lives;
- Promote health and safety: Ensure that work conditions are safe, and prevent professional risks;
- Encourage professional development: Provide training opportunities and career development.

3.1.2.2. Compensation

According to the UN Global Compact, in addition to being legally compliant, companies must ensure that their employees are compensated sufficiently to provide for their and their families' needs. This helps reduce inequalities, and promotes health and well-being.

With regard to compensation, the Group adheres to all applicable local laws. Its human resources policy ensures that individual and collective performances are acknowledged and remunerated in line with the market standards of each country. Because of regulations in France, all employees receive compensation that is equal to or greater than the legal minimum wage (SMIC) for a full-time equivalence.

In all its subsidiaries, the Group adheres to collective bargaining rules for salary increases, particularly the mandatory yearly negotiations in France. The Group provides plans for social protection, especially heath and personal insurance, and for employee savings. These plans are intended to protect employees and their families, and to compensate collective performance.

In 2025 the Group is launching a working group to promote the notion of a living wage, to be included in compensation policy and software. An initial analysis carried out on the basis of declarations from subsidiaries shows that all Group employees are compensated at levels equal to or greater than the local minimum wage for a full-time equivalence.

3.1.2.3. Actions and resources

SAVENCIA Group cares about quality of life and working conditions. These factors are critical for the motivation and commitment of employees, and therefore for the performance of the company.

The Group endeavors to measure the level of employee satisfaction every three years, by means of an internal opinion survey distributed to all employees. This is performed in accordance with GPTW trust index methodology, which provides internal and external benchmarks.

Once the survey results have been made known to the appropriate teams, an action plan is drawn up at the subsidiary, site or department, depending on the points to improve and the actions to pursue.

Subsidiaries with results greater than 65% or 70%, depending on the country, are entitled to display their GPTW certification.

Moreover, subsidiaries may plan flash surveys using GPTW survey software. These provide employee views on certain aspects of the action plan etc., before updating the Group opinion survey.

The GPTW survey asks employees how they feel about their company in three main areas: confidence in management, pride in working for the company and friendly relations with colleagues.

Subsidiaries create cross-cutting working groups with GPTW Ambassadors who strive to enhance the pride and friendly- relations aspects.

Initiatives are also brought to the attention of department managers.

More generally at the subsidiary level, actions are taken to improve communication, organize shared moments of conviviality and help managers do their jobs through coaching and training courses. Communication software such as Workplace allows employees to share and show work done in the subsidiaries, and to inform other employees. For production employees without access to online tools, the information is distributed via digital displays and meetings with managers.

3.1.2.4. Indicator and targets

For this first year of reporting in accordance with CSRD criteria, the data focus on the SAVENCIA Fromage & Dairy France scope of subsidiaries, which have similar software, salary structure and contract types, and which are not affected by changing exchange rates. The employees (permanent and temporary) included represent nearly 43% of the yearly average FTE at SAVENCIA Fromage & Dairy.

The compensation used for the calculation includes annual salary, bonuses (fixed, variable and/or annual), benefits in kind, employer contributions to complementary health and personal insurance, and items related to employee savings: employee savings plans (PEG/PERCOL), profit sharing and incentive plans).

In 2024, the gender pay gap stood at 5.4% of average remuneration for male employees (on the basis of yearly pay, not hourly rates).

	Chairman	CEO
Ratio of compensation of executive corporate officer/median compensation of employees	25.4	29.4

In 2025 the Group is launching a working group to implement an action plan for compliance with these two compensation indicators in the worldwide SAVENCIA Fromage & Dairy scope.

3.1.2.5. Work/life balance

A. Policy on work/life balance

SAVENCIA is developing solutions to improve workplace quality of life, with a particular focus on employees' work/life balance.

B. Actions and resources

Work flexibility for a better work/life balance:

In France, numerous actions are carried out through organization and agreements with employee representative bodies.

- Choice of hours worked: employees have the possibility of choosing to work part-time;
- Flexible hours: flexible work hours with fixed and variable time slots are offered in support departments, to better suit employee needs, especially those with young children;
- Additional paid leave: in order to help parents, the Group provides paid leave for employees in France with sick children;
- Remote work: the Group allows employees whose responsibilities so permit to work remotely, in accordance with specified conditions. Since 2019, eligible employees may work remotely up to two days per week. Remote work provides a better work/life balance, and reduces the frequency of commutes while maintaining social contact through interpersonal relations. Employees working remotely are fully equipped, and various aids are offered so that employees can adapt their personal space to remote work. Remote e-training modules are also available to help managers and employees adapt to working remotely. Remote work can be extended to additional days for eligible employees recognized as "caregivers" (total of 2 days weekly + 2 days monthly) in the framework of our Remote Work Charter, and for employees as from the fourth month of pregnancy (change from 2 to 3 days of remote work), in the framework of our new gender equality agreement in France. In addition to this work-schedule flexibility and compensatory time offered by French law, certain subsidiaries provide childcare through centers such as Léo Léa, Babilou and Maison Bleue. The Group has also implemented an Offline Charter to encourage employees to remain offline outside office hours.

Subsidiaries outside France are free to take actions in accordance with local organizations, and they may also apply Group plans by adapting them to local laws.

Health and well-being:

- Programs for well-being in the workplace are available in subsidiaries;
- Numerous activities are offered in various formats, particularly for exercise at the workplace;
- Since 2022, monthly online meetings have been available via Teams in French-speaking countries, with professional coaches offering sessions on mental health, physical health and nutrition, at #caring@SAVENCIA;
- For employees in France undergoing difficulties, the Group offers the possibility of speaking with a psychologist via Stimulus;
- Work spaces are equipped for comfort and ergonomic efficiency, while areas for relaxation and social exchange enhance well-being at the workplace.

Commitment and recognition:

- Recognition programs: enhance employee contributions through rewards and recognition.
- Communication: for more open, transparent communication within the company, subsidiaries have installed digital platforms to communicate information on current events in the company.
- Fun events are organized to thank employees for their commitment, at occasions such as: New Year, completion of projects, achieving a safety objective, work medals, seniority in the Group, site and product anniversaries. In 2022, as part of the GPTW survey for SAVENCIA Fromage & Dairy, nearly 60% of those who replied expressed a positive view of such events.

Employee development remains an important part of workplace quality of life, and is addressed under "talent management.

C. Indicators and targets

In the context of the latest GPTW survey, employees are invited to express their views on whether they are encouraged to maintain a balance between their professional and private lives. To this question, 62% of employees respond favorably. The GPTW survey is part of an initiative to measure employees' perceptions regarding various themes related to Quality of Work Life (QWL), including work-life balance. The objective is for all subsidiaries to progress from one survey to the next. Following the survey results, subsidiary action plans will be prepared and monitored as part of a continuous improvement approach.

Beyond the few QWL agreements signed at the subsidiary level, the societal foundation agreements in France cover many themes related to quality of work life and work-life balance (gender equality, support for parenthood, support for voluntary internal geographical mobility, etc.).

3.1.2.6. Job security

A. Policy on job security

Objectives of the Group HR policy include anticipating changes in business lines, and meeting Group and subsidiary needs over the medium and long term in terms of employment and skills to help employees along their career path. The HR policy contributes to the implementation of Group strategy by anticipating the changes necessary for it to grow and endure. It also provides the best possible balance between Group needs and employee ambitions, thereby maintaining and enhancing their employability.

In the event of an internal reorganization, the Group believes that employees should never be left alone to deal with their employment issues. In the event of restructuring with significant consequences, employee representative bodies are systematically informed, and consulted where appropriate, in accordance with the laws in force in each country.

B. Actions and resources

In the framework of this policy, the Group enacts action plans in all subsidiaries to maintain the employability of all personnel by:

- Offering guidance throughout an employee's career in the Group, to enhance skills and increase employability. This is achieved through an ambitious training policy, aid with voluntary internal mobility (both functional and geographic) and encouragement to try new jobs;
- Endeavoring to retain employees with health problems, by taking steps to improve their work conditions;
- Managing the challenges of changing age structures, especially by retaining older employees, adapting skills and transitioning towards retirement.

The Group is attentive to providing training opportunities for all employees, including older workers.

C. Indicators and targets

In the event of internal reorganization or restructuration, the objective is to retain more than 90% of our employees. The aim is to keep skills in the Group, with priority given to internal mobility.

The average age of the oldest employees in a training course was 62 in 2024. There is not yet an indicator showing results or a specific target with regard to training for the Group's oldest employees. In the future, this topic will be monitored through indicators and targets (to be defined). However, initiatives may be taken by subsidiaries at the local level.

3.1.3. Management and development of Group employee skills

With regard to employee career management, the Group endeavors to respect all employees at every stage of their career in order to ensure equal treatment (wages, other compensation, career path) regardless of gender, age or origin. Mobility is also treated equitably. Career management takes into account individual mobility choices, and is also based on individual performance evaluations.

Employee training is intended to enhance personal development, and ensures ongoing employability. The Group also endeavors to transmit and perpetuate its expertise and skills.

3.1.3.1. Policy on skills management and development

Maintaining and developing know-how are core priorities at SAVENCIA.

The Group strives to implement a responsible and sustainable strategy, based inter alia on the development and promotion of its employees, and on a humanistic and entrepreneurial culture favoring skills development, building loyalty and maintaining the Group's competitiveness.

Employee training and career management play a leading role in enabling all employees to enrich their skills to achieve personal development, contribute to collective success and maintain employability. These elements help reduce the risk of a mismatch between the skill level of employees and the Group's ambitions.

Working for SAVENCIA is an experience rich in personal development and learning. The Group strives to provide all employees with the means for development and fulfillment in an environment open to new skills and ways of working.

These changes provide a tremendous opportunity for each employee to participate in the transformation, as part of organizations where shared responsibility and knowledge are vital to the Group's sustainable development.

The training policy for the Group's employees focuses on performance management, enacting change and preserving know-how, with the objective of providing each employee the opportunity to advance in professional and behavioral terms that are consistent with Group values.

Over several years, the Group has developed new learning structures that make it possible for managers to be even more independent in their development. This training ecosystem combines in-person and distance learning, where the power of technology meets the strength of real interaction.

To encourage employee development, the Group's career management policy favors and systematically promotes internal mobility at every level of responsibility. For employees, the aim is to provide career visibility, identify attractive opportunities in line with expectations and allow them to develop their skills.

For many years, a policy for attracting young people has been applied for the recruitment of apprentices or other trainees. These methods are the most suitable for accompanying future young graduates in their first steps in the Company, and then to offer them employment in SAVENCIA Group.

3.1.3.2. Actions and resources

Attracting and developing young employees:

The "500 Apprentices" Group campaign aimed at recruiting 500 apprentices is emblematic of SAVENCIA's commitment to young people. The roll-out of this campaign is supported by a network of apprenticeship points of contact in subsidiaries. Group subsidiaries are active and offer a wide variety of positions. The network of points of contact provides a broader view of vacancies, and many opportunities have been filled within other subsidiaries.

To attract new talent, the Group has expanded its partnerships with general and specialized schools (business, engineering, and agronomy), through a campaign on social networks.

The Graduate Program continues to grow, with the participation of international subsidiaries. At present, this concerns two areas, Industrial Operations and Sales & Marketing. Participants in France are recruited with a three- year contract, before taking up a permanent position in a Group subsidiary. The objective over the three-year period is to learn several jobs in various entities. Generally, except when impossible due to personal constraints, one of the job experiences takes place abroad.

Development of Group employees:

Group training courses are provided at all levels of the organization.

For many years, the aim company-wide has been to develop programs combining digital power and speed with collective in-person experience. In terms of course organization, part of the training catalogue is based on e-learning, which provides employees the freedom to study when they want, at their own pace. Live, online masterclass/webinar training sessions have also been developed, and are adapted for groups. This format can be organized quickly on a large scale. It is designed for global knowledge sharing and Group best practices, with attractive content. Programs in the Virtual Class and in-person formats are also available to Group subsidiaries.

The Group training course catalogue is updated every year, and includes only tailor-made programs developed in partnership with Group operational management teams and approved long-term suppliers.

Group training courses are international in scope, as the aim is for all employees to have access to the same body of knowledge and skills.

A large catalogue of e-learning modules is available to employees. This extensive catalogue has content in various languages, includes recent pedagogical innovation and responds to the needs of people today. Modules developed in-house via business line points of contact are also available online.

For many years the Group has endeavored to integrate new employees by explaining to them the particularities and specificities of its history, culture, organizational structure and work methods. Each

new employee is individually encouraged, in relation to the Group's founding values.

- The first stage of this integration program is an e-learning course, which begins automatically with the arrival of each new employee in the Group. The course focuses on the sharing of knowledge and fundamental principles for personal safety, compliance and cybersecurity, and is based on Group policies.

- The second stage is for Group managers, and comprises two modules. The first of these, an in-person course, is provided in the major regions worldwide where the Group is present (Europe, Asia, Americas). The second comprises five masterclasses that explore the Group's organization and work methods in detail.

- The Cheese/Dairy Culture course is the finishing touch for full integration. In the Group's mission to convey its fundamentals, particularly how quality and product underlie our differentiation strategy, we aim to explain the cultural tradition of cheese to the most recent arrivals, and to encourage their enthusiasm the unique aspects of our traditions and business.

Managerial culture is an essential area of skills development for SAVENCIA employees. It serves to strengthen the link between managerial style and the principles of Group action, and adapts management styles to the expectations of new generations. Managerial culture training courses have been developed in recent years. They explore various approaches to the role of manager, especially the gradual acquisition of leadership skills.

The Group provides subsidiaries with "turnkey" training courses, to be used as needed by each subsidiary.

The Group also devotes considerable resources to strengthening safety awareness with, in addition to the mandatory regulatory courses, training in Behavioral Safety Visits, one of our standards for prevention. A "Leadership Safety" program is also available worldwide.

To assist with the implementation of a performance- monitoring model at the Group level (with attention given to both financial and non-financial performance of our activities), the Group has given employees access to content that explains this approach and includes them in as participants with regard to:

- Understanding both financial and non-financial performance;

- Understanding the Group's approach to CSR;

- Methods and practices in change and project management.

Each major Group department provides programs related to its business lines, adapted to their specific problems with implementation adapted to their needs.

At the subsidiary level, specific training courses are also on offer. These training courses cover regulatory and mandatory topics, as well as the plans that meet their specificities. Hands-on training courses are offered at the subsidiary level, in addition to courses that lead to certification and accreditation.

Mobility within the Group:

As part of our "Moving Towards a Societal Foundation" roadmap, an agreement on voluntary internal geographic mobility was signed in France, with unanimous support of trade unions. This agreement aims to retain skills, knowledge and culture within the Group, while helping willing employees move between subsidiaries. In cases of geographic mobility, specific organizational and financial measures are provided, including spouse/partner support.

3.1.3.3. Indicators and targets

Percentage of employees (average yearly workforce) who participated regularly in performance and career evaluations

Gender	2024
Men	50.0%
Women	59.0%
Other	0%

Percentage of employees (average yearly workforce) who participated regularly in performance and career evaluations

Gender	2024
Men	14.34
Women	13.29
Other	0.00

SAVENCIA has not yet defined specific targets for skills management and development. Nonetheless, for certain topics such as employee integration, safety and compliance, the aim is to train a maximum of employees in Group standards. The Group also provides all employees a wide range of training courses adapted to needs identified internally. It is the responsibility of each subsidiary to ensure that training courses are created and implemented for all employees, while being able to create or adapt training courses to specific needs.

3.1.4. Employee health and safety

In the framework of development of responsible entrepreneurial culture, the Group HR policy aims to develop physical and psychological safety of both salaried and non- salaried employees..

3.1.4.1. Health and safety

A. Policy on employee health and safety

SAVENCIA Group brings together small businesses united by a strong corporate culture that guides their actions and the behavior of their employees. The well-being and preservation of the physical integrity and health of the men and women working in and for the Group are the concern of all, at every level of the organization.

Over ten years ago, the Group initiated its focus on safety supported by the "SAFETY is OUR business" program. It is based mainly on:

- A Workplace Health & Safety Charter, cosigned by the Group's Chairman and Vice-Chairman, underscoring our target of zero accidents in the workplace;

- An organization that is both global and local, which accommodates ambition, objectives and efficient management of operations on the ground;

- Standards and tools provided to all subsidiaries;

- A global network of on-site safety experts, united by shared tools and regular meetings, in order to make experiences and best practices as cross-cutting as possible;

- Consolidation and distribution of quantitative and qualitative safety results to all subsidiaries.

The Group seeks to attaining zero workplace accidents, whether involving employees or anyone else on-site.

Subsidiary management committees are involved in the application of the health and safety policy for their subsidiaries. To encourage this, part of the variable compensation of all members of these committees is indexed to qualitative objectives related to employee safety.

B. Actions and resources

Ensuring safety depends on many actions, which are prioritized and enacted by various bodies with a focus on subsidiarity:

- An OHS Governance Committee that meets twice a year and is composed of general management, HR management and operations management;
- An OHS Steering Committee that meets monthly and is composed of HR management and operations management;
- Bodies specific to certain regions and subsidiaries, depending on how they are organized;
- Network of OHS prevention specialists who meet regularly, whether in-person or online, depending on the region and country.

A set of guidelines, standards, tools and methods is made available to all subsidiaries, particularly through digital tools that are regularly updated and expanded.

Behavioral Safety Visits (BSV) are a regular part of management duties at each industrial and administrative site. These visits seek to confirm that employees have fully understood workplace risks, and to emphasize the Group safety policy through safe daily practices.

Health and safety results are consolidated each month and distributed to all subsidiaries. They include the month's main news, such as best practices, records and incidents/accidents which should be known to all employees.

In 2024, the most important and inspiring actions were:

Increasing a culture of safety awareness

Training programs dedicated to safety implemented in subsidiaries.

Since 2021, an Occupational Health and Safety (OHS) e- learning training program has been included in the mandatory onboarding process for new SAVENCIA employees. This specific course on the risk of accidents within the Group is available in several languages. It consists of a module common to all Group employees entitled "Target: Zero Accidents," and a second module intended for managers. Employees receive a SAVENCIA Safety Passport upon achieving a score of 100% on the quiz taken at the end of the training program.

Parallel to these training courses, the Group endeavors to assist and monitor the level of safety awareness at these sites.

To promote and measure safety awareness, sites periodically carry out a survey of safety awareness based on the DuPont methodology's three key areas of leadership, process and organization. The results are positioned along the DuPont Bradley Curve with its four stages of development: reactive, dependent, independent and interdependent.

By the end of 2024, all production sites worldwide had identified their position on the curve and their level of maturity in terms of safety culture. Consequently, they put forth priority actions to be taken to advance towards the maximum stage of interdependence:

- Actions are designed to encourage employees to participate in this program. Among the action plans created are training courses on safety leadership, available to members of management committees and managers to help promote the transformation.
- Every year, a global health and safety week is organized in all subsidiaries. The 11th such event took place in June 2024. The sites of 22 countries rose to the challenge and proudly showcased a safety program illustrating a SAVENCIA Safety Essential. Sites from France and the USA were among the winners.

The week is also an opportunity for sites to organize awareness-raising workshops on various aspects of Safety Essentials, such as escape games and workshops focused on health.

For the "Safety is our Business" program, the Group introduced a new information system in 2024. The system is dedicated to health management and safety across all Group subsidiaries. Safety events can now be managed Groupwide on the basis of Bird's Triangle (from unsafe situation to workplace accident). Each dangerous situation can be analyzed in detail, thus allowing for remedial actions. All personnel (employees, managers, HR, prevention specialists for health and safety at the workplace) participate in the management of these events: declaration, analysis and action plan.

Prevention of serious risks

For many years, "SAVENCIA Safety Essentials" have been implemented in all Group subsidiaries. They aim to prevent accidents and injuries, especially the most severe or potentially serious. Each Safety Essential targets a risk specific to our business lines, and is based on four rules that can be applied by everyone and in all circumstances. A comprehensive digital kit, available in all Group languages, is distributed to all subsidiaries.

Targeted measures are also taken, e.g. enhancing safety for employees working on equipment and energy sources. A specific directive was prepared with specialized service providers and tested on several pilot sites. It has now been finalized and is being implemented at all industrial sites. Training programs and assessments for implementation are regularly carried out at the sites.

Preventing hardship and muscle-skeletal disorders

In order to reduce hardship and exposure to muscle-skeletal disorders from certain jobs at industrial sites, the Group has launched a wide-ranging plan to mechanize the most exposed jobs, especially in business lines that require significant handling of products and packages. The plan is based on numerous expert assessments from both the local sites concerned and Group engineering teams, in order to find solutions that can be duplicated and transferred.

In 2024, six automated pilot lines were tested successfully at various sites, mainly for returns, packaging and overpack operations. After this pilot phase, other automated lines will gradually be duplicated and implemented as more sites are added to the program.

Other actions

In 2021, a plan was introduced in France to lower the risk of temporary workers to workplace accidents. In order to continue improvement in this area, quarterly reviews are organized in France with national management of the four main French interim agencies. This is done

to monitor implemented actions and changes in related performance indicators.

The #caring@SAVENCIA program is designed to make employees more aware of the importance of a proactive approach to their health. Certain actions, especially during the Global Workplace Health and Safety Week, are organized around three themes: physical health, mental health and nutrition. Since June 2022, monthly online meetings with health coaches have been available for French-speaking countries.

The care-stimulus application in France provides employees with health advice and learning opportunities.

3.1.4.2. Indicators and targets

Number of work accidents declared (for salaried employees)

	2024
Employees	506

Number of work accidents declared (for salaried employees)

	2024
Employees	14.51

Number of deadly accidents (for salaried employees)

	2024
Number of deadly accidents for employees	0

Percentage of persons covered by the Group health and safety managament system

	2024
Employees	100%

The Group health and safety management system, implemented in 2024 at all sites, is certified ISO 45001.

Percentage of own workforce who are covered by health and safety management system based on legal requirements and (or) recognised standards or guidelines and which has been internally audited and (or) audited or certified by external party

	2024
Percentage of employees covered by a certified health and safety management system	4.7%

This indicator refers to FTE yearly average permanent and temporary employees working at sites certified OHSAS 18001 and/or ISO 45001.

The Group aims to move towards zero workplace accidents for both permanent and temporary employees. Every month at the Group level, quantitative data and safety events are analyzed, and a Steering Committee for health and safety at the workplace meets to review various actions plans. In addition, sites implement global or specific action plans for each event, in relation to safety issues.

3.1.5. Diversity, inclusion and respect of employees' human rights

In alignment with its values and in accordance with regulatory requirements, the SAVENCIA Group promotes equal opportunities for all its employees to prevent any risk of discrimination.

3.1.5.1. Diversity and inclusion

A. Policy on the promotion of diversity and inclusion

The Group's ethics charter recalls that "respect for people" and "equal opportunities" are cornerstones of our corporate culture. In this spirit, agreements are signed and measures are implemented to facilitate integration of young people, employment and retention of people with disabilities, and gender equality.

The Group strives to promote gender equality in terms of qualification, training, compensation and career development. In the framework of its Oxygen plan, SAVENCIA has committed to achieving gender parity in managerial positions (French cadre status) by 2025.

To change the perspective of employees on disability, keep people with disabilities in employment and promote their recruitment, the Group has a Disability Initiative policy premised on four key areas:

- Awareness-raising to combat stereotypes;
- Continued employment;
- Recruitment of persons with disabilities;
- Development of partnerships with protected and adapted sectors.

B. Actions and resources

Actions for non-discrimination:

The GPTW survey measures employee perception of non-discrimination through various themes: gender equality, age, ethnic origin, gender and sexual orientation.

The latest survey showed that: 70% of employees believed they were treated equally, regardless of their age; 85% of employees believed they were treated equally, regardless of their ethnic origin; 80% of employees believed they were treated equally, regardless of their gender; 87% of employees believed they were treated equally, regardless of their sexual orientation.

The next survey will provide up-to-date figures.

In addition, the Group whistleblowing system allows all employees, and more broadly all SAVENCIA stakeholders, to report any discriminatory acts.

Actions for persons with disabilities:

A poster campaign was carried out in 2024 for the European Week for the Employment of People with Disabilities. In France, eight SAVENCIA ambassadors, all disabled, spoke about the possibilities for them to flourish in the workplace.

The Disability Initiative program is supported in France by a network of Disability Officers in subsidiaries who distribute a publicity kit on that year's selected themes. An awareness- raising package created in 2024 contained a video presenting the role of Disability Officers in subsidiaries, in addition to existing films presenting Disability Initiative and the actions taken in the four areas of this policy.

Several actions have been taken locally by our subsidiaries:

- Partnerships with service providers employing disabled persons, especially in France through Établissements et Service d'Aide par le Travail (ESAT, a network that provides work to disabled persons) for cleaning, gardening, logistics, etc.;
- Organization of a Paralympics Day, a lunch in darkness to raise awareness of the challenges associated with blindness, or collecting plastic bottle caps;
- Awareness-raising actions for managers have also been organized;
- In Spain, our subsidiary has been very active in promoting disability awareness through several actions: collaboration with the Prodis Foundation (specialized in professional inclusion of persons with learning disabilities), contribution of products for the charity Christmas Market, and participation of employees in a charity race benefiting the Spanish Ichthyosis Association.

Actions promoting gender equality:

An agreement signed by the Group in France on September 3, 2024, on professional gender equality and support for employees with children. The main topics are:

- Guaranteed professional equality and non-discrimination;
- Protection of pregnant women and support for breast- feeding;
- Prevention of sexual harassment and sexist behavior, to guarantee a safe and healthy work environment;
- Promotion of women in all business lines, with equal access to jobs and employment;
- Implementation of paid parental leave (sick children, spouse in hospital, etc.);
- Professional training and equal pay.

In addition, various actions are carried out by subsidiaries:

- Women Managers (Mulheres Lideres), implemented by the subsidiary in Brazil, aims to strengthen female leadership through training courses and coaching sessions where women can discuss their career, develop leadership skills and exchange views about their experiences. In 2022, this action was available only to members of the management committee, but since 2023 it has been open to all female employees.
- Following parental leave, parental presence or family support of at least six consecutive months, a French subsidiary organizes a meeting between the employee and his or her manager, to discuss work/life balance, career orientation, and job readaptation through training courses and skills assessments.
- Avolunteer working group was set up at headquarters to identify concrete actions to be implemented to promote gender equality (e.g. conferences, luncheons for sharing experiences, awareness-raising workshops and the "Ally Support").

Actions taken at the Group level:

- The working group created in 2022 to accelerate female leadership focused on establishing an action plan after analyzing numerous internal and external quantitative data, conducting interviews with employees (men and women) and liaising with the Group's Executive Committee. Over the course of 2023, an action plan was drawn up, together with an implementation schedule. Certain initiatives at the Group level were rolled out in 2024;
- To facilitate access for women to management positions, a mentoring program was created and will be rolled out in 2025. The program guides talented workers in their career development and preparation for management positions. A specialist consultancy assists throughout the program.

C. Indicators and targets

Age distribution for permanent workorce at 31.12.2024

Age	2024
Number of employees (permanent) aged under 30	2,899
Percentage of employees aged under 30	14.0%
Number of employees (permanent) aged 30–50	10,243
Percentage of employees aged 30–50	51.0%
Number of employees (permanent) aged over 50	6,956
Percentage of employees aged over 50	35.0%

Percentage of employees at top management level (workorce at 31.12.2024)

Gender	2024
Women	29.0%
Men	71.0%
Other	0%

This applies to the number of employees (workforce) at 12.31.2024 with the status of senior management. For French subsidiaries, these are employees with the contractual status of senior management (cadre dirigeant); for subsidiaries outside France, these are members of management committees and general managers.

Percentage of persons with disabilities amongst employees subject to legal restrictions on collection of data (workorce at 31.12.2024)

	2024
Percentage of persons with disabilities	3.9%

As discussed above, the Group promotes equal opportunities for all employees to avoid any risk of discrimination. Targets have been set following two priorities. For gender equality, the Group aims for 40% of women in managerial positions. With regard to disabilities, SAVENCIA aims for 5% of handicapped persons among total workforce.

3.1.5.2. Measures against violence and harassment at the workplace

A. Policy on fighting violence and harassment in the workplace

The OHS Charter reaffirms the Company's commitment to ensuring a safe and healthy work environment.

B. Actions and resources

To this end, the following actions have been undertaken:

- Training courses and awareness raising: employees are offered training and awareness-raising sessions on harassment prevention;

- Reporting mechanisms exist, particularly through harassment officers and the Group's alert system platform;

- Support for victims: the Stimulus unit provides psychological and legal assistance for victims of harassment, and personalized support for overcoming the ordeal;

- Investigations and sanctions: investigations may be carried out for allegations of harassment, with appropriate, proportionate sanctions for those responsible for harassment;

- Promotion of a respectful work environment: encouraging a corporate culture based on respect, inclusion and diversity. Encouraging dialogue and open communication between employees and management.

C. Indicators and targets

As discussed above, no incident of discrimination or harassment has been reported through the Group's reporting system (see 3.1.1.2, Processes to remediate negative impacts and channels for employees to raise concerns). SAVENCIA has not yet set specific targets for measures against violence and harassment in the workplace. Nevertheless, the Group's corporate culture encourages a respectful, safe and healthy work environment for all employees. This is reiterated in one of the GPTW questions on workplace atmosphere, and all employees have access to the Group reporting system.

3.2. WORKERS IN THE VALUE CHAIN

3.2.1. Introduction

The double materiality analysis made it possible to identify the following material impacts and risks directly linked to SAVENCIA's business model and activities, as well as the stakeholders in its value chain:

Themes	IRO	IROs identified
Workers in the value chain	Positive and negative impacts	(+) Job creation in the value chain (-) Impact on human rights / work conditions (hours worked, living wage, health and safety, discrimination, harassment, forced labor, child labor)
	Risks and opportunities	(+) Consumer preference for ethical and responsible products (-) Legal and reputational risk in the event of failure to respect the rights of workers in the value chain and to control health and safety risks (including compliance costs) (-) Revenue loss and sourcing tension for raw materials in the event of a strike by workers in the value chain, reduction of farmland or a supplier found guilty of human rights abuses

3.2.1.1. Description of workers in the SAVENCIA value chain

The types of workers in the SAVENCIA value chain differ depending on the type of Group activity.

Dairy sector:

Workers in the upstream value chain
Dairy technicians
Dairy producers
Workers in packaging-production plants
Employees of upstream transportation and logistics companies

Workers in the value chain at Group sites
Security agents, facilities agents, etc

Workers in the downstream value chain
Workers at waste treatment plants
Employees of retail networks for SAVENCIA products
Employees of downstream transport and logistics companies
Undeclared workers for waste removal

In food sectors, certain types of stakeholders are especially vulnerable:

- Female producers and farmers, as this sector is predominantly male;

- Children, as agriculture makes use of child labor more than any other sector in the world;

- Migrants and refugees, overrepresented among farm laborers;

- Independent farmers and breeders, under heavy pressure from customers.

These categories of workers were identified during due diligence for Duty of Vigilance risk mapping (2022) and the Group double materiality assessment (2024).

3.2.1.2. Risk factors related to forced labor and child labor

The risk-mapping analysis, updated in 2022 as part of the vigilance plan review, revealed at-risk activities in the food sector, especially in countries where workers' rights are not well protected, if at all.

With regard to child labor, risk mapping for the vigilance plan identified a specific raw material in the Group business chain:

- Dried fruit: The dried-fruit business faces complex supply chains, which involve numerous intermediaries in fragmented and often sensitive international sectors. Undeclared work, especially cracking nuts in a family context, makes it difficult to monitor work conditions and heightens the risk of child labor.

The Group has implemented specific action plans, described in the 2024 Vigilance Plan, for the prevention, mitigation and remediation of these negative impacts.

3.2.1.3. Procedure for identifying and assessing material impacts, risks and opportunities, and their influence on the strategy and business model

Analysis of the impact of risks on individual human rights, health and safety is the responsibility of Group Duty of Vigilance. Risks were mapped at the end of 2022 to identify the largest risks from activities performed by the Group, its subsidiaries and suppliers. This mapping consolidated risks for workers in the Group value chain. The methodology and results of the analysis are detailed in the Groupe SAVENCIA Vigilance Plan.

This approach is in line with the double materiality assessment carried out in 2024 with a specialist consultancy for CSRD compliance. The analysis brought together the principal business-line management teams concerned by the various ESRS, through working groups and theme-driven interviews.

The work includes workshops for identifying existing action plans in line with various IROs, and sessions for reflection and prioritizing future actions to be taken by the Group in coordination with the Vigilance or Oxygen Plans.

This analysis helped identify dependencies and impacts on the Group's economic model and on its role as prime manufacturer with regard to its upstream suppliers, which can have a negative impact on workers in the value chain:

- Concerning respect for the human rights of workers in the value chain, compensation of farm workers is considered to be an important factor that impacts their living conditions, especially livestock farmers and farm workers. In the event of violations of the human rights of workers in the value chain of agricultural raw materials, the Group and its managers can be held liable and risk legal and financial penalties. This could harm the Group's reputation and lead to investors downgrading the company, as well as retailers and consumers moving to competitors. In addition, increasing regulatory requirements for human rights require that the Group spend more to be in compliance.

- With regard to work conditions, health and safety in the value chain, identified impacts concern physical and psychological infringement on the health of workers in the value chain (muscle-skeletal problems, falls, working on moving machines, exposure to chemicals, stress, anxiety, etc.). These risks are all the greater with the use of seasonal workers, migrants, refugees or undeclared workers. This is the case particularly in the farming and dried fruits sectors, where the Group risks legal and financial sanctions, with damages imposed if workers are seriously affected. Any accusations can also harm the Group's reputation. A long- term slowdown is also a risk from supply constraints due to agricultural decline, i.e., fewer farmers because of the difficult work and unattractive rural regions.

However, the Group's economic model and established global supply chains have a positive effect on its workers in these sectors, through the creation of long-term jobs all along the value chain, including for persons excluded from the job market or with few qualifications.

Groupe SAVENCIA is convinced of the benefits from the positive approach of its value chain, which creates lasting jobs that contribute to dynamic farming activity, in turn satisfying consumer expectations for ethical, responsible products. In addition, action plans developed by Groupe SAVENCIA cover mainly the following types of workers:

- Dairy farmers and technicians;

- Agricultural farmers and technicians.

The Group has a more direct influence on these categories of workers because of its economic model and business lines, in which most of its commitments have long been highly concentrated.

Nonetheless, there are a few exceptions concerning Group action plans and policies for CSR commitments. These affect all suppliers, whether direct or indirect, and can influence business practices and workers both up- and downstream.

The Group intends to consolidate its commitments to better respond to the specificities of other categories of workers in the value chain, depending on its capacity to influence upstream and downstream sectors.

3.2.1.4. Commitments and policies related to workers in the value chain

This section describes the commitments and policies implemented by SAVENCIA to manage the positive and negative effects on human rights and work conditions (hours worked, living wage, health and safety, discrimination, harassment, forced labor, child labor) for workers in the value chain, as well as related risks and opportunities.

- Groupe SAVENCIA commitments

In 2003, the Group signed the United Nations Global Compact, the largest initiative in favor of sustainable development, thereby demonstrating its commitment to work on impact assessment and a sustainable development approach across its entire value chain. Through respect of the United Nations Guiding Principles (UNGPs), the Group adheres to key international texts that define commitments for human rights:

  - The Universal Declaration of Human Rights, Sustainable Development Goals (SDGs) and the principles of the United Nations Global Compact;

  - The OECD Guidelines for Multinational Enterprises;

  - The International Labor Organization's (ILO) Tripartite Declaration on Multinational Enterprises;

› And national laws, especially in terms of due diligence for the respect of human rights and the environment.

To ensure it respects its commitments, and in compliance with the United Nations Guiding Principles for enterprises, the Group follows a procedure for due diligence for human rights, being careful to apply the policies described below.

3.2.2. Ethics charter: "The Group and its Culture"

Commitments to human rights are governed by the Group's ethics charter, "The Group and its Culture," and are included in procedures related to ethical compliance. The Group Ethics and Culture Committee, chaired by the Secretary-General, ensures vigilance regarding respect for human rights.

The ethics charter is distributed to all employees, who commit to respecting the values, rule and principles defined therein.

In the same spirit, the Group's Responsible Purchasing Charter defines the ethical, responsible principles to be respected by buyers.

3.2.3. Responsible Purchasing Charter

In the framework of the Purchasing Department's approach to responsible purchasing, which applies to all subsidiaries through the CSR Oxygen Plan, the Group chooses suppliers on the basis of calls for tender that are open, competitive and fair. Preferred suppliers share the Group's commitments and principles, especially professional best practices, work conditions, respect for human rights and the environment.

Suppliers' human rights obligations are set out in the Responsible Purchasing Charter, which SAVENCIA asks its partners to sign upon entering into a business agreement.

The Charter states Group commitments for suppliers to promote fundamental principles and rights in the workplace, as defined in the International Labor Organization Declaration. Suppliers are also expected to comply with the laws in force in each country, especially with regard to prohibition of forced labor and child labor, and to eliminate all forms of discrimination.

The Responsible Purchasing Charter is signed by Group suppliers and thus has direct and indirect effects on workers in the value chain.

The Group requires purchasers to adhere to corrective action plans, particularly those provided by EcoVadis. (See 4.3, Managing relations with suppliers).

3.2.4. Human rights policy

In a human rights policy to appear in 2026, SAVENCIA will set out its objectives for respecting human rights in its business activities, in accordance with the Duty of Vigilance law. This policy, supported by the HR and CSR Departments, will reaffirm and structure SAVENCIA's commitments as expressed by its vocation, "Leading the way to better food." The policy requires decent working conditions for workers in the value chain, and the exclusion of any form of forced labor, human trafficking or child labor.

3.2.5. Accounting for stakeholder interests and views

The double materiality assessment performed by the Group in 2024 resulted in the inclusion of SAVENCIA stakeholder expectations and views in relation to workers in the value chain. Identification of material impacts was based on an analysis of lobbying by organizations of representatives of affected stakeholders, and by experts specialized in environmental risks and human rights in the food sector, e.g., advocacy by civil society organizations (CSOs), publications of national and international institutions for the defense of human rights, and research publications and articles on the food sector. Groupe SAVENCIA initiates and maintains dialogue at the operational level with stakeholders, whose quality and development are supervised and monitored by the CSR Department. These discussions are part of the Group's desire to build a lasting relationship with its ecosystem, and include concrete actions as part of its commitment to global initiatives.

- Stakeholder commitment in the dairy sector

SAVENCIA consistently seeks balanced working relationships with its partners and stakeholders. The Group incorporates societal responsibility and sustainability in its dairy supply strategy and daily actions. Over the years, relations of trust and close contact have been built with milk suppliers. SAVENCIA Fromage & Dairy works with them to build a sustainable dairy sector, to confront today's social, economic and environmental challenges, and to support workers in our value chain.

The Group strategy is to encourage collective action. In France, the overwhelming majority (99.9%) of SAVENCIA Fromage & Dairy's milk suppliers work in collective structures: cooperatives, producer organizations and associations of producer organizations. These structures help balance contract negotiations, taking into account criteria such as quality, origin, volume, milk composition and CSR commitments.

Every year in France, more than 150 meetings are held with producer organizations and cooperatives. A framework of shared actions is established with progress-based targets. The key themes are changes in the market and sector, preparing for the future and formalizing contracts. SAVENCIA Fromage & Dairy also participates in the general meetings of partner structures, in a spirit of openness and dialogue.

In 2024, as part of its ambitious objectives to decarbonize its upstream dairy activities, SAVENCIA Fromage & Dairy signed strategic agreements with three partners: the Agrial cooperative, the GPLVD (Dropt Valley Milk Producers Group) producer organization and the FMB Ouest (France Milk Board West) producer organization. The objective is to build sustainable relations with all partner structures in the milk sector.

In all collection areas worldwide, our milk technicians act on the ground as SAVENCIA Fromage & Dairy ambassadors. They visit the farms daily and provide technical support as needed. This close individual and collective contact and communication allows farmers to share their experiences, best practices and questions.

In addition, SAVENCIA Ressources Laitières established a stakeholder committee in 2023. This body includes representatives from partner structures, and milk suppliers from both the Group and the French dairy sector. The committee meets once or twice a year to discuss the challenges confronting stakeholders in the dairy supply chain (including milk producers).

These actions create an interplay between the business strategy and stakeholders' views, including potential impacts caused by our activities, and make it possible to implement measures for adaptation and shared progress.

Thanks to these channels for dialogue and its commitment to sustainable, responsible practices, SAVENCIA Fromage & Dairy, supervised by its

Executive Committee, ensures that the interests of workers and farmers are systematically and regularly taken into consideration:

- Consideration taken of particularly vulnerable workers

The Group has not yet applied a measure specifically dedicated to the views of particularly vulnerable and/or marginalized workers (women, children, migrants, independent farmers, etc.).

The challenges for vulnerable stakeholders are addressed by existing initiatives.

3.2.6. Processes to remediate negative impacts and channels for workers in the value chain to raise concerns

- Whistleblowing hotline

As part of the SAVENCIA culture of ethics, integrity and transparency, and made possible by the introduction of a Group whistleblowing system, workers on the value chain and any Group stakeholder can report behavior that may be illegal or unethical. To voluntarily report a possible violation of laws and regulations and/or SAVENCIA Group's ethics charter, whistleblowers have several reporting channels available, including for subcontractors and outside stakeholders (suppliers, downstream subcontractors, customers, sales representatives, etc.). Stakeholders are informed of channels for whistleblowing, which are posted on the Group website under the Vigilance Plan. In 2025, a dedicated digital platform will be made available to raise awareness of the whistleblowing system by means of a direct link on Group websites (see 4.2.4., Group whistleblowing system).

- Process to remediate negative impacts

When a negative impact is reported through the Group whistleblowing system or other channels (management, HR officer, crisis unit etc.), an ad hoc Alert Committee is called to examine and rule on the case, and to suggest actions to be taken for a possible solution. Depending on the severity of the alert, the Group Ethics and Culture Committee may be called in for guidance and judgement.

These two bodies can also meet to review the alerts received and undertake actions, so that the whistleblowing system becomes part of global performance and ongoing improvement. For more on governance of the Group whistleblowing system, see chapter 4.2. Business ethics and corporate culture.

- Inventory of alerts related to workers on the value chain

In 2024, with regard to the SAVENCIA value chain, no alerts were made for non-respect of the United Nations Guiding Principles on Business and Human Rights, Labor Organization Conventions or OECD Guidelines for Multinational Business Conduct.

In 2024, no alert was received on the Group whistleblowing hotline involving workers in the value chain.

Actions for monitoring impacts, risks and opportunities related to workers on the value chain, and assessment of their effectiveness

All actions described below contribute to managing the impacts, risks and opportunities listed (see 3.2.1, Introduction).

Accounting for workers on the value chain in the SAVENCIA strategy and business model.

These actions were identified during the formalizing procedures and monitoring of the SAVENCIA's Vigilance Plan, and are managed by related governance bodies to guarantee their relevance and effectiveness.

Should negative impacts occur, affected stakeholders may benefit from a remedial procedure associated with the whistleblowing system.

In compliance with the system developed for Duty of Vigilance, the action plans for workers on the value chain are organized mainly by business line and risk level of the raw material concerned.

- Cross-cutting action plans

  - Procedure applicable to Group suppliers and subcontractors

The Group requires suppliers and subcontractors to make a like commitment to respecting human rights, including in their own value chain. The following measures are applied:

- For human rights commitments expected from our suppliers, requirements are defined in the Responsible Purchasing Charter (see 4.3, "Managing relations with suppliers").
- CSR clauses are set out in contracts with suppliers.
- Audits are organized to assess the effectiveness of prevention measures described above, and to verify compliance of suppliers with high-risk profiles. For any corrective action plan considered inadequate following a CSR risk assessment, including social aspects, the qualification of a new supplier cannot be approved without an on-site SMETA audit performed by a certified external firm such as Bureau Veritas.
- If suppliers do not take corrective measures to remedy non-compliance or violations, or do not meet deadlines agreed on in the remediation plan, a decision may be made to exclude them from our supply chain and to terminate their contracts.

The indicators for monitoring these procedures are described in part 4.3.3. Indicators and targets.

  - Training employees in Duty of Vigilance

To develop knowledge of the importance of Duty of Vigilance, and to raise awareness of the risks of impact on employees in the value chain, an e-learning training course is assigned to all employees in a mandatory training program covering compliance.

In 2024, 80% of Group employees completed the e- learning training course on Duty of Vigilance.

- Action plan for impacts on workers in the milk sector

  - Compensation of milk producers

Over the past three years, SAVENCIA Fromage & Dairy has raised the price of standard 38/32 milk by +33%.

Since 2018, the price of milk is on average +1% higher compared to France Agrimer (i.e. French market average).

  - Work conditions for milk producers

The Terroirs de Lait strategy, which seeks to develop programs for greater safety and lower carbon emissions, is closely tied to the work

conditions of our suppliers, as both a prerequisite and a consequence of these programs. In all our collection areas, technicians assist farmers daily through visits and technical support, as needed. This close individual and collective contact and communication allows farmers to share their experiences, best practices and questions about work conditions.

- Action plan for workers in the dried fruit sector

Undeclared work in this sector makes it difficult to monitor work conditions.

To participate in Group commitments with regard to work conditions and the absence of forced labor and child labor, all suppliers concerned have signed the Responsible Purchasing Charter, which addresses these challenges.

In general, the Group subsidiaries concerned ensure that they are informed of the value chain. The Group has long-term partnerships for its milk supply, and works with producers who have been well-established for many years. Suppliers of items other than dairy raw materials are assessed with EcoVadis or another recognized assessment tool.

Targets related to management of material negative impacts, promotion of positive impacts, and management of risks and opportunities related to workers on the value chain:

To date, the Group qualitatively monitors all its action plans, the effectiveness and relevance of which are monitored by the departments involved in implementing the Vigilance Plan.

The effectiveness of measures taken is also analyzed by the Audit and Risk Committee, which meets twice a year. No specific measures were implemented in response to serious incidents.

In addition, as part of the internal audit plan, the internal control framework and the work of the Compliance Department, the following points are subject to specific controls:

- Verification that mandatory information concerning the Group's whistleblowing hotline and the Anti-Corruption Code of Conduct has been provided to employees;

- Verification of application of Group policies and procedures on specific subjects.

Monitoring tools were implemented to ensure application of the Responsible Purchasing Charter. As set out in the Vigilance Plan, the Group uses CSR assessments via EcoVadis to evaluate the policies and actions of suppliers, and to monitor suppliers with high-risk profiles through more frequent assessments. Progress indicators are described in the Vigilance Plan under "Results of Plan Application for Suppliers."

3.3. LOCAL ROOTS AND IMPACT ON COMMUNITIES

3.3.1. Introduction

SAVENCIA is fully aware of the role it plays in developing the territories where it does business.

The double materiality analysis made it possible to identify the following material impacts and risks directly linked to SAVENCIA's business model, as well as the stakeholders in its value chain:

Themes	IRO	IRO identified
Local roots and impact on communities	Positive and negative impacts	(-) Impact on living conditions of local communities in agricultural and livestock value chains (population displacement, economic instability, limited access to resources) (-) Impact on local residents and communities near livestock (health risk, noise, smell and light pollution)
	Risks and opportunities	(-) Legal and reputational risk in the event of failure to respect the fundamental rights of local communities (-) Reputational risk in the event of challenges to the license to operate (infringement of fundamental rights of local communities)

3.3.2. Characteristics of communities affected by SAVENCIA's activities

SAVENCIA communities can be broken down along the various stages of the value chain:

Communities upstream from the value chain
Communities living or working near producers of food commodities (including indigenous communities in certain countries and sectors)
Communities living or working near sites of food commodity production or farm input production
Communities living or working near sites of raw materials and packaging production
Communities living near Group production sites
Communities living or working near SAVENCIA operational sites and production plants
Communities downstream from Group production sites
Communities living near product sales sites
Communities living near sites for product storage and waste treatment

These types of affected communities concern all SAVENCIA Group activities.

Because SAVENCIA Fromage & Dairy activities are located mainly in France, to date no indigenous communities upstream from the value chain have been identified. With regard to milk sourcing worldwide, and particularly in South America, an analysis of risks and impacts is underway, with possible action plans under consideration.

In its analysis of risks under Duty of Vigilance, SAVENCIA identified country risks that make certain communities vulnerable to displacement, economic instability and access to natural resources. These risk factors are the result of failures by institutions and national/local laws to protect the fundamental rights of citizens and their environment.

3.3.3. Procedure for identifying and assessing material impacts, risks and opportunities, and their influence on the strategy and business model

Since 2022, the Group has mapped risks relating to the Duty of Vigilance of parent companies and contracting companies. This identified the risk of affected local communities, especially in terms of living conditions and potential land grabs. More detailed work on vigilance risk mapping and alignment with analysis of IROs will be carried out in 2025. This will strengthen the risk analysis for communities of certain sectors, in compliance with the Duty of Vigilance required by the European Regulation on Deforestation and Forest Degradation (EUDR). These analyses have been extended to dried fruit sectors.

This was enhanced by a double materiality assessment carried out with a specialist consultancy in 2024 for CSRD-related work. The analysis brought together the principal business- line management teams concerned by the various ESRSs, through working groups and theme-focused interviews.

The work includes workshops for identifying existing action plans in line with various IROs, and sessions for reflection and prioritizing future actions to be taken by the Group in coordination with the Vigilance or Oxygen Plans.

This procedure helps identify impacts, risks and opportunities that are related to the affected communities and stem from the Group's business model and activities. Negative impacts are systematic in the food sector, especially in globalized areas:

- Impact on living conditions of local communities in agricultural and livestock value chains (population displacement, economic instability and limited access to resources);
- Impact on neighbors and local communities near livestock (health risk, noise, smell, light).

Numerous impacts on local communities are also related to events identified and described in ESRS E2, E3, E4 and E5:

- Pollution: pollution of water, air and soil as a result of upstream agricultural or packaging activities that can impede access to a healthy environment (e.g., water and soil pollution from animal husbandry and farming practices, water and soil pollution from the extraction of raw materials intended for use in phytosanitary products etc.).
- Water resources: removing and rarifying water resources may lead to conflicts related to own-site activities (production plants) and to activities upstream from the value chain (farms, livestock etc.).
- Biodiversity: contribution to soil degradation, habitat degradation and destruction, resource depletion and erosion of animal biodiversity in certain Group upstream value chains can severely impact access to a healthy environment, ecosystem services, and the natural heritage of local communities. These impacts may affect indigenous populations in contact with certain sectors (cocoa, soy, vegetable fats, pulp etc.).
- Circular economy: waste storage and treatment may have significant effects on the environment of neighboring communities and sites.

The policies and action plans for the impacts described above are detailed in chapter 2, Environment, of this report.

Group activities depend on sectors that cause the impacts described above, which generally are systemic up- and downstream from its value chain. This section of the report details the efforts made for the Vigilance Plan, sourcing strategy and Oxygen Plan.

These efforts also provide management of legal and reputational risks from impacts on local communities identified in double materiality analysis, viz., legal and reputational risk in the event of failure to respect the fundamental rights of local communities.

3.3.4. Commitments and policies related to affected communities

This section describes the commitments and policies implemented by SAVENCIA to manage impacts on communities affected by the Group's own operations and by others' up- and downstream from its value chain. These policies also contribute to managing subsequent risks.

- Group commitments

SAVENCIA ensures that impacts on communities in its value chain are managed through policies and action plans that respect the fundamental rights and freedoms of stakeholders, in both its own operations and the surrounding value chain.

In 2003, the Group signed the United Nations Global Compact, the largest initiative in favor of sustainable development, thereby demonstrating its commitment to work on impact assessment and a sustainable development approach across its entire value chain. Through respect of the United Nations Guiding Principles (UNGPs), the SAVENCIA Group adheres to key international texts that define commitments for human rights:

- The Universal Declaration of Human Rights, Sustainable Development Goals (SDGs) and the principles of the United Nations Global Compact;
- The OECD Guidelines for Multinational Enterprises;
- And national laws, especially in terms of reasonable diligence for the respect of human rights and the environment.

To ensure it respects its commitments, and in compliance with the United Nations Guiding Principles for enterprises, the Group follows a procedure for due diligence for human rights (see 1.2.3, Declaration of due diligence).

The policies described in the section below are in line with Group commitments.

- Ethics charter: "The Group and its Culture"

Commitments to human rights fall within the Group's ethics charter, "The Group and its Culture," and are integrated in the procedure for ethical compliance. The Group Ethics and Culture Committee ensures vigilance for human rights. The ethics charter is distributed to all employees, who are then bound to respecting the values, rule and principles defined therein.

- Responsible Purchasing Charter

In the framework of the purchasing department's approach to responsible sourcing, which applies to all subsidiaries through the Oxygen Plan, the Group favors suppliers who share the Group's commitments and accept the principles of respect for human rights and the environment.

Suppliers' human rights obligations are set out in the Responsible Purchasing Charter, which SAVENCIA asks its partners to sign upon entering into a business agreement. The Responsible Purchasing Charter is signed by Group suppliers and thus has direct and indirect effects on communities located near their activities.

In this policy SAVENCIA requires suppliers, through the Responsible Purchasing Charter, to commit to taking into consideration interactions with local communities, respect property rights, and ensure that their activities do not create problems for local populations.

In the event of a known risk or impact, the Group requires purchasers to adhere to corrective action plans, particularly those provided by EcoVadis. (See 4.3, Rellationship with suppliers).

- Best Farming Practices Charter

Within the CSR framework for milk sourcing, the Best Farming Practices Charter includes indicators that measure indirectly how dairy activity impacts local communities (sustainable management of water resources, biodiversity, environmental protection etc.) and thus sets out actions to be taken for progress and remediation.

This charter is contractually required of all French suppliers of fresh milk. This requirement will be progressively extended to all our milk sourcing worldwide. In 2024, 79.4% of our global volumes fulfilled either this charter or standards recognized as equivalent by country or sector. The fluctuation of this indicator is due to changes in collection areas and to renewed audits over time.

- Human rights policy

By formalizing a human rights policy to appear in 2026, SAVENCIA intends to develop its commitments and objectives for respecting human rights in its business activities, in accordance with the Duty of Vigilance.

This policy, supported by the HR and CSR Departments, will reaffirm and structure SAVENCIA's commitments as expressed by its mission, "Leading the way to better food." This will strengthen the Group's commitments and action plans to champion fundamental rights and freedoms of communities potentially affected by its activities.

3.3.5. Consideration of stakeholder interests and views

The double materiality assessment performed by the Group in 2024 resulted in an initial inclusion of expectations and views from impacted SAVENCIA stakeholders, in relation with communities affected by Group activities all along its value chain. The identification of material impacts was based mainly on an analysis of lobbying by organizations of representatives of affected stakeholders, and by experts specialized in environmental risks and human rights in the food sector (e.g., advocacy by civil society organizations (CSOs), publications of national and international institutions for the defense of human rights, research publications and articles on the food sector).

This work complements the literature review carried out in the framework of risk analysis in relation to the Vigilance Plan updated in 2022.

The Group has not yet implemented action plans specifically dedicated to the views of potentially affected communities (neighbors, indigenous populations etc.).

The challenges for communities are nonetheless addressed by existing initiatives, particularly through active dialogue between our subsidiaries and their local stakeholders.

The literature review carried out during risk mapping for Duty of Vigilance, and the double materiality analysis, confirmed the key issues.

3.3.6. Processes to remediate negative impacts and channels for affected communities to raise concerns

As part of SAVENCIA's culture of ethics, integrity and transparency, and as developed by the introduction of a Group whistleblowing system, communities affected by Group activities and its value chain, and any other Group stakeholders, can report behavior that may be unlawful or contrary to the SAVENCIA ethics charter and/or its policies.

Reporting channels are posted on the SAVENCIA Group website (see 4.2.4, Group whistleblowing system).

- Procedure for resolving negative impacts

When a negative impact is reported through the Group whistleblowing system or other channels, an ad hoc Alert Committee may be called to treat and rule on the case, and to suggest actions to be taken for a possible solution. Depending on the severity of the alert, the Group Ethics and Culture Committee (GECC) may be called in for guidance and judgement.

These two bodies can also meet to review the alerts received and to undertake actions so that the whistleblowing system becomes part of global performance and ongoing improvement. For more on governance of the Group whistleblowing system, see chapter 4.2, Business ethics and corporate culture.

- Controversies and reporting related to affected communities

In 2024, no alert was reported concerning communities (see 4.2, "Business ethics and corporate culture").

- Additional whistleblowing procedures

In the 2024 social reporting, the Group asked subsidiaries to identify the impact on communities potentially affected by their activities, and any actions undertaken. This project has been launched and aims to:

> Better identify how communities are impacted;

> Inform subsidiaries of related issues;

> Provide data for a customized program and action plan.

The project's results will be consolidated in 2025.

In view of further improvement, the effectiveness of the measures implemented is considered partly in terms of incidents reported to the Audit and Risks Committee, which meets twice a year.

3.3.7. Actions for monitoring impacts, risks and opportunities related to communities in the value chain, and assessment of their efficiency

SAVENCIA continues to improve its management of actions that contribute to consideration of community interests. Following a decentralized model, the Group endeavors to promote suitable local management of these actions, which are perfectly in phase with the CSR policy.

The structuring of sourcing subsidiaries for SAVENCIA Fromage & Dairy activities reflects the Group's strong local and national presence.

Similar to the Group's production sites for cheese and other products, the dairy supply teams are spread across the countryside and collection areas, near the dairies.

This presence near dairy sources is the foundation of the Group's business model, which provides two advantages for managing risks related to affected communities:

- First, it limits country risk, which can heighten exposure of local communities in regions around the world where environmental rights and communities are not well protected, and strengthens traceability in dairy sectors for better risk management;
- Second, it creates socioeconomic value at the regional level, helping keep jobs and preserving the local social fabric in farming areas struggling to remain attractive.

3.3.8. Indicators and targets

In 2026, the Group will define objectives for achieving its action plans related to consideration of community interests. However, related issues are identified and monitored in the framework of the Vigilance Plan.

3.4. CONSUMERS AND END USERS

3.4.1. Introduction

The double materiality assessment has identified the following material impacts, risks and opportunities (IRO) related to SAVENCIA consumers and end users:

Themes	IRO	IROs identified
Consumer information and responsible marketing	Positive and negative impacts	(-) Impact on the protection of consumer's personal data (linked in particular to marketing and sales practices) (+) Consumer awareness-raising and promotion of a healthy and sustainable diet (including issues relating to food waste)
	Risks and opportunities	(-) Increased costs and legal/ reputational risk due to potential product withdrawals/recalls and allegations of non-compliance with regard to product characteristics
Access to healthy and sustainable products	Positive and negative impacts	(+) Access to healthy, sustainable and affordable products (dairy products) (+) Enhancement of traditional and local knowledge and skills, in particular through promotion of labeled, local and origin-certified products
	Risks and opportunities	(+) Market share gains linked to the development of healthy, sustainable and accessible products that meet growing consumer expectations (-) Loss of revenue if consumers switch to more affordable products
Product nutritional quality	Positive and negative impacts	(-) Impact on consumer health linked to product safety and nutritional composition
Food safety	Positive and negative impacts	(-) Impact on consumer health linked to product safety and nutritional composition
	Risks and opportunities	(-) Increased costs and legal/ reputational risk due to potential product withdrawals/ recalls and allegations of non-compliance with regard to product characteristics

According to the World Health Organization (WHO), healthy, sustainable food is a key factor in improving public health and protecting the environment. The agro-ecology transition is vital for changing the way food is produced and consumed, paving the way for a more sustainable food industry. Sustainable food comprises four areas: nutrition & health (covers nutritional needs and protects populations), environmental (protects the environment and natural resources), economic (profitable and available to the largest possible population) and cultural (products are desirable, acceptable and meet local dietary habits). Actions promoting sustainable food should take into consideration and endeavor to balance all of these factors.

The food industry plays an important role in the food transition, both through supply (improving nutritional and natural qualities, and diversifying the product range) and through education and consumer guidance (how to understand and apply changes in behavior, reducing food waste etc.).

SAVENCIA's vocation, "Leading the way to better food," bases its strategy and economic model on high-quality, healthy, tasty products produced in compliance with food safety standards. As a major player in the food sector, and with products in 120 countries worldwide, SAVENCIA embraces its responsibility to participate actively in the food transition. The Group works to create a range of products that are delicious, healthy and popular with consumers, while also developing solutions for more sustainable food.

With the launch of #PositiveFood in 2019, SAVENCIA Group confirmed its determination to promote a positive food transition. Our goal is to promote healthy, sustainable food that brings pleasure to the dining table. The food model promoted by #PositiveFood is based on a diverse diet that respects the portion relevant to each food category. The emphasis is on raw foods, foods with little processing, seasonal foods and limited food waste.

In response to growing consumer expectations for food, and given the potential impact on their health, we are committed to developing high-quality products with minimal processing. Our teams design and build concrete, targeted progress plans for progress with the aim of continuously improving the nutritional quality and design of our products. Nutritional progress plans focus on reducing salt, sugar and fat. The progress plan number is monitored and the brands are assisted in assessment, prioritization and optimization measures. Products are as natural as possible, with as few ingredients as possible, and a drive to eliminate controversial ingredients. A gradual approach is set out and disseminated to brands so they can commit to ongoing improvement. In addition to monitoring optimization of existing products, the Group has set a target of 100% of new branded products bearing the Group's Clean label certification by the end of 2025.

To encourage healthier, more responsible behavior, brands implement targeted advertisements and information. The use of per-portion nutrition labelling on 100% of our branded products sold in supermarkets is intended to inform consumers of the idea of "portion", and to help them control food intake. One of the strengths of #PositiveFood is suggested recipes that are healthy, flexitarian and delicious. To reduce food waste, branded products feature easy-to- make recipes designed to reduce waste. Use-by dates are also communicated through our partnership with Too Good To Go.

SAVENCIA's Charter for Responsible Design was drawn up to provide all subsidiaries with guidelines and proactive orientations for more sustainable and responsible design and redesign of our products, and to establish cross-cutting goals at the Group scale. These objectives are:

- Facilitate the assessment phase and structure proposals for product and packaging improvement plans;
- Share methods and a common vocabulary with all SAVENCIA teams worldwide.

The Group works tirelessly in all its activities to meet customer expectations by offering products that are healthy and delicious, pleasant and nutritious.

3.4.1.1. Consideration of consumer interests

Studies and panels

The Group is attentive to major consumer trends, both local and global.

To understand consumers' interests, views and aspirations, the Group uses existing studies prepared by third parties, as well as internal studies carried out with partner institutions. These studies are both company-wide and on the subsidiary level.

Food 360 Kantar is one such external study. International in scope, it was carried out as part of the SIAL Paris International Food Exhibition, and aims to assess changes in consumer tastes. The study also covers CSR.

Studies carried out by the Group include:

- Trends: biannual review by SAVENCIA Market Intelligence of all information on consumer trends for the year. CSR trends are included. The last study was completed in December 2024.
- *Monitoring Brand Health*: a yearly, multi-country study on our brands and their competitors. The study assesses the reputation and image of our brands, especially with regard to being "responsible, committed to societal and environmental issues." The most recent *Monitoring Brand Health* was published in October–November 2024.
- Studies on uses and attitudes: strategic study prepared every 5–10 years to explore and assess consumers' perceptions, expectations and uses vis-à-vis our categories.
- Studies on buyer behavior: strategic study prepared every 5–10 years to explore the perception and expectations of the category of purchasers.
- "Consumer safari" studies: understanding the behavior of consumers in real-life situations.

Depending on their needs, our subsidiaries regularly produce studies on product/brands before they are placed on the market. This takes into account consumers' interests in the strategy of Group brands.

Product innovation tests, carried out after product launches, ask consumers what they think about the innovation, and their intention and motivation for potential purchases.

Subsidiaries' Marketing departments, alongside the Group Marketing department, are in charge of attracting consumers and contributing to the integration of results into the business strategy.

Customer service

Group teams are trained to listen to consumers, and to their needs and aspirations.

Customer service, social media and online communities led by community managers are the preferred contact points of our consumers.

Customer service at SAVENCIA:

Consumer/customer contacts are managed entirely at the market-/country-level, either in-house or externally.

Each market is equipped with tools for processing consumer/ customer contacts. A company-wide summary of consumer/ customer claims is prepared monthly.

Tests are carried out regularly to verify that channels for our consumers/customers function properly. Our internal recommendations are intended to enhance the variety of contact points. For example, in France we test email channels daily (test mails sent automatically) and telephone lines monthly.

Communication takes place in the consumer/customer's language, and replies are personalized.

In the event of proven harm, the consumer/customer is compensated for the damage experienced, in accordance with various forms of compensation and depending on the specific market.

Special attention is given to treating claims for vulnerable populations, such as children and pregnant women, though at present there is no specific procedure for such consumers.

For example, in France we assess the efficiency of our response to consumer claims. After a claim has been completed, the consumer receives an email to rate satisfaction on a scale of 0 to 10.

Crisis management

In the event of non-respect of human rights and/or guidelines[1] involving consumers and end users, reports are made up- and downstream in the value chain.

Although no reports have been made in several years, a procedure has been set out for managing such risks.

For many years the Group has had a system for reporting and processing information, and for crisis management if necessary. This is a permanent Group procedure designed for information flow, which is vital in both normal and crisis periods. The procedure is based on processes and technical tools implemented by the Crisis Management department, and is fully integrated in the general organization of Group risk management. This procedure is responsible for any event that might affect the image or reputation of the Group or its subsidiaries. For example, it can be activated by temporary product recalls, or by damage to tangible or intangible assets.

Any internal stakeholder can trigger the crisis management procedure, depending on the context and situation. The Group is especially attentive to weaker signals such as:

- Alert from a consumer or customer,
- Contact from public authorities (e.g., Signalconso),
- Rise in claim volume for a specific event, product and/or brand,
- Alert from a supplier or retailer,
- Contact from an association, journalist or other media player.

Privacy protection

Each subsidiary must abide by the laws in force governing the protection of personal data.

In 2018, SAVENCIA appointed a Group Data Protection Officer (Group DPO) to manage compliance of the General Data Protection Regulation (GDPR) in the European Union.

SAVENCIA is committed to respecting and maintaining high standards for the protection of personal data. In its business relations, the Group collects and processes personal data regarding its partners (suppliers, service providers, retail partners and customers) and consumers.

The Group has the technical and organizational means to protect the personal data it processes.

The Charter for the Protection of Personal Data guarantees that all employees of subsidiaries in the European Union respect the confidentiality, integrity and availability of data from consumers and internet visitors in the European Union. If needed, the Group DPO can be contacted to assert the rights granted by the GDPR.

Outside the European Union, each subsidiary is bound by the laws in force.

The policy in force aims to limit the negative impacts on the protection of personal consumer data, particularly data used in sales and marketing.

3.4.1.2. Characteristics of consumers

Group food products are for daily consumption in many countries and are intended for consumers:

- In all geographic areas: Europe, Asia, Africa, Oceania and the Americas;
- Of all age groups;
- Of various socioeconomic categories.

These include particularly fragile or sensitive subgroups (children, pregnant or nursing women, the elderly etc.).

Dairy products are worldwide staples and contribute to a balanced diet. Since they are naturally rich in protein, calcium and vitamins, dairy products fit easily into daily meals of all consumer types, including children, teens, adults and older people. Categories of persons allergic or intolerant to certain foods must adapt their consumption of dairy products.

To lower risk of diabetes, obesity and cardiovascular diseases, we advise against excessive consumption of foods containing too much fat, salt or sugar.

3.4.2. Consumer information and responsible marketing

3.4.2.1. Policies

In line with the UN, SAVENCIA adheres to international reference documents that define commitments to human rights, the United Nations Guiding Principles on Business and Human Rights, the International Labor Organization Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Business Conduct.

We take particular care to ensure that:

- The products and services provided meet health and safety requirements (see 3.4.4, Product nutritional quality and 3.4.5.. Food safety).

1 The United Nations Guiding Principles on Business and Human Rights, the International Labor Organization Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Business Conduct.

- Information provided on our products, including potential health risks, is sufficiently precise and complete to allow consumers to make informed decisions.

Through its Oxygen Plan, SAVENCIA contributes to the Sustainable Development Goals adopted by the United Nations in 2015, particularly heath/well-being and responsible consumption/production.

One chapter of SAVENCIA's Charter for Responsible Design is devoted to targets for responsible communication and marketing. This approach applies to all forms of brand communication, whatever the targeted group (customers, consumers, users, etc.) and whatever the media (packaging, audiovisual media, printed and digital materials, point-of-sale advertising etc.).

It is based on a number of principles: sincerity in commitments, transparency in responses provided to consumers, encouragement to inform consumers, and attentiveness to the societal and environmental impact of our communication.

The responsible commercialization of Group products and brands is based on the three pillars of responsible communication:

- Transparency and sincerity: Provide brand and product information that is clear, precise and easy to understand, and ensure the consistency of the brand's various products:
  - Prohibit greenwashing, invented words and labels, and excessive claims for product advantages;
  - Highlight concrete facts and provide proof;
- Encourage consumers to eat well;
  - Encourage informed consumption of our products;
  - Encourage a varied diet of seasonal products with little processing;
  - Highlight products' nutritional advantages and benefits on the packaging;
- Encourage waste sorting and recycling;
- Vigilance:
  - Limit the environmental impact of our communication media;
  - Ensure controlled distribution of communication media;
  - Ensure fair and responsible relations with our agencies and partners.

This policy is applicable on several levels:

- Consumer relations:
  - Encourage consumers to adopt a healthy, balanced approach to food;
  - Encourage informed consumption of our products: Provide information on the appropriate quantity and size of the portion to be consumed, and systematically include per-portion nutritional values in the nutrition table on packaging;
  - Highlight products' nutritional advantages and benefits on the packaging;
  - Encourage waste sorting and recycling though on-pack communication and other communication media (digital);
- Partner relations:
  - Respect of principles of transparency, sincerity and responsibility for calls to tender;
  - Ensure daily relations are balanced and regularly discuss the development of relations;
  - Give preference to local partners and ESATs, which provide employment for disabled populations.

Information, marketing and education are the cornerstones of helping consumers make informed decisions about healthy food. These tools are implemented through information on the packaging, multichannel communication on our products, educational campaigns for healthy, sustainable food, and combatting food waste.

To lower risk of diabetes, obesity and cardiovascular diseases, we advise against excessive consumption of foods containing too much fat, salt or sugar.

Through our Positive Food program, we promote a positive approach to food, and a global vision of food and mealtimes. To help consumers shift to healthier, more responsible diets, it is vital to provide information that is clear and precise on the ingredients and nutritional value of our products (per- portion nutrition labelling, promotion of natural nutritional products with nutrition and health advantages).

Portion size is an effective tool for the development of a balanced and diversified diet. The Group has set a goal of per- portion nutrition labelling for 100% of its branded retail products by 2025. The official recommendations issued in various countries are based on frequency of consumption and portion sizes for each food category. By adding per-portion nutrition labelling to all its retail brands, the Group seeks to provide consumers with a better understanding of the nutritional benefits of its products.

Information on product ingredients and their nutritional value shown on packaging is validated by subsidiaries' legal departments and by regulatory authorities. No product can be commercialized without this validation.

In addition to per-portion nutrition labelling, we have been using the Nudge methodology since 2016 to encourage more informed, healthier consumption of our products. This is achieved mainly by visually representing portions on the product and/or packaging, and by encouraging a shift towards better informed, more responsible consumption through targeted communication.

Our brands aim to promote informed consumption through delicious, balanced recipes that follow recommendations for a healthy, sustainable diet.

Food waste is a global challenge. According to the WWF (2021), 40% of the food produced worldwide is wasted.

As a responsible company aware of the global challenges of access to food and preservation of resources, SAVENCIA Group combats food waste by education and raising consumer awareness.

Household food waste in the European Union due to consumers' failure to understand packaging dates is estimated at 10% (source: European Commission, 2018). This is explained by confusion between use-by

dates and bestbefore dates. Use-by dates serve to ensure food safety, while best-before dates focus on food quality. In many cases, foods can still be consumed safely after this date if stored correctly.

Since 2020, SAVENCIA has been a signatory of the Consumption Dates Pact launched in France by Too Good To Go©, and backed by the Ministry for Ecological Transition and Solidarity, and the Ministry for Agriculture and Food. The objective is to encourage consumers to use their senses and to "Look-Smell-Taste" when assessing products with a bestbefore date. Several Group brands in France and internationally include a best-before date on their packaging in an effort to reduce household food waste.

3.4.2.2. Actions and resources

As an active player in the transformation of our food systems, SAVENCIA Group encourages consumers to adopt more informed consumption practices.

Portion size is an effective tool for the development of a balanced and diversified diet. The Group has set a goal of per- portion nutrition labelling for 100% of its branded retail products by 2025. The official recommendations issued in various countries are based on frequency of consumption and portion sizes for each food category. By adding per-portion nutrition labelling for all its retail brands, the Group seeks to provide consumers with a better understanding of the nutritional benefits of its products.

In addition to per-portion nutrition labelling, we have been using the Nudge methodology since 2016 to encourage more informed, healthier consumption of our products. This is achieved mainly by visually representing portions on the product and/or packaging, and by encouraging a shift towards better informed, more responsible consumption through targeted communication.

One of our objectives is the inclusion of our products in a healthy, balanced and enjoyable diet. Our #PositiveFood program continued in 2024. More than 700 #PositiveFood recipes from the Group's key brands are available on our digital platforms quiveutdufromage.com, jaime-lefromage.ch and ich-liebe-kaese.de, and on the brand webpages. The recipes are flexitarian or vegetarian, for delicious, healthy meals. Our in-house #PositiveFood tool enables our brands to develop balanced recipes, most with Nutriscores of A or B.

Several partnerships were created in 2024, always with the aim of promoting food that is delicious, healthy and more sustainable:

- Partnership carried out with a group from the Consumer Goods Forum (CGF) platform. Along with other industry players, we once again took part in a multi-brand operation with a retailer through its "My restaurant goes sustainable" initiative. The aim of this initiative was to help customers, restaurants and caterers include healthier, more sustainable and more accessible recipes in their menus. Using our #PositiveFood tool, we developed multi-brand, healthy, delicious and responsible recipes, with Nutri-Scores of A or B, that cost less than €3. These recipes were promoted in a booklet distributed to restaurateurs.

- Our Serbian subsidiary continued to develop its "Biser Nutri Academy" CSR project, which raises awareness of the importance of a healthy and balanced diet for children's development. In 2024, a new Cheese and Vegetable initiative featuring two products from the Biser Perfetta line was introduced in several shops. Given that fruit and vegetable consumption is lacking throughout Serbia, the aim of this operation was to encourage people to buy and eat more vegetables. On the local level, our subsidiary is a pioneer of retail activation, in particular highlighting the seasonal vegetables associated with our brands in delicious, balanced recipes prepared with cheese and vegetables. Sales of seasonal vegetables rose during this campaign.

The Group continues its actions to promote healthy, sustainable food, through the Institute for a Positive Food. Founded in 2020, the Institute aims to produce, promote and distribute scientifically relevant data about the transformation of our food systems and about healthy, sustainable food.

In 2021, as a result of the first partnership with Vivons en Forme and the LYFE Institute (formerly the Paul Bocuse Institute), a prevention program for people aged 55 and over was created and has since been implemented directly with regional authorities.

The Institute for a Positive Food organized several webinars and debates on food-related issues. The Institute's scientific advisory board spoke at SIAL 2024 on the topic, "New omnivores: reconciling nutrition recommendations with environmental, economic and farming challenges." The goal is to examine the complexity of the sustainable-food context. Consumers are exposed to innumerable instructions that are not easy to understand or apply, and can even seem contradictory. The Institute for a Positive Food's scientific advisory board shared their expert view on the complexity of key topics. Members of the board insisted on the importance of choice and balance in questions concerning healthy, sustainable food.

SAVENCIA aims to reduce food waste. Since the Group signed the Consumption Dates Pact made with Too Good To Go©, several key brands have adopted the logo "look, smell, taste before disposal" on their packaging. The objective is to remind consumers that a product with a best-before date can be consumed after that date with no health risk.

The Saint Môret, Chavroux, Saint-Agur and Elle&Vire brands place a best-before date on their packaging. This shows that on the date mentioned the product may have lost certain nutritional and flavor qualities, but that it can still be consumed with no health risk.

To further encourage consumers to reduce food waste, the St Môret brand has developed anti-waste recipes. These simple, easy recipes are available on product packaging and at quiveutdufromage.com.

3.4.2.3. Indicators and targets

To improve consumer information and encourage informed consumption, we are seeking to providing per-portion nutrition labelling on 100% of our branded retail products by the end of 2025.

At the end of 2024, 85.0% of our branded retail products had nutrition labelling.

Data for calculating this indicator are collected through the annual nutrition reporting carried out by Groupe reporting. Subsidiaries are asked to provide the number of branded products sold directly to consumers, with per-portion nutrition labelling on the pack (or I writing if the composition per 100 g is in written form). Methodological details on the definition of portion size are provided to subsidiaries in the relevant reporting guide.

3.4.3. Access to healthy and sustainable products

3.4.3.1. Policies

Access to sufficient quantities of healthy, nutritious food is essential for sustaining life and good health. Because they are naturally nutritious,

dairy products, including cheese, contribute to a balanced diet for many peoples while remaining accessible overall in terms of per-unit price. In a context of national programs such as PNNS for reducing meat consumption, cheese is an accessible alternative to other protein sources.

The Group does not at present have a specific policy for ensuring affordability of these products. However, from its beginnings, and in all countries where SAVENCIA products are sold, the Group has been attentive to offer healthy, sustainable products to the largest possible population, at affordable prices, all while taking into account local food and cooking traditions. Our local and origin-protected products (AOP, AOC, IGP etc.) also contribute to preserving regional and local culture and identities, while highlighting traditional skills. Our products are distributed in numerous countries worldwide and are produced locally, which optimizes distribution and affordability while satisfying consumer demand.

Brands are distributed by large retailers. We monitor retail circuits to ensure our products are available to even the most modest households. This is achieved by three main levers:

- We offer small formats at low prices, adapted to small (1–2 persons) or modest households;
- For larger families and households, we offer large formats at an advantageous per-kilo price;
- We regularly offer promotions with price reductions.

For many years SAVENCIA has partnered with food banks. The Group encourages its subsidiaries to donate products, providing quality food to people facing hardship. This partnership is part of our Oxygen Plan to combine performance and common sense. We work with our partners to innovate for a more inclusive world, in line with our motto, "Leading the way to better food."

3.4.3.2. Actions and resources

To promote access to healthy, sustainable products for the largest possible population, the Group offers specials and a variety of formats. For example, the St Môret brand, a leader in fresh cheeses, is available in several formats for multiple uses (bread, breakfast, snack, canapé, pastry) running from individual portions to 500-gram XXL containers.

We also work to help people in difficulty:

- In France, numerous Group employees worked with food banks in November to participate in the national food drive, which took place in 8,000 supermarkets. This moment of exchange and solidarity was much appreciated by our employees and food bank volunteers alike. The project was organized in the context of the Group's skills-sponsorship scheme.
- For the fourth consecutive year, the Group worked with food banks in the "shopping cart solidarity" operation, doubling consumers' donations. These are donations made by individuals on a virtual collection platform set up by food banks: monpaniersolidaire.org. The donor selects a type of shopping cart (student, baby, family, etc.) and gives it to food bank beneficiaries in the form of a financial donation.
- Thanks to the efforts of our subsidiaries and to donations made throughout the year, the equivalent of 1,350,000 meals were distributed to food bank beneficiaries in 2024.
- In 2024, our Milkana brand renewed its partnership with the Reach Out and Feed Philippines association, to provide nutritious meals to underprivileged children through the Ayudang Pangkalusugan program. Thanks to this support, 98 children will receive meals prepared by the Food and Nutrition Research Institute.
- Our subsidiary in Argentina donated the equivalent of 16,600 liters of milk in cartons distributed to 10 provinces and 189 institutions across the country.

3.4.3.3. Indicators and targets

To date, the indicator monitored at the Group level concerns donations made by subsidiaries to associations. In 2024, 76.3% of donations made by production sites were product donations.

3.4.4. Product nutritional quality

3.4.4.1. Policies

Food is a key factor for good health. A varied, well-balanced diet is recommended to satisfy nutritional needs and prevent obesity, overweight, and other chronic illnesses related to excessive amounts of sugar, salt and saturated fats. Faced with a growing demand from consumers for products that are delicious, healthy and sustainable, offering products that meet these criteria provides an opportunity for the Group to gain market share.

In accordance with its vocation, "Leading the way to better food," SAVENCIA works to help achieve public health goals by offering high-quality natural products combining enjoyment and health, thus contributing to diversified, healthy and sustainable diets. In response to growing consumer expectations with regard to food, and given the potential impact on their health, we are committed to developing high-quality products with minimal processing that are as naturally nutritious as possible.

Among the categories of products manufactured and sold by the Group, dairy products are a basic part of food worldwide. Their natural nutritional value (high-quality proteins, calcium, and other vitamins and minerals) is well documented. Local health authorities recommend sufficient, regular consumption of dairy products (e.g., 30 g of cheese per day).

Our Group is committed to progress plans designed to preserve and/or increase the nutritional benefits of our products. We also endeavor to restrict nutriments that can harm health when consumed in excess, such as sugar and salt. All our brands work continuously to shorten lists of ingredients and reduce the use of additives.

Our teams design and build concrete, targeted progress plans, with the aim of continuously improving the nutritional quality and ingredients of our products.

In our Charter for Responsible Design, a section on nutritional quality and product design aims to:

- Ensure the best possible nutritional composition, in terms of the organoleptic quality and use of each product;
- Align, to the extent possible, the nutritional composition of our products targeting children with the thresholds provided by the WHO's marketing guide;
- Preserve the natural nutritional properties of the ingredients used (protein, calcium and vitamins in milk);

- Implement continuous improvements to the composition of our products by improving the recipes, and by removing certain controversial additives and substances.

Our teams design and build concrete, targeted progress plans, with the aim of continuously improving the nutritional quality and ingredients of our products.

Our Group is committed to progress plans designed to preserve and/or increase the nutritional benefits of our products. We also endeavor to restrict nutriments that can harm health when consumed in excess, such as sugar and salt.

All our brands work continuously to shorten lists of ingredients and reduce the use of additives. We closely monitor the latest scientific data on the health risks of certain substances. Our brands commit to continuous progress through the multilevel Clean Label approach, which encourages all Group brands to gradually shorten lists of ingredients, and remove any controversial substances.

During the diagnostic phase, subsidiaries work with the Group Nutrition department to identify optimization actions. A review of scientific literature is performed to prioritize actions, for nutritional composition (especially reduction of salt and sugar, which can lead to health problems) and to improve the list of ingredients (especially controversial substances potentially harmful for health). The nutritional profile of the local population is also studied to align optimizations with specific nutritional deficiencies or overconsumption of certain nutriments. Depending on the priority of each action, limits are established on the basis of product category and the R&D resources needed to achieve optimizations. The optimizations should in no case affect food safety, or lessen the taste or use of the products.

3.4.4.2. Actions and resources

In 2024, several actions were taken, including the launch of a detailed study in the countries comprising around 75% of product sales volume for SAVENCIA Fromage & Dairy. The objective of this work, led by the Group Nutrition department in direct contact with local teams, is to update knowledge of local nutrition and health, and to better align our actions, targets and indicators (optimization of product offering and guidance for consumers towards healthier, more sustainable food) with public health challenges at the local level. This study will be completed in 2025 with cross-cutting coordination across all Group subsidiaries.

The Institute for a Positive Food supports innovative projects and actions promoting healthy, sustainable food, through its annual Positive Food Innovation award. In 2024 the award went to two projects working to promote healthy, sustainable food:

- iFAYO www.fayo.fr for a project to create and distribute vegetable-based products -- tasty, healthy, local and with minimum processing - for institutional catering.

- PULPE collectifpulpe.com, in collaboration with the association Active, for their "get closer" approach to help underprivileged populations. The project is to create and manage a space for a "third-place" approach to food.

At the end of 2024, SAVENCIA joined the Vivactéo endowment fund, whose mission is to promote good health in local areas. The endowment fund will assist with calls for projects, and financially support concrete actions throughout the country. It combines the private and public sectors to better contribute to preventive health measures.

3.4.4.3. Indicators and targets

We have undertaken to implement a Clean Label approach on 100% of new branded products in 2025. The Clean Label approach calls for making continuous improvements to the composition of our products by improving the recipes.

At the end of 2024, 92.4% of new branded products were committed to the Group's Clean Label approach.

The performance targets and indicators for the improvement of our products' nutritional composition and ingredient list will be strengthened in 2025 after finalization of a portfolio diagnostic begun in 2024.

Data for calculating this indicator are collected through annual nutrition reporting as part of Groupe reporting. Subsidiaries are asked to provide the number of new branded products committed to the Clean Label approach. The notion of new branded label and the various Clean Label levels are defined in the Group reporting guide distributed to subsidiaries.

3.4.5. Food safety

3.4.5.1. Policy

In line with its vocation, "Leading the way to better food," and its desire to contribute to improving public health, SAVENCIA has organized a system to help prevent any serious infringement of consumers' rights.

Risks to consumer health (excluding nutritional aspects) are generally related to the potential contamination of the Group's products by:

- Pathogenic microorganisms responsible for food poisoning;

- Foreign matter;

- Chemical contaminants (e.g., pesticides);

- Food allergens (substances that provoke allergic reactions) identified by regulations.

Controlling suppler risk for food safety is an integral part of the approach to protecting consumers with regard to health and safety risks.

The Group has a solid policy for preventing consumer health risks, based on high-level quality-control procedures that are applicable in all Group production areas:

- Pre-delivery inspections: based on one or more microbiological food safety criteria, these inspections determine whether batches of SAVENCIA Group products can be released for marketing to customers;

- Specific approvals: upon the launch of new products, significant modifications to an existing product or the transfer of a product between two sites.

Group production sites have direct responsibility for the implementation and monitoring of these procedures.

In terms of food safety, the Group's certification policy specifies that each production site must be certified on the basis of an international standard recognized by the Group, ISO 22000 or the FSSC 22000 (Food Safety System Certification) for certain markets.

In addition, the Group recognizes several other certification standards for food, under certain conditions, such as private standards, some of which correspond to the requirements of the Global Food Safety Initiative (GFSI), such as:

- BRCGS (Brand Reputation through Compliance of Global Standards);
- IFS (International Featured Standards).

Subsidiaries carry out annual assessments of strategic suppliers of raw materials and MICAE (i.e. additional ingredients, consumables, additives and packaging). The Group has developed audit procedures for strategic suppliers. These audits are performed by joint Quality/ Purchasing teams on the basis of a checklist of the Group's requirements for food safety. The results of these audits are monitored over time.

There is a system for ensuring adherence to Group quality- control procedures applicable in accordance with production-site activities. This monitoring is ensured by reporting made by the Internal Control department and covers:

- Implementation and monitoring of pre-delivery inspections;
- Compliance with specific approval mechanisms: in the event of the launch of a new product, a significant modification to an existing product, or the transfer of a product between two sites.

3.4.5.2. Actions and resources

Actions are taken daily at all sites to ensure the regulatory compliance of ingredients (see 2.2.3, Substances of concern and of very high concern) and our products. Audits of best practices in food hygiene and safety are carried out at production sites.

In 2025, an awareness-raising campaign for subsidiaries on Group policies will be carried out by the Group Quality department.

3.4.5.3. Indicators and targets

Food safety indicators are monitored primarily at the subsidiary level, or at the production site.

Since 2023, a self-assessment policy has been used by the Internal Control department for the following procedures:

- The implementation and monitoring of pre-delivery inspections;
- Compliance with specific approval mechanisms.

Feed-back is transmitted to the Group Quality department to elaborate and monitor improvement plans.

4 GOVERNANCE

4.1. INTRODUCTION

The double materiality assessment has identified the following material impacts and risks directly related to SAVENCIA's business model:

Themes	IRO	IROs identified
Business ethics	Positive and negative impacts	(+) Impact on employees linked to a sense of recognition and belonging facilitated by the Group's family model, long-term objectives, culture and values (+) Feeling of security for all actors in the value chain thanks to the existence of a whistleblowing system and of protections for whistleblowers (+) Consumer satisfaction thanks to products tailored to their needs and expectations (-) Economic impact on suppliers and producers due to the Company's weight in negotiations and/ or payment practices (-) Increase in costs resulting from cyberattacks
	Risks and opportunities	(+) Market share gains reinforcing the sustainability of the business model through innovation and adaptation of the product offering to the needs and expectations of stakeholders (-) Loss of market share or reputational risk due to geopolitical instability
	Risks and opportunities	(-) Legal and reputational risk in the event of non-compliance with regulations on ethics, corruption, animal welfare, or non-compliance with commitments made to our stakeholders
Responsible purchasing	Positive and negative impacts	(+) Disssemination of ethical practices within all Group subsidiaries and influence on the ecosystem in favor of more responsible supply chains (-) Environmental and social impacts in the supply chain of agricultural materials and milk due to lack of visibility/traceability
	Risks and opportunities	(+) Strengthening and perpetuating relationships with suppliers through support and skills enhancement programs, particularly organic farming and agroecology (-) Increase in operating costs, legal and reputational risks in the event of ESG controversies related to Group supplies
Animal welfare	Positive and negative impacts	(-) Impact on animal welfare in the meat and dairy sectors

4.2. BUSINESS ETHICS AND CORPORATE CULTURE

4.2.1. Corporate culture presentation

SAVENCIA is a family-owned group of human-sized companies united around a strong culture, applied by everyone, at every level. Our culture inspires, guides, and unites women and men who work for the Company around our vocation of "Leading the way to better food."

The Company's core commitments are premised on ends, values, and action principles.

Ends:

- Develop and market top-quality products and services that perfectly meet the expectations of consumers and customers, while constantly innovating.
- Promote the professional and human development of the women and men who work for and within the Group.
- Secure and grow the capital invested in the Group, while preserving its independence and decision-making autonomy.
- Contribute to the economic and social development of our host countries and serve the common good.

Values: they define and provide the moral basis for all our employees' actions and behavior. Working for the Group means recognizing and applying its core values of tolerance, courage, honesty and loyalty.

Action Principles: they help cement the Group's identity and cohesion. Working effectively within the Group means understanding and applying three fundamental and inextricable principles: subsidiarity, collegiality and autonomy.

The Group, its subsidiaries and all its employees apply indispensable rules of good professional conduct. This culture applies to all -SAVENCIA employees across the world and is set out in the Group's Ethics Charter. It is imperative that managers and members of the management committees of the Group and its subsidiaries set an example and ensure its proper application.

This corporate culture is promoted through dedicated meetings, particularly when new employees are being onboarded, or through training courses such as the FNC (Formation de nouveaux cadres) training program for new managers.

This training program is designed to introduce them to the Group, particularly to its distinctive features and specific characteristics in terms of culture, organization and working methods. This program, led by Group employees, enables managers to become operational more quickly by developing cross-functional skills and knowledge sharing practices. The onboarding program comprises two modules, including a series of masterclasses dedicated to presenting the Group's main functions, and a face-to-face module covering several themes, including culture. The objectives of this "culture" workshop are, among others, to promote understanding and appropriation of the Group's culture, to make it tangible, and to receive feedback from participants in order to improve communication relating to Culture.

The Great Place To Work© surveys carried out by the Group every three years also enable employees to express their perceptions and experiences of several issues, including the Group's culture, in their day-to-day work.

As part of its assignments in the Group's various entities, internal audit assesses the implementation of Group policies, action principles and recommendations, particularly those contained in the corporate culture.

A CSR self-assessment and interview guide have been set up by the Internal Audit Department. They are discussed at each subsidiary audit.

Audited topics include:

- Environment (Oxygen objectives and action plans);
- Producer outreach;
- Sustainable supply chains (responsible purchasing, respect for human rights in the supply chain, supervision of subcontractors);
- Initiatives (security, GPTW, gender equality, disability, etc.) implemented for our employees.

These audits are mainly carried out by means of interviews, indicator reviews, in-subsidiary training and checks on the reliability of the data reported.

4.2.2. Business conduct policies

Groupe SAVENCIA has made business ethics a core element of its strategy.

The Group's approach includes respect for fair competition, and the prevention and detection of corruption, influence peddling, fraud and any other form of unethical conduct.

Its purpose is to protect the interests not only of the Group and its subsidiaries, but also of every employee, customer, partner and other external stakeholder.

Beyond simply meeting the regulatory obligations to which it is subject and thus preventing any non-compliance, ethical business conduct is part of the Group's DNA and is enshrined in the Ethics Charter titled "The Group and its culture." It echoes the values of honesty and loyalty that permeate our corporate culture.

In line with its mandate, the role of the Risk Management & Compliance Department is to manage and coordinate the Group's compliance and ethics policy, with a view to preventing any risk of regulatory non-compliance and/or unethical practices that could damage the Group's reputation. To date, compliance operations have focused on three main areas: Duty of Vigilance, the fight against corruption and influence peddling, and the protection of personal data. The Groupe SAVENCIA Compliance Policy describes the organization and scope of the Group Compliance Department.

It relies on a network of compliance officers operating within the subsidiaries for the operational implementation of these measures.

Finally, the Risk Management & Compliance Department is a member of the Group's Ethics and Culture Committee (*Comité Ethique et Culture Groupe*, or CECG), which ensures that the Group's culture and ethical principles are respected in all its activities worldwide. The CECG meets in plenary session at least once every six months, and as often as necessary, depending on current events.

4.2.3. Anti-corruption policy

Ethics, as enshrined in the Group's Ethics Charter, guide both the individual behavior of each employee and that of the Group as a whole.

The ethical principles enshrined in the Group's Code of Ethics are designed to create a climate of trust, transparency and responsibility both within the Group and towards its partners, customers and other external stakeholders. The fight against corruption is one of the ways in which these principles are put into practice.

With this in mind, Groupe SAVENCIA has implemented a corruption prevention and detection system (detailed in 4.2.5 Actions and resources), in accordance with Law No. 2016-1691 of December 9, 2016, known as the "Sapin 2" Law, adopted by France with a view to complying with its international commitments in the fight against corruption (1997 OECD Anti-Bribery Convention, 1998 Council of Europe Convention on Corruption, as well as the 2003 United Nations Convention against Corruption). The Group's commitment to the fight against corruption is formalized in its Anti-Corruption Code of Conduct.

4.2.4. Dispositif d'alerte Groupe

Since 2018 SAVENCIA has implemented a Group-wide whistleblowing system led by the Group's Compliance Department. This system is open to the company's employees but also to suppliers and their employees, to clients, to partners, and to other internal and external stakeholders.

The system covers all the Group's undertakings and values expressed in the Ethics Charter "The Group and its culture" and meets the requirements of the law relating to Duty of Vigilance, the Sapin 2 law, and the so-called "Waserman" law on the protection of whistleblowers.

Guaranteeing confidentiality and anonymity, this system allows any internal or external stakeholder of the Group to report:

- Any breach or situation contrary to SAVENCIA's Ethics Charter, its Anti-Corruption Code of Conduct, or any Group compliance policy;
- A felony or misdemeanor;

- A threat;
- A threat to general interest;
- A violation or an attempt to conceal a violation of:
  - An international treaty duly ratified or approved France;
  - A unilateral act of an international organization taken on the basis of such a treaty or of European Union law;
  - A law or regulation.

This whistleblowing system is covered by a specific procedure, which is currently being updated to take account of the changes planned for 2025 with the introduction of a digital whistleblowing process complementing the system deployed by the Group.

To remove any fear or reluctance that a person meeting the legal status of whistleblower may have in reporting facts, the Group has deployed and shared a whistleblowing system guaranteeing the protection of whistleblowers. In accordance with the Sapin 2 law, which enshrines the principle of whistleblower protection and has been reinforced by the so- called «Waserman» law on the protection of whistleblowers, this protection guarantees:

- Confidentiality of the whistleblower's identity;
- Absence of reprisals, especially disciplinary ones;
- Absence of civil and/ or criminal liability insofar as the whistleblowing process has been respected.

This protection is extended to any natural person (colleagues, close relations) or legal entity (group of natural persons brought together to accomplish something in common (companies, non-trading companies, associations, governmental authorities, local authorities, etc.) who has helped the whistleblower to make the report, also known as a "facilitator."

4.2.5. Actions and resources

Actions concerning prevention, detection, and remediation of corruption:

The Group's system for preventing and detecting corruption is based on the fundamental pillars of the Sapin 2 law.

- Identifying corruption risks by drawing up a risk map is the first step in controlling them. This process is the cornerstone of the Group's anti-corruption system. By assessing the risks specific to each subsidiary, it helps define the most appropriate control actions and thus contributes to reinforcing the effectiveness of the compliance program deployed.
- An Anti-Corruption Code of Conduct is available to all employees. It complements the Ethics Charter titled xx «The Group and its culture». This document, which enshrines the Group and its management's commitment to preventing corruption or any other unethical conduct, is translated into 19 languages and applies to and is binding on all SAVENCIA employees. Its purpose is to specify the applicable rules by defining and illustrating, through the risk map, the different types of behavior to be avoided.

Specific processes relating to gifts and invitations[2] and to the representation of interests[3] are appended thereto. Conflicts of interest, which are dealt with in the Anti-Corruption Code of Conduct, will be the subject of a separate process, currently being finalized, to provide employees with the best possible support in managing them.

Group-wide policies and procedures have been rolled out with a view to controlling the risks of corruption affecting the Group, its subsidiaries, employees and other stakeholders. These documents are available to all employees via the Group's document management system.

Third-party evaluation[4]:

Trust and mutual interest are the very foundations of the relationships the Group wishes to build with its partners (suppliers and service providers, customers, beneficiaries of sponsorship and patronage operations, targets of M&A operations, intermediaries). To this end, we have adopted a policy to evaluate the integrity of these third parties. This document defines the general principles on which related guides and protocols specific to certain categories of external third parties are based. To ensure efficient and effective operational implementation, two separate protocols have so far been defined in consultation with the relevant professions:

- Third-party evaluation protocol: Group Suppliers[5];
- Third-party evaluation protocol: Mergers and Acquisitions[6].

For the Purchasing function, a Purchasing Code of Conduct has been drawn up to formalize the principles guiding this function's day-to-day actions. These principles include acting with integrity and ethics and complying with laws, regulations, and the Group's values, processes, and action principles (see 4.3 Relationship with suppliers).

In addition, a Responsible Purchasing Charter has been drawn up and sent for signature to all suppliers to inform them, among other things, of SAVENCIA's ethical and compliance undertakings, and of what is expected in the context of business relations established with all Group entities. Suppliers are asked to adhere to these commitments, which become selection criteria as part of tenders (see 4.3 Supplier relations).

A guide relating to gifts and invitations sets out a framework for benefits offered or received and establishes a minimum declaration threshold adapted to each country where the Group operates, based on the local standard of living. Dedicated registers are kept by Group entities to record declarations and ensure traceability. These registers are sent to the Group Compliance Department every six months.

A guide relating to representations of interest has been made available to employees. It advocates transparency and provides a framework for interactions with governmental authorities. Dedicated resources are also made available to employees to enable them to declare such links or any other lobbying activity that may interfere with their professional activity.

Ethical and compliance issues are the subject of awareness- raising and training programs for all employees, with a view to ensuring that they are constantly aware of the risks to which they are exposed in the course of their duties, and that they have the necessary tools to deal with any situations they may encounter.

2 Practical guide on gifts and invitations
3 Practical guide on representation of interests
4 Third-party evaluation policy
5 Third-party evaluation protocol: Group Suppliers
6 Third-party evaluation protocol: Mergers & Acquisitions

Available in all the Group's languages, the e-learning program enables all employees to understand the key concepts of the Sapin 2 law and uses role-playing exercises to raise awareness of the various cases of corruption they may encounter in their day-to-day work. Each chapter of the anti-corruption module must be validated by means of a quiz assessing the skills acquired.

This training is part of the compulsory course for all new employees joining the company.

Specific training courses for individuals considered to be most exposed to the risk of corruption have been organized either by the Compliance Department at the request of subsidiaries, or by the subsidiaries' Compliance Officers with the support of the Compliance Department.

The publication of specific e-learning modules for each population is scheduled in 2025 to reinforce the training of individuals at risk and ensure optimal follow-up to the completion of the modules.

In addition to training initiatives, helping employees to understand the ethical issues at stake is an objective that the Group pursues continuously. The first Compliance Day was for instance organized at the head office this year on the International Anti-Corruption Day. The aim was to make the concepts of ethics and compliance much more accessible, through conferences and activities. It is planned to extend this event to all subsidiaries from 2025 onwards.

- An internal control system is deployed to assess the effectiveness and relevance of the processes implemented, and to identify corrective actions to be implemented with a view to continuous improvement.

- An internal whistleblowing system guaranteeing confidentiality, anonymity and protection for whistleblowers has been set up and deployed throughout the Group, in accordance with the Sapin 2 Act, the law relating to Duty of Vigilance and the law on Protection of Whistleblowers ("Waserman" Law). Open to employees, customers, partners and other stakeholders, this system is described in greater detail in IV.B.4. "The Group's whistleblowing system" of the present document.

- A disciplinary system to punish any unlawful or unethical behavior that contravenes the values of honesty and loyalty promoted by the Group.

Any related breaches are dealt with in a manner commensurate with the seriousness of the breach. The Group has zero tolerance for corruption, influence peddling, fraud or any other offence. In the interests of transparency and fairness, the Group has formalized the principles applicable to disciplinary measures in a dedicated document[7].

Protecting whistleblowers:

Whistleblower reports are handled by members of the Compliance Department. This team reports to the Alert Committee, which is tasked by the Group Ethics and Culture Committee (CECG) with deciding on the handling of cases presenting a high level of seriousness. Where necessary, the Whistleblowing Committee defines the remedial action to be implemented. Cases presenting a critical level of gravity are immediately reported to the CEGC.

Management bodies, notably the Audit and Risk Committee and the Supervisory Board, are informed of the most significant cases that have been handled and closed.

To date, whistleblowers have two channels for reporting: a dedicated e-mail address and a dedicated hotline, enabling them to report facts relating to ethical issues (fraud, corruption, conflicts of interest, money laundering and any other financial offence), human rights and fundamental freedoms, personal health and safety or the environment.

SAVENCIA has chosen to create a digital platform for collecting and processing alerts to guarantee the security of the alert system. This intends to:

- Strengthen protection for the person reporting and for facilitators;

- Reinforce the confidentiality of the processing of reports received and the confidentiality of the identity of the persons concerned.

In addition, the platform will help structure the management of reports, with a view to standardizing and optimizing practices across the Group.

The Compliance Department ensures the confidentiality of all information.

Reports received are first analyzed for admissibility. If the report is admissible, an investigation is led by the Compliance Department with the assistance of specific persons at the entity concerned to best assess the reality of the situation. Everyone involved in the investigation of a case is bound by a confidentiality agreement.

All information received and collected is kept strictly confidential:

- The identity of the person issuing the report and of the persons concerned and/or third parties mentioned is protected from the moment the report is received, through to examination of its admissibility and subsequent processing (e.g. investigation if deemed admissible)

- Information identifying the author of the alert may only be disclosed with his or her consent, and then only to the judicial authority or on a need-to-know basis

- As the establishment of trust is fundamental for a report to be made, SAVENCIA undertakes to ensure that anyone meeting the conditions for whistleblower status will not, in accordance with legal and regulatory provisions, be the target of any retaliatory measures. This undertaking is formalized in the Group's whistleblowing procedure.

Information collected as part of the whistleblowing system is used solely for the purposes of processing the report and is stored and then archived in accordance with the regulatory provisions of the General Data Protection Regulation.

In addition to the remedial action taken on a case-by-case basis, the reports received under the Group's whistleblowing system help update the Group's risk management approach while respecting the confidentiality guaranteed by the system. Governance bodies can draw conclusions on improvements to be made to elements of SAVENCIA's compliance system (training plan, code of conduct, assessment of third-party integrity, etc.), and more generally, on any changes to rules and procedures as part of a continuous improvement process.

7 Principes applicables en matière de mesures disciplinaires

The Group Compliance Department and the Compliance Officers at each subsidiary are responsible for communicating with employees about the Group's whistleblowing system, by putting up dedicated posters and making procedures available on a shared space accessible to all employees.

In 2024, these communication initiatives contributed to an increase in the number alerts received.

4.2.6. Indicators and targets

The Compliance Department, which is responsible for collecting and managing reports summarizes on an annual basis the reports received, those deemed admissible in accordance with regulations, and those processed.

	2024
Number of reports received via the Group whistleblowing system	21

	2024
Percentage of employees who have taken the mandatory Sapin 2 e-learning course	82%

	2024
Number of convictions for anti-corruption offences	0

	2024
Fines for breaches of anti-corruption legislation	€0

4.3. RELATIONSHIP WITH SUPPLIERS

4.3.1. Responsible purchasing policies and supplier relations

Following the adoption of the Sapin 2 and Duty of Vigilance laws, the Group has strengthened the measures already in place to ensure that purchasing is managed in compliance with obligations relating to the fight against undeclared work, transparency, the prevention of corruption, and the prevention of human rights and environmental abuses.

SAVENCIA hence develops long-term working relationships with its main suppliers, placing its relationships within a shared progress dynamic order to promote responsible purchasing, respond to the various social challenges, and prevent the risk of social and environmental rights violations along the supply chain.

Purchases of dairy raw materials:

Milk is SAVENCIA Fromage & Dairy's main strategic raw material. In partnership with our suppliers, we are developing more sustainable, value-creating sourcing to ensure the longterm future of the dairy industry.

In 2024, SAVENCIA Fromage & Dairy purchased 5 billion liters of milk worldwide from cattle, sheep, and goat dairy farms. France accounts for the bulk of our global dairy supplies, and all the milk we process in France is of French origin.

The Group strives to maintaining an open dialogue with mile producers and all our partners as to continue improving, collaborating, and building together over the long-term.

The Group ensures the right balance (quality, quantity, lead times, costs) between needs and resources for liquid dairy materials. It guarantees efficient supply to its dairies, with high-quality, responsive and competitive logistics. SAVENCIA supports a responsible milk purchasing policy and encourages producers to join a collective structure, either a cooperative or a producer organization.

The teams in charge of dairy sourcing have set themselves two specific objectives for sustainable and responsible sourcing as part of their "Terroirs de lait" approach:

- Co-develop responsible dairy sourcing with our stakeholders, with the extension of the Charter for Best Farming Practices (or its equivalents by country or by sector) to all our dairy sourcing worldwide by the end of 2025. This Charter for Best Farming Practices is structured around seven chapters: animal traceability, animal health, animal nutrition, milk production hygiene, social sustainability, environmental impact, and animal welfare.

- Build the future with the "Terroirs de lait 2032" program: securing milk supplies, maintaining and renewing producers, and significantly improving the carbon footprint with partner producers by levying all means to reach a sustainable dairy production and taking animal welfare into account.

Purchases excluding dairy raw materials:

The Group's suppliers are selected based on quality, safety, service, competitiveness, and their ability to become long- term partners.

Since 2010, a Responsible Purchasing Charter has been submitted to major suppliers (with sales in excess of 1 million euros) for signature. In

2024, the Purchasing Department published a procedure for managing this program of adherence to our Responsible Purchasing Charter, including the waiver process in the event of a supplier's refusal.

Supplier CSR risks are assessed using the EcoVadis evaluation process, which was launched in 2010.

The four assessment areas are:

- Environment;
- Social;
- Ethics and Corruption;
- Sustainable supply chain.

Since 2024, the Group has also been using the risk assessment tool offered by Supplier Ethical Data Exchange (SEDEX) to broaden the coverage of supplier assessments.

These assessments are being rolled out to all our subsidiaries in successive waves, with monitoring based on three indicators:

- Number of suppliers evaluated
- The rate of coverage of assessed suppliers' purchasing expenses
- The average score of our panel of evaluated suppliers.

The Purchasing Department monitors the evolution of each supplier's score. Depending on the type of supplier, it gradually deploys a remediation process when it deems that the score obtained does not correspond to its expectations. An interview is organized with the supplier to understand the rating and define the action plans to be implemented by the supplier, depending on the problem (insufficient number of indicators monitored or documentation, scope not covered, lack of commitment, etc.).

If the corrective action plan is deemed insufficient, an additional SMETA (Sodex Members Ethical Trade Audit) audit must be carried out on site by a certified external service provider such as Bureau Veritas.

For strategic suppliers, a specific level of requirement has been defined, with a minimum EcoVadis score of 50/100.

By the end of 2024, 83% of the Group's external expenses managed by the Purchasing organization and incurred with major suppliers (whose annual Group expenditure exceeds 1 million euros) were covered (excluding purchases of agricultural raw materials).

In future, this threshold will be progressively lowered by including more and more suppliers over the years, based on annual sales criteria and prioritization according to the type of products purchased:

Sales priority	Suppliers	Annual
Mandatory	All suppliers	Level 1
Priority 2	Suppliers of dairy and nondairy raw material, packaging, energy, logistics and chemicals	Level 2
Priority 3	All suppliers	Level 2
Priority 4	Suppliers of dairy and nondairy raw material, packaging, energy, logistics and chemicals	Level 3
Priority 5	All suppliers	Level 3
Priority 6	Suppliers of dairy and nondairy raw material packaging, energy, logistics and chemicals	Level 4
Priority 7	All suppliers	Level 4

In 2024, the Purchasing Department published a procedure for managing this CSR assessment program, including waiver procedures in the event of supplier refusal. We also trained over 180 buyers in this new procedure.

Purchasing policy and manual:

In 2024, a SAVENCIA Purchasing Policy was published internally on the Group's document management system. This policy is applicable to all Group employees who make purchases on behalf of the Group.

This policy sets out the Group's commitments to suppliers and the principles to be respected during the purchasing process. This document will be supplemented by a SAVENCIA Purchasing Manual in 2025, which will specify the rules to be applied during the purchasing process. These documents will be accompanied by an e-learning module for Group managers to train them in the key aspects of this policy, which will be rolled out to all our subsidiaries from 2025 in the form of a subsidiary purchasing manual.

The Group's ambition is to subsequently draw up procedures or operating models relating to each sub-process of the purchasing process. In addition to existing operating procedures such as the Responsible Purchasing Charter and the supplier CSR assessment, the drafting of a supplier risk management procedure including supplier assessment and qualification should be completed by 2026.

4.3.2. Actions and resources

Dairy raw material:

Several actions have been rolled out to implement our policies:

- Dairy resource coordinators are in daily contact with producers to help them develop their practices. They visit each farm at least once a year, and provide technical support as needed, including on milk quality. A wide range of initiatives are in place, including meetings, workshops, a website dedicated to producers, a quarterly newspaper, videos, event sponsorship...
- Codevelop sustainable dairy sourcing with our stakeholders;

With respect to quality of production and husbandry, compliance with the Charter for Best Farming Practices is packaging, energy, logistics and chemicals contractually required of all our French cow milk suppliers. This criterion is progressively extended to all of our dairy supplies around the world. In 2024, 79.4% of our worldwide volumes already comply with this charter or with standards recognized as equivalent by country or by sector. This indicator's fluctuation. is due to evolutions in the collection zones and renewals of audits over time.

- Building the future with our "Terroirs de lait 2032" program:

A program for French producers, including specific financial and support measures, structured around three components:

› Onboarding new producers: Since 2023, for example, 158 farms have chosen to join us in France. In Argentina and Brazil, we have onboarded 268 and 89 farms respectively;

- Assisting young producers by helping them kickstart their production. To ensure that their project is off to a good start, young farmers benefit from an "Initial support" package that includes financial assistance and a long-term contractual commitment. This package also includes technical support: an individual diagnosis, and a 10-day training program (farm management, environmental approach, etc.). This year, 352 young producers benefited from at least one financial support package;

- Building loyalty: in addition to ensuring remuneration for milk and supporting investments, we have set up investment support programs with various partners. This system provides support for projects carried out on farms, whether in terms of tanglible investments (equipment and livestock linked to the dairy farm) or intangible investments (training).

To help shape the future of the industry and share its expertise, SAVENCIA Fromage & Dairy works with all stakeholders in the French value chain: the *Fédération nationale des Industries laitières*, the *Association de la Transformation laitière*, or the *Association nationale des Industries alimentaires*. SAVENCIA Fromage & Dairy sits on the boards of the Centre national inter-professionnel de l'économie laitière (CNIEL - interprofessional organization for cow milk), the Association nationale interprofessionnelle caprine (ANICAP - interprofessional organization for goat milk), *France Brebis Laitière* (FBL - interprofessional organization for ewe milk), and their regional bodies.

At the international level, SAVENCIA Fromage & Dairy is also a signatory to the "Pathways to dairy net zero" declaration, and an active member of the International Dairy Federation (IDF), the Sustainable Agriculture Initiative (SAI) and the Dairy Sustainability Framework (DSF). The latter declaration covers all the fundamental criteria and elements of the DSF:

greenhouse gas emissions, soil nutrients, waste, water, soil quality and retention capacity, biodiversity, animal care, working conditions, market development, rural economies, product quality and safety, respect for local legislation, human rights, and the fight against deforestation.

Non-dairy raw material:

Regarding the Ethics and Corruption pillar, the Group is strengthening its control policy and has decided to introduce an assessment of all new suppliers with an annual expenditure in excess of €250,000 through a third-party assessment platform by 2026.

For current suppliers, this assessment will be carried out according to the same thresholds as those defined for the EcoVadis program, i.e. for expenditure in excess of €1M for the year 2025, with the thresholds lowered over the years.

From 2026, suppliers with a score below 35 on the EcoVadis Ethical Pillar will have to implement a specific corrective action plan. The process applied will be identical to that for the overall EcoVadis score, i.e. if the corrective action plan is deemed insufficient, an additional on-site SMETA audit will have to be carried out.

In addition, to prevent the risk of corruption and conflicts of interest within the Purchasing function, which has been identified as a high-risk function, all employees will be required to complete the Group's anti-corruption e-learning training. Specific awareness training will also be provided to all new recruits during onboarding seminars. In addition, during 2025, the SAVENCIA Purchasing Code of Conduct will be updated and signed by all employees.

Finally, the Group whistleblowing system, available to both internal and external stakeholders, enables suppliers and subcontractors to report any breaches (see 4.2.4 Group whistleblowing system). In 2025, SAVENCIA's strategic suppliers will be informed of the existence of this whistleblowing system to ensure that they understand the purpose and interest of the Group whistleblowing line in terms of transparency and business ethics.

For the Sustainable Supply Chain pillar, starting in 2025, a Country/Sector Risk Map will be drawn up, providing an initial approach to assessing the risk of our sourcing.

Regarding the supplier relationship management process, we defined in 2024 a supplier relationship management program as follows:

- Categorization of our main Group suppliers according to their impact on SAVENCIA;
- Formalize governance with the supplier in the form of strategic committees;
- Setting up periodic business review meetings;
- Organization of operational reviews with company functions involved in supplier relationship management.

For the Financial pillar, the assessment of the "financial health" of our strategic suppliers is currently carried out using the CREDIT SAFE solution. Over the course of 2025, we plan to extend this assessment to all suppliers with annual expenditure in excess of €250,000. Key suppliers are monitored on a monthly basis, and an alert system is set up. The assessment is deemed compliant if the CREDIT SAFE score is greater than or equal to 50.

We also assess the financial dependence of our suppliers on SAVENCIA through the dependence rate, which is defined as the ratio between sales to SAVENCIA and the total sales of the supplier's legal entity. The assessment is deemed compliant if the dependency ratio is less than 10%. It is assessed as "under monitoring" if it is between 10% and 20%, and as non- compliant if it is over 20%.

Regarding payment terms, the Group undertakes to comply with the so-called "LME" Law for companies based in France, i.e. for non-derogatory purchasing categories, the payment term of 60 calendar days.

Milk purchases from producers, transport and purchases of certain agricultural raw materials, and purchases with periodic invoicing (for instance monthly) are invoiced on a 30 calendar day basis.

4.3.3. Indicators and targets

Payment practices:

We measure how we meet these commitments through the following indicators:

- Average payment time in days;
- The rate of invoices not paid within the contractual timeframe.

In terms of payment practices, to date we measure the indicator relating to average payment times in days. However, this is not the case of the rate of invoices not paid within the contractual timeframe.

As regards the rate of invoices not paid within the contractual timeframe, we will study the feasibility of producing the indicator in the requested format.

The indicator we track to date to measure compliance with our commitments is the end-of-period accounting DPO (Days Payable Outstanding), which is a financial indicator measuring the average number of days it takes a company to pay its suppliers receiving an invoice. DPO is calculated by dividing total accounts payable by total annual purchases, then multiplying the result by 365 days

The DPO, calculated on the average of the four quarters of 2024, is 43 days.

There are no ongoing legal proceedings concerning late payments.

4.4. ANIMAL WELFARE

Animal welfare is a core concern of SAVENCIA, extending beyond ethical considerations and encompassing sanitary, environmental, and economic aspects. Ensuring adequate living conditions, a balanced diet, and appropriate veterinary care not only improves the quality of life of animals, but also the environmental impact and economic competitiveness of farms.

4.4.1. Animal welfare policies

Animal welfare has become an essential pillar of sustainable and responsible food production. To reduce the risk of poor animal husbandry and slaughter conditions, we work with suppliers who share our values. We support them in implementing rigorous practices to monitor and continuously improve animal welfare in our supply chain.

As far as our upstream dairy business is concerned, the aim of the Group's partner dairy farmers is to raise healthy animals for as long as possible. At the heart of their profession, the herd represents a veritable capital asset to be preserved. A healthy cow, goat or ewe lives longer, yields more and better- quality milk. Animal welfare and health are therefore twofundamental themes in the breeder's profession. They guarantee ease of mind and sustained performance, better relations with animals and improved environmental practices in the face of ever-increasing social challenges.

Convinced of the importance of this issue, SAVENCIA Fromage & Dairy has been committed for over ten years to progressing hand-in-hand with our partner dairy farmers.

Our global policy is based on the five fundamental freedoms of animal welfare, developed by the UK's Farm Animal Welfare Council (FAWC):

- Physiological well-being (freedom from hunger and thirst);
- Well-being and comfort (freedom from discomfort);
- Health (freedom from pain, injury or disease);
- Behavioral well-being (freedom to express natural behaviors specific to the species);
- Well-being and serenity (freedom from fear or distress).

In 2021, to reinforce and communicate our commitments more widely on a global scale, we published an Animal Welfare Charter, drawing on the expertise of the international ONG Compassion in World Farming (CIWF).

Four major challenges have been identified:

- Putting health front-and-center: communicating on the sensible use of antibiotics, managing the pain of young cattle during disbudding, and banning adult dehorning by 2030 in all our collection areas worldwide;
- Quality, sustainable and local feed: ensure the quantity and quality of animal feed via best practices and animal welfare audits, or even resort to specific quality feed through differentiated segments such as APOs;
- Guaranteed access to the outdoors: encourage dairy cows to graze wherever weather conditions allow, provide access to an outdoor exercise area for cows on 100% of our farms by 2025, and adopt an appropriate progress plan to achieve this on farms that do not;

- Comfortable conditions: guarantee 100% of goat farms with bedding straw by 2025 and 100% of dairy cows a cubicle or a minimum surface area of 10 m2 per cow in a fully straw- covered area by 2030, eliminate the practice of tethering cows by 2030, reduce the duration of housing calves in individual hutches to a maximum of eight weeks.

These indicators are based on the Welfare Quality© method, and are supported in France by the Boviwell sector tool.

This charter is part of the company's global approach to assessing well-being and supporting farmers in a continuous improvement process.

As well as receiving financial support, the selected projects will also be backed by the brand, which is committed to purchasing 100% of the pig production from this new farming model for at least five years, and to guaranteeing fair remuneration for farmers, indexed on the cost of grain.

Egg products:

Egg products are used as ingredients in our products such as desserts.

Even if this raw material represents a minimal part of our supplies, our objective is that by the end of 2025, 100% of the eggs used in making our products will come from cage-free hens.

To this end, action plans have been implemented in the subsidiaries concerned, and by the end of 2024, 99.97% of eggs came from cage-free hens. We are working internally to ensure that the 100% target is reached on schedule.

4.4.2. Actions and resources

By 2024, 71.7% of SAVENCIA Fromage & Dairy's dairy Supply staff had received training in animal welfare. These employees are responsible for carrying out farm audits worldwide--based on industry recognized standard--and for identifying action plans with farmers.

Audits were launched in 2022, notably France, Central Europe and Argentina, and will continue to be rolled out progressively until 2025. By the end of 2024, 57% of farms worldwide had been audited for animal welfare.

To support them in their mission, our teams have built a tool for operational management and monitoring of animal welfare audits and action plans carried out in areas where SAVENCIA Fromage & Dairy collects milk. This data analysis tool, translated into local languages, was deployed in France, Poland, the Czech Republic and Slovakia in 2024. In addition, the team in Argentina has been trained and is now carrying out animal welfare audits.

4.4.3. Indicators and targets

Regular monitoring of animal welfare indicators not only helps identify any existing problems, but also to set progress targets and implement a continuous improvement program specific to each farm.

Dairy industry:

- 100% of Dairy Supply employees at SAVENCIA sites worldwide trained in animal welfare by 2025.

- 100% of dairy farms audited by 2025 by trained technicians, using recognized standards, with subsequent definition of action plans with farmers.

The Dairy Resource Coordinators play a key role in managing and coordinating relations with milk producers in our collection zones, ensuring the quality and conformity of milk supplies. They carry out farm audits to verify compliance with established standards, using robust, harmonized tools (Best Farming Practices Charter, Animal Welfare audit tool). Following this, they define action with farmers to improve practices, to ensure that the company's animal welfare and sustainability objectives are met.

	2024	2025 targets
% of SAVENCIA dairy supply employees trained in animal welfare	72%	100%
% of dairy farms audited by Dairy Resources employees with animal welfare training	53%	100%

Calculations:

- Animal welfare training for employees: calculation for the worldwide figure based on the sum for France (number of people trained by the milk procurement officers / by all RR collaborators , milk procurement officers and apprentices in France) + the worldwide figure (number of people trained by the MEDT "milk expertise development team" / by all international dairy supply employees (Poland, Slovakia, Czech Republic, Argentina, etc.) ;

- Animal welfare audits: calculation for the worldwide figure based on the sum of the France figure (number of farms audited via milkdata in France excluding cooperatives + percentage of these farms (68%) audited via milkdata applied to the cooperative figure, since the trend in audits is assumed to be virtually similar) + the international figure (figure entered in the RAL Package for countries where audits have been carried out).

ANNEXES

5.1. ANNEXE 1 : DR CORRESPONDENCE TABLE

Standard	Disclosure requirement	Section of report
ESRS2 General information	BP-1: General basis for preparation of sustainability statements	1.1.1 General basis for preparation of Sustainability Statement (BP-1)
	BP-2: Disclosures in relation to specific circumstances	1.1.2 Disclosures in relation to specific cumstances (BP-2)
	GOV-1: The role of the administrative, management and supervisory bodies	1.2.1 Role of administrative, management and supervisory bodies (GOV-1 and GOV-2)
	GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	1.2.1 Role of administrative, management and supervisory bodies (GOV-1 and GOV-2)
	GOV-3: Integration of sustainability-related performance in incentive schemes	1.2.2 Integration of sustainability-related performance in incentive schemes (GOV-3)
	GOV-4: Statement on due diligence	1.2.3 Statement on due diligence
	GOV-5: Statement on due diligence	1.2.4 Risk management and internal controls over sustainability reporting (GOV-5)
	SBM-1: Strategy, business model and value chain	1.3.1 Strategy, business model and value chain
	SBM-2: Interests and views of stakeholders	1.3.2 Interests and views of stakeholders (SBM-2)
	SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model	1.4.1 Description of the processes to identify and assess material impacts, risks and opportunities
	IRO-1: Description of the processes to identify and assess material impacts, risks and opportunities	1.4.1 Description of the processes to identify and assess material impacts, risks and opportunities
	IRO-2: Disclosure requirements in ESRS covered by the undertaking's sustainability statement	5.1 Annex 1 DR correspondence table
	ESRS 2 GOV-3: Integration of sustainability-related performance in incentive schemes	1.2.2 Integration of sustainability-related performance in incentive schemes (GOV 3)
ESRS E1 Climate Change	ESRS 2 IRO-1: Description of the processes to identify and assess material impacts, risks and opportunities linked to climate change	2.1.1 Introduction
	ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model	2.1.1 Introduction
	E1-1: Transition plan for climate change mitigation	Unavailable
	E1-2: Policies related to climate change mitigation and adaptation	2.1.2.1 Decarbonization strategy; 2.1.3.1 Policies related to climate change adaptation
	E1-3: Actions and resources in relation to climate change policies	2.1.2.1.d Resources allocated; 2.1.3.2 Actions and resources
	E1-4: Targets related to climate change mitigation and adaptation	2.1.2.2 Indicators and targets; 2.1.3.3 Indicators and targets
	E1-5: Energy consumption and mix	2.1.2.2 Indicators and targets
	E1-6: Gross Scopes 1, 2, 3 and Total GHG emissions	2.1.2.2 Indicators and targets
	E1-7: GHG removals and GHG mitigation projects financed through carbon credits	N/A
	E1-8: Internal carbon pricing	2.1.2.2.A Carbon prices
	E1-9: Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Transitional

Standard	Disclosure requirement	Section of report
ESRS E2 Pollution	ESRS 2 IRO-1: Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	2.2.1 Introduction
	E2-1: Policies related to pollution	2.2.2.1 Policies; 2.2.3.1; Policies; 2.2.4.1 Policies
	E2-2: Actions and resources related to pollution	2.2.2.2 Actions and resources; 2.2.3.2 Actions and resources; 2.2.4.2 Actions and resources
	E2-3: Targets related to pollution	2.2.5 Indicators and targets
	E2-4: Air, water and soil pollution	Unavailable
	E2-5: Substances of concern and of very high concern	Unavailable
	E2-6: Anticipated financial effects from pollution-related impacts, risks and opportunities	Transitional
ESRS E3 Water resources	ESRS 2 IRO-1: Description of the processes to identify and assess water-related impacts, risks and opportunities	2.3.1 Introduction
	E3-1 Policies related to water	2.3.2.1 Water policies
	E3-2 Actions and resources related to water	2.3.2.2 Actions and resources
	E3-3 Targets related to water	2.3.2.3 Indicators and targets
	E3-4 Water consumption	2.3.2.3 Indicators and targets - Partial disclosure
	E3-5: Anticipated financial effects from water-related impacts, risks and opportunities	Transitional
ESRS E4 Biodiversity	ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction	2.4.1 Introduction
	ESRS 2 IRO-1: Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	2.4.1 Introduction
	E4-1: Transition plan and consideration of biodiversity and ecosystems in strategy and business model	2.4.1 Introduction
	E4-2: Policies related to biodiversity and ecosystems	2.4.2 Policies and actions to promote biodiversity and ecosystems
	E4-3: Actions and resources related to biodiversity and ecosystems	2.4.2 Policies and actions to promote biodiversity and ecosystems
	E4-4: Targets related to biodiversity and ecosystems	2.4.3 Indicators and targets
	E4-5: Impact metrics related to biodiversity and ecosystems change	2.4.3 Indicators and targets
	E4-6: Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities	Transitional
ESRS E5 Use of resources and circular economy	ESRS 2 IRO-1: Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	2.5.1 Introduction
	E5-1: Policies related to resource use and circular economy	2.5.2.1 Policy; 2.5.3.1 Policy
	E5-2: Actions and resources related to resource use and circular economy	2.5.2.2 Actions and resources; 2.5.3.2 Actions and resources
	E5-3: Targets related to resource use and circular economy	2.5.2.3 Indicators and targets; 2.5.3.3 Indicators and targets
	E5-4: Resource inflows	Unavailable
	E5-5: Resource outflows	2.5.3.3 Indicators and targets
	E5-6: Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	Transitional

Standard	Disclosure requirement	Section of report
ESRS S1 Own workforce	ESRS 2 SBM-2: Interests and views of stakeholders	3.1.1.1 Accounting for employee interests and views
	ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model	3.1.1 Introduction
	S1-1: Policies related to own workforce	3.1.2.4.A Policy on work/life balance; 3.1.2.5.A Policy on job security; 3.1.3.1 Policy on skills management and development; 3.1.4.1.A Policy on employee health and safety; 3.1.5.1.A Policy on the promotion of diversity and inclusion; 3.1.5.2.A Policy on fighting violence and harassment at the workplace
	S1-2: Processes for engaging with own workers and workers' representatives about impacts	3.1.1.6 Social dialogue and procedures for dialogue concerning impacts between employees and company representatives
	S1-3: Processes to remediate negative impacts and channels for own workers to raise concerns	3.1.1.2 Processes to remediate negative impacts and channels employees to raise concerns
	S1-4: Taking action on material impacts and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions and approaches	3.1.2.3 Actions and resources; 3.1.2.4.B Actions and resources; 3.1.2.5.B Actions and resources; 3.1.3.2 Actions and resources; 3.1.4.1.B Actions and resources; 3.1.5.1.B Actions and resources; 3.1.5.2.B Actions and resources
	S1-5: Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	3.1.2.4. Indicators and targets; 3.1.2.5.c Indicators and targets; 3.1.3.3 Indicators and targets; 3.1.4.2 Indicators and targets; 3.1.5.1. Indicators and targets; 3.1.5.2.C Indicators and targets
	S1-6: Characteristics of the undertaking's employees	3.1.1.3 Employee details
	S1-7: Characteristics of non-employee workers in the undertaking's own workforce	3.1.1.4 Non-salaried employee details
	S1-8: Collective bargaining coverage and social dialogue	3.1.1.6 Social dialogue and procedures for dialogue concerning impacts between employees and company representatives
	S1-9: Diversity metrics	3.1.5.1.1.C Indicators and targets
	S1-10: Adequate wages	3.1.2.2 Compensation
	S1-11: Social protection	3.1.4.2 Indicators and targets
	S1-12: Persons with disabilities	3.1.4.2 Indicators and targets
	S1-13: Training and skills development metrics	3.1.3.3 Indicators and targets
	S1-14: Health and safety metrics	3.1.4.2 Indicators and targets
	S1-15: Work-life balance metrics	3.1.2.4.C Indicators and targets
	S1-16: Compensation metrics (pay gap and total compensation)	3.1.2.4 Indicators and targets
	S1-17: Incidents, complaints and severe human rights impacts	3.1.1.1 Accounting for employee interests and views
ESRS SS2 Workers in the value cahin	ESRS 2 SBM-2: Interests and views of stakeholders	3.2.5 Accounting for stakeholder interests and views
	ESRS 2 SBM-3: Material impacts, risks and opportunities and interaction with strategy and business model	3.2.1 Introduction
	S2-1: Policies related to value chain workers	3.2.2 Ethics charter "The Group and its culture"; 3.2.3 Responsible Purchasing Charter; 3.2.4 Future "Human rights" policy
	S2-2: Processes for engaging with value chain workers about impacts	3.2.5 Accounting for stakeholder interests and views
	S2-3: Processes to remediate negative impacts and channels for value chain workers to raise concerns	3.2.6 Processes to remediate negative impacts and channels for workers in the value chain to raise concerns
	S2-4: Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	3.2.6 Processes to remediate negative impacts and channels for workers in the value chain to raise concerns
	S2-5: Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Unavailable

Standard	Disclosure requirement	Section of report
ESRS S3 Communautés affectées	ESRS 2 IRO-1: Description of the processes to identify and assess impacts, risks and opportunities related to affected communities	3.3.3 Procedure for identifying and assessing material impacts, risks and opportunities, and their influence on the strategy and business model
	S3-1 Policies related to affected communities	3.3.4 Commitments and policies related to affected communities
	33-2 Processes for engaging with affected communities	3.3.5 Accounting for stakeholder interests and views
	S3-3 Procedures to find solutions for negative impacts, and channels allowing affected communities to raise concerns	3.3.6 Processes to remediate negative impacts and channels for affected communities to raise concerns
	S3-4 – Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	3.3.7 Actions for monitoring impacts, risks and opportunities related to communities, and assessment of their effectiveness
	S3-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	3.3.8 Indicators and targets
ESRS S4 Consumers and end use	ESRS 2 SBM-2: Interests and views of stakeholders	3.4.1.1 Consideration of consumer interests
	ESRS 2 SBM-3: Material impacts, risks and opportunities and interaction with strategy and business model	3.4.1 Introduction
	S4-1: Policies related to consumers and end-users	3.4.2.1 Policies; 3.4.3.1 Policies; 3.4.4.1 Policies; 3.4.5.1 Policies
	S4-2: Processes for engaging with consumers and end- users about impacts	3.4.1.1 Consideration of consumer interests
	S4-3: Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	3.4.1.1 Consideration of consumer interests
	S4-4: Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	3.4.2.2 Actions and resources; 3.4.3.2 Actions and resources; 3.4.4.2 Actions and resources; 3.4.5.2 Actions and resources
	S4-5: Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	3.4.2.3 Indicators and targets; 3.4.3.3 3 Indicators and targets; 3.4.4.3 3 Indicators and targets; 3.4.5.3 3 Indicators and targets
ESRS G1 Conduite des affaires	ESRS 2 GOV-1: The role of the administrative, supervisory and management bodies	1.2.1 Role of the administrative, supervisory and management bodies (GOV-1)
	G1-1: Corporate culture and business conduct policies	4.2.1 Corporate culture presentation
	G1-2: Management of relationships with suppliers	4.3 Relationship with suppliers
	G1-3: Prevention and detection of corruption and bribery	4.2.3 Anti-corruption policy
	G1-4: Confirmed incidents of corruption or bribery	4.2.6 Indicators and targets
	G1-5: Political influence and lobbying activities	N/A
	G1-6: Payment practices	4.3.3 Indicators and targets

5.2. ANNEXE 2 : LIST OF DATA POINTS IN THEMATIC AND CROSS-CUTTING STANDARDS DERIVED FROM OTHER EU LEGISLATION

Disclosure requirements and related data point reference	SFDR references	Pillar 3	Reference to Benchmark Regulation	EU Climate Law	Section of sustainability report or non- materiality report
ESRS 2 GOV-1 **Board gender diversity (paragraph 21-d)**	Indicator 13, Table 1, Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		5
ESRS 2 GOV-1 **Percentage of independent board members (paragraph 21-e)**			Delegated Regulation (EU) 2020/1816, Annex II		5
ESRS 2 GOV-4 **Statement on due diligence (paragraph 30)**	Indicator 10, Table 3, Annex 1				6
ESRS 2 SBM-1 **Involvement in activities related to fossil fuel activities (paragraph 40- d-i)**	Indicator 4, Table 1, Annex I	Article 449a Regulation (EU) No 575/2013; | Commission Implementing Regulation (EU) 2022/2453 (28)Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		N/A
ESRS 2 SBM-1 **Involvement in activities related to chemical production (paragraph 40-d-ii)**	Indicator 9, Table 2, Annex I		Delegated Regulation (EU) 2020/1816, Annex II		N/A
ESRS 2 SBM-1 **Involvement in activities related to controversial weapons (paragraph 40-d-iii)**	Indicator 14, Table 1, Annex I		Delegated Regulation (EU) 2020/1818 (29), Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		N/A
ESRS 2 SBM-1 **Involvement in activities related to cultivation and production of tobacco (paragraph 40-d-iv)**			Delegated Regulation (EU) 2020/1818, Article 12(1), Delegated Regulation (EU) 2020/1816, Annex II		N/A
ESRS E1-1 **Transition plan to reach climate neutrality by 2050 (paragraph 14)**				Article 2, paragraphe 1 du règlement (UE) 2021/1119	Not published

Disclosure requirements and related data point reference	SFDR references	Pillar 3	Reference to Benchmark Regulation	EU Climate Law	Section of sustainability report or non- materiality report
ESRS E1-1 **GHG emission reduction targets (paragraph 16-g)**		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book– Climate change transition risk: Credit quality of exposures by sector, emissions	Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2		18
ESRS E1-4 **GHG emission reduction targets (paragraph 34)**	Indicator 4, Table 2, Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book– Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		20
ESRS E1-5 **Energy consumption from fossil sources disaggregated by sources (only high impact climate sectors) (paragraph 38)**	Indicator 5, Table 1, and Indicator 5, Table 2, Annex I				19
ESRS E1-5 **Energy consumption and mix (paragraph 37)**	Indicator 5, Table 1, Annex I				19
ESRS E1-5 **Energy intensity associated with activities in high impact climate sectors (paragraphs 40 to 43)**	Indicator 6, Table 1, Annex I				19
ESRS E1-6 **Gross Scope 1, 2, 3 and Total GHG emissions (paragraph 44)**	Indicators 1 and 2, Table 1, Annex I	Article 449a Regulation (EU) No 575/2013, Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		20
ESRS E1-6 **Gross GHG emissions intensity (paragraphs 53 to 55)**	Indicator 3, Table 1, Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation 2022/2453 Template 3: Banking book– Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		20

Disclosure requirements and related data point reference	SFDR references	Pillar 3	Reference to Benchmark Regulation	EU Climate Law	Section of sustainability report or non- materiality report
ESRS E1-7 **GHG removals and carbon credits (paragraph 56)**				Regulation (EU) 2021/1119 Article 2(1)	N/A
ESRS E1-9 **Exposure of the benchmark portfolio to climate-related physical risks (paragraph 66)**			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		Transitional
ESRS E1-9 **Disaggregation of monetary amounts by acute and chronic physical risk (paragraph 66-a)** **ESRS E1-9** **Location of significant assets at material physical risk (paragraph 66-c)**		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk			Transitional
ESRS E1-9 **Breakdown of the carrying value of its real estate assets by energy- efficiency classes (paragraph 67-c)**		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34;Template 2:Banking book - Climate change transition risk: Loans collateralized by immovable property - Energy efficiency of the collateral			Transitional
ESRS E1-9 **Degree of exposure of the portfolio to climate- related opportunities (paragraph 69)**			Delegated Regulation (EU) 2020/1818, Annex II		Not published
ESRS E2-4 **Amount of each pollutant listed in Annex II of the E- PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil (paragraph 28)**	Indicator 8, Table 1, Annex I ; Indicator 2, Table 2, Annex I, Indicator 1, Table 2, Annex I ; Indicator 3, Table 2, Annex I				Not published
ESRS E3-1 **Water and marine resources (paragraph 9)**	Indicator 7, Table 2, Annex I				27
ESRS E3-1 **Dedicated policies (paragraph 13)**	Indicator 8, Table 2, Annex I				27

Disclosure requirements and related data point reference	SFDR references	Pillar 3	Reference to Benchmark Regulation	EU Climate Law	Section of sustainability report or non- materiality report
ESRS E3-1 **Sustainable oceans and seas** **(paragraph 14)**	Indicator 12, Table 2, Annex I				N/A
ESRS E3-4 **Total water recycled and reused (paragraph 28-c)**	Indicator 6.2, Table 2, Annex I				28
ESRS E3-4 **Total water consumption in m3 per net revenue on own operations (paragraph 29)**	Indicator 6.1, Table 2, Annex I				28
ESRS 2 SBM-3 E4 (paragraph 16-a-i)	Indicator 7, Table 1, Annex I				29
ESRS 2 SBM-3 E4 (paragraph 16-b)	Indicator 10, Table 2, Annex I				29
ESRS 2 SBM-3 E4 (paragraph 16-c)	Indicator 14, Table 2, Annex I				29
ESRS E4-2 **Sustainable land/ agriculture practices or policies (paragraph 24- b)**	Indicator 11, Table 2, Annex I				29
ESRS E4-2 **Sustainable oceans/ seas practices or policies (paragraph 24-c)**	Indicator 12, Table 2, Annex I				29
ESRS E4-2 **Policies to address deforestation (paragraph 24-d)**	Indicator 15, Table 2, Annex I				30
ESRS E5-5 **Non-recycled waste (paragraph 37-d)**	Indicator 13, Table 2, Annex I				33
ESRS E5-5 **Hazardous waste and radioactive waste (paragraph 39)**	Indicator 9, Table 1, Annex I				33
ESRS 2 SBM-3 S1 **Risks of incidents of forced labor (paragraph 14-f)**	Indicator 13, Table 3, Annex I				43
ESRS 2 SBM-3 S1 **Risk of incidents of child labor (paragraph 14-g)**	Indicator 12, Table 3, Annex I				43
ESRS S1-1 **Human rights policy commitments (paragraph 20)**	Indicator 9, Table 3, and Indicateur 11, Table 1, Annex I				43

Disclosure requirements and related data point reference	SFDR references	Pillar 3	Reference to Benchmark Regulation	EU Climate Law	Section of sustainability report or non- materiality report
ESRS S1-1 **Due diligence policies on issues addressed by the fundamental International Labor Organization Conventions 1 to 8 (paragraph 21)**			Delegated Regulation (EU) 2020/1816 Annex II		43
ESRS S1-1 **Processes and measures for preventing trafficking in human beings (paragraph 22)**	Indicator 11, Table 3, Annex I				43
ESRS S1-1 **Workplace accident prevention policy or management system (paragraph 23)**	Indicator 1, Table 3, Annex I				48
ESRS S1-3 **Grievance/ complaints handling mechanisms (paragraphe 32-c)**	Indicator 5, Table 3, Annex I				42
ESRS S1-14 **Number of fatalities and number and rate of work- related accidents (paragraph 88-b/c)**	Indicator 2, Table 3, Annex I		Delegated Regulation (EU) 2020/1816, Annex II		50
ESRS S1-14 **Number of days lost to injuries, accidents, fatalities or illness (paragraph 88-e)**	Indicator 3, Table 3, Annex I				50
ESRS S1-16 **Unadjusted gender pay gap (paragraph 97-a)**	Indicator 12, Table 1, Annex I		Delegated Regulation (EU) 2020/1816, Annex II		45
ESRS S1-16 **Excessive CEO pay ratio (paragraph 97- b)**	Indicator 8, Table 3, Annex I				45
ESRS S1-17 **Incidents of discrimination (paragraph 103-a)**	Indicator 7, Table 3, Annex I				42
ESRS S1-17 **Non-respect of UNGPs on Business and Human Rights and OECD (paragraph 104-a)**	Indicator 10, Table 1, and Indicator 14, Table 3, Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		43

Disclosure requirements and related data point reference	SFDR references	Pillar 3	Reference to Benchmark Regulation	EU Climate Law	Section of sustainability report or non- materiality report
ESRS 2 SBM-3 S2 **Significant risk of child labor or forced labor in the value chain (paragraph 11-b)**	Indicators 12 and 13, Table 3, Annex I				53
ESRS S2-1 **Human rights policy commitments (paragraph 17)**	Indicator 9, Table 3, and Indicator 11, Table 1, Annex I				54
ESRS S2-1 **Policies related to value chain workers (paragraph 18)**	Indicators 11 and 4, Table 3, Annex I				54
ESRS S2-1 **Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines (paragraph 19)**	Indicator 10, Table 1, Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12		53
ESRS S2-1 **Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8 (paragraph 19)**			Delegated Regulation (EU) 2020/1816, Annex II		53
ESRS S2-4 **Human rights issues and incidents connected to its upstream and downstream value chain (paragraph 36)**	Indicator 14, Table 3, Annex I				55
ESRS S3-1 **Human rights policy commitments (paragraph 16)**	Indicator 9, Table 3, Annex I, and Indicator 11, Table 1, Annex I				58
ESRS S3-1 **Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines (paragraph 17)**	Indicator 10, Table 1, Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		57
ESRS S3-4 **Human rights issues and incidents (paragraph 36)**	Indicator 14, Table 3, Annex I				58

Disclosure requirements and related data point reference	SFDR references	Pillar 3	Reference to Benchmark Regulation	EU Climate Law	Section of sustainability report or non- materiality report
ESRS S4-1 **Policies related to consumers and end-users (paragraphs 16)**	Indicator 9, Table 3, and indicator 11, Table 1, Annex I				61
ESRS S4-1 **Non-respect of UNGPs on Business and Human Rights and OECD guidelines (paragraph 17)**	Indicator 10, Table 1, Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		61
ESRS S4-4 **Human rights issues and incidents (paragraph 35)**	Indicator 14, Table 3, Annex I				61
ESRS G1-1 **United Nations Convention against Corruption (paragraph 10-b)**	Indicator 15, Table 3, Annex I				68
ESRS G1-1 **Protection of whistle- blowers (paragraph 10-d)**	Indicator 6, Table 3, Annex I				68
ESRS G1-4 **Fines for violation of anti-corruption and anti-bribery laws (paragraph 24-a)**	Indicator 17, Table 3, Annex I		Delegated Regulation (EU) 2020/1816, Annex II		71
ESRS G1-4 **Standards of anti- corruption and anti-bribery (paragraph 24-b)**	Indicator 16, Table 3, Annex I				69

Savencia S.A.

Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852

This is a translation into English of the statutory auditors report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of the Company issued in French and it is provided solely for the convenience of English speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and the H2A guidelines on "Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852".

Savencia S.A.
42 rue de Rieussec, 78220 Viroflay

Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852.

Year ended December 31, 2024

To the annual general meeting,

This report is issued in our capacity as statutory auditors of Savencia S.A.. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended December 31th, 2024 and included in section 2 in the Group management report.

Pursuant to Article L. 233-28-4 of the French Commercial Code, Savencia S.A. is required to include the above-mentioned information in a separate section of the Group management report. This information has been prepared in the context of the first-time application of the aforementioned articles, a context characterized by uncertainties regarding the interpretation of the laws and regulations, the use of significant estimates, the absence of established practices and frameworks in particular for the double-materiality assessment, and an evolving internal control system. It enables an understanding of the impact of the activity of the Group on sustainability matters, as well as the way in which these matters influence the development of the business of the Group, its performance and position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to Article L.821-54 paragraph II of the aforementioned Code our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- compliance with the sustainability reporting standards adopted pursuant to Article 29 b of Directive (EU) 2013/34 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for European Sustainability Reporting Standards) of the process implemented by Savencia S.A. to determine the information reported;
- compliance of the sustainability information included in section 2 of the Group management report with the requirements of L. 233-28-4 of the French Commercial Code, including ESRS; and
- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the H2A *(Haute Autorité de l'Audit) guidelines on "Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852"*.

In the three separate sections of the report that follow, we present, for each of the sections of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three sections of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by Savencia S.A. in the Group management report, we have included an emphasis of matter paragraph hereafter.

Limits of our engagement

As the purpose of our engagement is to express limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

Furthermore, this engagement does not provide guarantee regarding the viability or the quality of the management of Savencia S.A., in particular it does not provide an assessment, of the relevance of the choices made by Savencia S.A. in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

It does, however, allow us to express conclusions regarding the entity's process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

Any comparative information that would be included in the Group management report are not covered by our engagement.

Compliance with the ESRS of the process implemented by Savencia S.A. to determine the information reported

Nature of procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by Savencia S.A. has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities, that lead to the publication of information disclosed in section 2 of the Group management report, and

- the information provided on this process also complies with the ESRS.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Savencia S.A. with the ESRS.

Elements that received particular attention

We set out below the elements that have been the subject of particular attention in relation to our assessment of compliance with the ESRS of the process implemented by Savencia S.A. to determine the information reported.

- Concerning the identification of stakeholders

The information related to the identification of stakeholders is mentioned in section *1.3.2 Interests and viewpoints of stakeholders* (SBM-2) in section 2 of the Group management report.

We held discussions with management and individuals we deemed appropriate and reviewed the available documentation.

Our procedures mainly involved assessing the consistency of the key stakeholders identified by the company with the nature of its activities and geographic presence, taking into account its business relationships and value chain.

- Concerning the identification of impacts, risks and opportunities

The information related to the identification of impacts, risks, and opportunities is mentioned in paragraph *1.4.1.1. Identification of issues, impacts, risks, and opportunities* in section 2 of the Group management report.

We have reviewed the process implemented by the company regarding the identification of real or potential impacts (negative or positive), risks, and opportunities («IRO») in connection with the sustainability issues mentioned in paragraph AR 16 of the «Application Requirements» of ESRS 1.

In particular, we appreciated the approach established by the company to determine its impacts and dependencies, which may be sources of risks or opportunities.

We have examined the mapping created by the company of the identified IROs, including, in particular, the description of their distribution within its activities and value chain, as well as their time horizon (short, medium, or long term), and we appreciated the consistency of this mapping with our knowledge of the Group and with the risk analyses conducted by the company.

We appreciated the way in which the company considered the list of sustainability topics outlined by ESRS 1 (AR 16) in its analysis.

- Concerning the assessment of impact materiality and financial materiality

The information regarding the assessment of impact materiality and financial materiality is mentioned in paragraphs *1.4.1.2. Assessment of Impact Materiality* and *1.4.1.3. Assessment of Financial Materiality* in section 2 of the Group management report.

We have been made aware, through interviews with management and inspection of available documentation, of the process used by the company to assess impact materiality and financial materiality, and we have evaluated its compliance with the criteria defined by ESRS 1.

In particular, we have assessed how the company established and applied the materiality criteria for information defined by the ESRS 1 standard, including those relating to the setting of thresholds, to determine the material information disclosed for the indicators related to significant IROs identified in accordance with the relevant ESRS thematic standards.

Compliance of the sustainability information included in section 2 of the Group management report with the requirements of Article L.233-28-4 of the French Commercial Code, including the ESRS

Nature of procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided enable an understanding of the general basis for the preparation and governance of the sustainability information included in section 2 of the Group management report, including the basis for determining the information relating to the value chain and the exemptions from disclosures used;

- the presentation of this information ensures its readability and understandability; the scope chosen by Savencia S.A. for providing this information is appropriate; and

- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, that this information does not contain any material errors, omissions or inconsistencies, i.e. that are likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out and subject to the qualification(s) described below, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in section 2 of the Group management report, with the requirements of Article L.233-28-4 of the French Commercial Code, including the ESRS.

Emphasis of matters

Without qualifying the conclusion expressed above, we draw your attention to the information provided in the introduction of paragraph *1.1 Basis of preparation* and in paragraph *1.1.2 Disclosures in relation to specific circumstances* of section 2 of the Group management report, which highlights the uncertainties inherent to the first application of Article L. 233-28-4 of the French Commercial Code, particularly regarding certain data points required by the ESRS that are not published in the sustainability report, or are published on a partial scope or estimated.

Elements that received particular attention

- Information provided in application of environmental standards (ESRS E1)

Information reported in relation to climate change (ESRS E1) is mentioned in paragraph *2.1 Climate Change* in section 2 of the Group management report.

We set out below the elements that have been the subject of particular attention in relation to our assessment of the compliance of this information with the ESRS.

Our work consisted primarily of:

- assessing, through interviews conducted with management and others in the entity, in particular the «climate» department, whether the description of the policies, actions and targets implemented by the entity address the following areas: climate change mitigation, climate change adaptation;

- assessing the appropriateness of the disclosures provided in the notes to the environmental section of the sustainability information included in the Group management report and its overall consistency with our knowledge of the entity.

With regard to the information published on the greenhouse gas (GHG) emissions:

- we obtained an understanding of the internal control and risk management procedures implemented by the entity to ensure the compliance of the reported information with ESRS requirements;

- we assessed the consistency of the scope considered for the greenhouse gas emissions assessment with the scope of the consolidated financial statements, activities in its own operations and across the value chain;

- we obtained an understanding of the greenhouse gas emissions inventory protocol used by the entity to draw up its greenhouse gas emissions assessment, and checked its application, for a selection of emissions categories and sites, for Scope 1 and Scope 2.

- with regard to Scope 3 emissions, we assessed:

  - the justification for the inclusion and exclusion of the various categories and the transparency of the disclosures provided in this respect;

  - the process of gathering information on which disclosures were based;

- we assessed the appropriateness of the emission factors used and the calculation of the related conversions, as well as the calculation and extrapolation assumptions, taking into account the uncertainty inherent in the state of scientific or economic knowledge and the quality of the external data;

- we reconciled physical data (such as energy consumption), on a sample basis, to the underlying data used to draw up the greenhouse gas emissions assessment and traced to supporting documents;

- with regard to the estimates that we considered to be critical, used by the entity to prepare its greenhouse gas emissions assessment:

  - through interviews with management, we obtained an understanding of the method used to calculate the estimate and the information sources on which the estimates were based;

  - we assessed whether the methods were applied consistently or whether there were any changes since the previous period, and whether these changes were appropriate;

Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852

Nature of procedures carried out

Our procedures consisted in verifying the process implemented by Savencia S.A. to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- the compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable;

- on the basis of a selection, the absence of material errors, omissions or inconsistencies in the information provided, i.e. information likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Elements that received particular attention

We determined that there were no such elements to communicate in our report.

Paris la Défense,
March 28, 2025

KPMG S.A.
Arnaud Rinn
Partner

Paris la Défense,
March 28, 2025

Deloitte & Associés
Hélène De Bie
Partner

SAVENCIA SA
42 rue Rieussec – 78220 Viroflay – FRANCE
Tél. : +33 (0)1 34 58 63 00
www.savencia-fromagedairy.com