



ANNUAL AND SUSTAINABLE DEVELOPMENT REPORT



2023 | EDITION



E

Even,
cooperative
dairy group
founded
in Brittany.



Interview with

Guy Le Bars and Christian Griner

WHAT IS YOUR ASSESSMENT OF 2022?

GUY LE BARS

Dairy income and farming income in general was generally speaking satisfactory on ending this out-of-the-ordinary year when we were confronted with a panoply of costs and prices never previously experienced. The rise in prices of a litre of milk, meat and cereals exceeded those of the costs due to global shortages. In addition, we managed to pass some of the inflation-related increases onto the retail sector.

CHRISTIAN GRINER

The challenge for 2022 has in fact been to pass on the price increases to our customers. This was an absolute necessity to help our members absorb the general increase in operating expenses, but also to maintain the income of the Group's divisions: Upstream, Laita, Distribution and Development. The teams did a great job in seeking value through the price in an unprecedented economic situation. I wish to thank them very much, because it was an unrelenting challenge.

GUY LE BARS

I want to associate the Board of Directors with the thanks of the management. The upstream and downstream teams have done a remarkable job in dealing with the geopolitical and inflationary context.

CHRISTIAN GRINER

Long-term trends were confirmed during the year. Coming out of Covid, the relationship with work has changed, increasing tensions in the labour market. We have struggled to recruit new employees and stabilise the organisation of the work.

“We benefit from a strong and resilient cooperative model thanks to the complementarity of our divisions and activities.”

GUY LE BARS
Chairman of the Board of Directors

GUY LE BARS

The fall in the farming population is also making the renewal of farmers problematic. We need to communicate about the nobility of the farming profession, about the modernity of our farming which is considered one of the most sustainable in the world so as to attract a new generation of farmers, but also to make consumers aware that it is essential to keep food sovereignty and high-quality products in our country.

CHRISTIAN GRINER

Apart from the human factor, the other significant element, underlying and exaggerated by the war in Ukraine, is the spike in energy costs. In fact, 2022 makes the two challenges, which we discussed last year even more relevant, and which are crucial for the future of our cooperative group. Firstly, nurturing the engagement of our members and employees for our activities and our Even project; secondly, managing to successfully make the energy and ecological transition.

WHAT IS THE OUTLOOK FOR 2023?

CHRISTIAN GRINER

This year is shaping up to be full of economic, social and political uncertainties. However, the global dairy fundamentals are good, even though we are aware that there will be some rough patches to get through. We are analysing these uncertainties and risks in terms of opportunities in a changing world.

GUY LE BARS

The international dairy environment, which was somewhat favourable in 2022 due to shortages and strong demand, is less so in the first half of 2023. The global dairy supply has increased slightly and demand is weakening, as China, shaken by the health and economic crisis, is buying less. Let's hope that the situation will recover in the second half of the year. In any event, I remain confident. We have an efficient dairy ecosystem with committed producers, cutting-edge processing tools, a favourable climate for producing milk, consumption that despite everything remains strong, and a robust and resilient cooperative model thanks to the complementarity of our divisions and activities.

WHAT ARE YOUR PRIORITIES FOR THE COMING MONTHS?

CHRISTIAN GRINER

Be agile and motivating by explaining the realities of the situation to our various stakeholders, remaining attentive to the changes in consumption, being prudent in terms of management, and of course, protecting and further developing the value created collectively.

GUY LE BARS

At the level of the business cycle, we will have to continue the price negotiations, in line with our cost prices, with the French supermarkets. In fact, we need to catch up with our north European neighbours, whose prices have risen more sharply than ours. Structurally, we will continue to nurture our difference as regards Corporate Social Responsibility (CSR) in terms of carbon and good environmental and animal practices. Reducing the carbon footprint is an ecological priority for the future of the planet, the full force of which is currently being felt by the business economy.



IF YOU HAD TO DELIVER THREE KEY MESSAGES, WHAT WOULD THEY BE?

CHRISTIAN GRINER

Value of products, human capital, areas of opportunity. As Winston Churchill said: *"The pessimist sees difficulty in every opportunity. The optimist sees the opportunity in every difficulty."* At Even, we are optimistic by nature.

GUY LE BARS

Our ship is strong, long-lasting, ready to face uncertain times. We are staying the course and continuing along the same path in terms of projects, industrial investment programmes and CSR, growth in milk and food distribution. For my part, I would resume the terms of this discussion that seem essential to me: the nobility of the occupation of farmer, the importance of food sovereignty and the necessity of competitiveness.

“Current events strengthen us in our two challenges, nurturing the engagement of our members and employees for our activities and our Even project, and successfully managing the energy and ecological transition.”

CHRISTIAN GRINER
CEO



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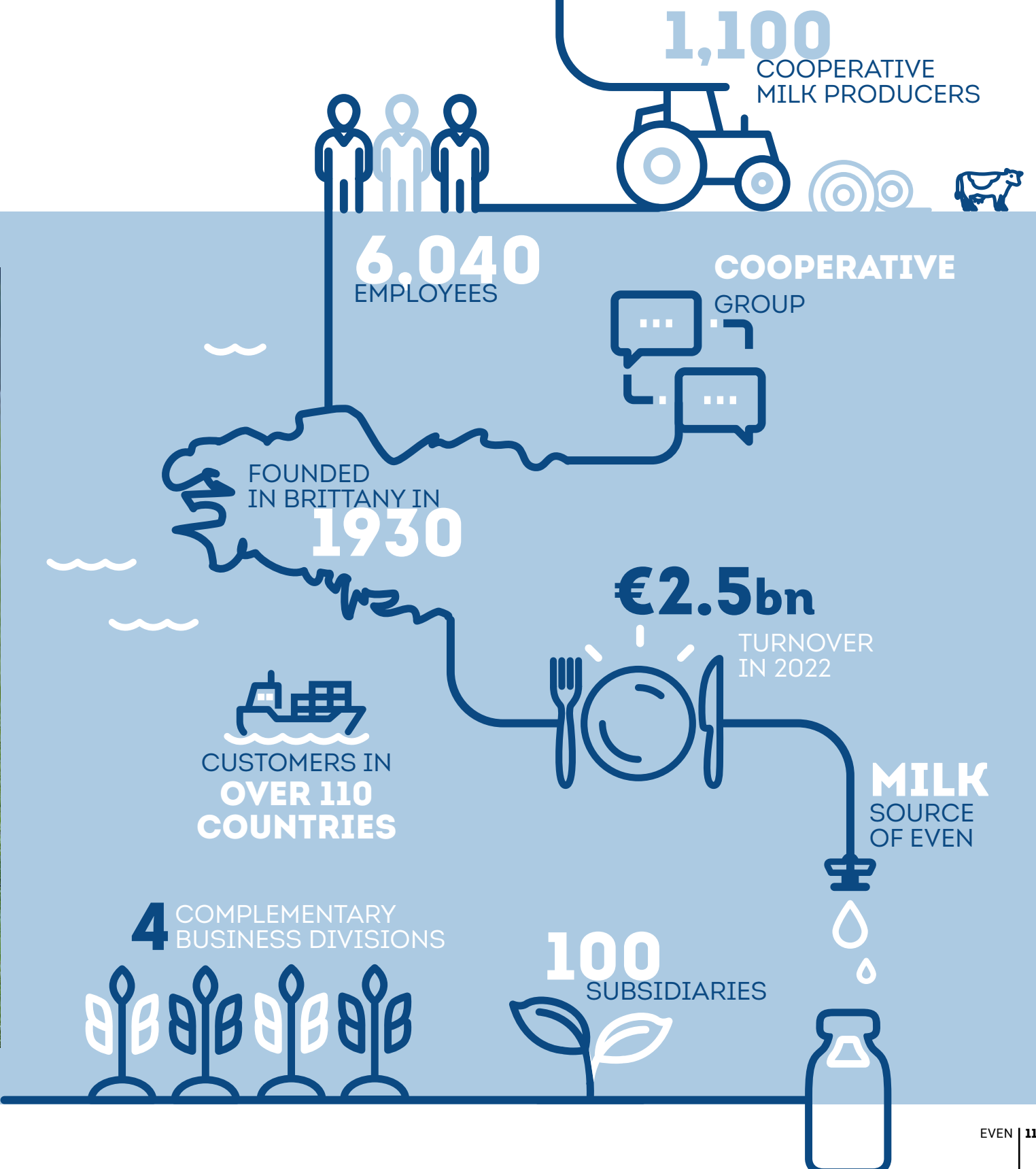
Even, cooperative dairy group founded in Brittany

Even is a cooperative dairy group founded in Brittany in 1930. With 1,100 cooperative member farmers and more than 6,000 employees, it is now a recognised player of the French food industry, in particular thanks to its Paysan Breton brand. Even is structured around its parent company, the Even Cooperative, and four complementary business divisions: the upstream agricultural sector, milk and dairy products, food product distribution, and a diversification division. Even is firmly attached to

its roots in Brittany, yet is open to the world, with around a hundred subsidiaries in France and abroad, and customers in over 110 countries. Its products are found on one million dinner plates in France and around the world every day. Even is driven by the values of agricultural cooperation and has one clear ambition: to provide good, healthy food for all and to create sustainable human and economic wealth for its cooperative member farmers, employees, Brittany and the other territories that host its activities.



Key figures



Governing bodies

Even is built on cooperative values and belongs exclusively and collectively to Breton milk producers, i.e. its cooperative member farmers. Its mission? To collect and process the milk produced by its cooperative member farmers in a sustainable way, in order to secure the long-term future of the farms on its territory. At Even, the cooperative member farmers are its shareholders, milk suppliers and users of the Cooperative's services. The Board of Directors is made up of 17 cooperative member farmers elected by their peers. Led by Even's Chairman Guy Le Bars, eight of them make up the Executive Committee. The Management Committee is made up of CEO Christian Griner and six directors. This system fosters a non-speculative, distinctly human type of capitalism which is focused on the long term.

MANAGEMENT COMMITTEE



Christian Griner
Group CEO



Catherine Abautret
Group Administration and Finance Director



Jean-Marie Arnal
Even Distribution CEO



Charles Belin
Group Human Resources Director



Dominique Cloarec
Group Legal Director



Jean-Marc Le Roy
Even Upstream and Even Development CEO



Fabien Russias
Laita CEO

BOARD OF DIRECTORS



Guy Le Bars
Chairman of the Board of Directors, farmer at Ploudaniel (Finistère)



Jean-Michel Gac
Vice-Chairman, farmer at Hénanbihen (Côtes-d'Armor)



Yves Kermarrec
Vice-Chairman, farmer at Drennec (Finistère)




Ronan Le Bras
Treasurer, farmer at Plounévez-Lochrist (Finistère)



Hervé Loussaut
Secretary, farmer at Plouégat-Guérand (Finistère)



Yohann Hervo
Executive Committee Member, farmer at Allineuc (Côtes-d'Armor)




Pierre-Yves Jestin
Executive Committee Member, farmer at Lannilis (Finistère)



Yann Landin
Executive Committee Member, farmer at Plédran (Côtes-d'Armor)




Jean-François Saluden
Executive Committee Member, farmer at Mespaul (Finistère)




Brigitte Bertrand
Board Member, farmer at Planguenoual (Côtes-d'Armor)



Sandie Coz
Board Member, farmer at Plouezoc'h (Finistère)




Sébastien Gouérec
Board Member, farmer at Plounévez-Lochrist (Finistère)




Hubert Le Coz
Board Member, farmer at Plouarzel (Finistère)




Ludovic Madec
Board Member, farmer at Hanvec (Finistère)



Yvon Tourmel
Board Member, farmer at Commana (Finistère)



Soizic Trotel
Board Member, farmer at Saint-Cast-le-Guildo (Côtes-d'Armor)



Maria Uijterwaal
Board Member, farmer at Saint-Thégonnec (Finistère)

Key events 2022



February Commitment MOVING FORWARD TOGETHER FOR WHAT IS GOOD

Under the banner "Moving forward together for what is good", Paysan Breton co-builds its future with its stakeholders to assert itself as an increasingly sustainable brand. After bringing together farmers, employees, experts and associations to discuss the future commitments of its brand social responsibility (BSR), Paysan Breton launches an online consultation. Nearly 12,300 consumers, farmers and employees take part in the survey. With the results collected, Paysan Breton will structure its BSR policy in 2023, accompanying it with a 10-year action plan.



March Team

April Development EVEN CONCENTRATES ON YOUTH

EVEN DISTRIBUTION'S GOOD APPETITE

Coming out of the pandemic, Even Distribution keeps its good appetite for growth. 2022 is a year of adaptation and development for the companies of the division located in the heart of the regions. 200 recruitments are opened in the spring, in various fields, contributing to the vitality of employment in the regions. The same is true of procurement, which favours responsible local purchases with more than a thousand certified products. The Réseau Krill consolidates its position as a national leader in the ice cream market, which the French now consume in all seasons. A Perpignan subsidiary of the Réseau Krill since 2016, this autumn Sobraquès celebrates 150 years of a great family adventure.



January Know-how

MEAT CURING: THEY FORM A WHOLE

The Group merges its curing activities to address the changes in the cured meats sector, accelerated by the health crisis. Le Saloir du Périgord and Languedoc Salaisons combine their know-how and their means of production to achieve economies of scale, modernise their facilities and reduce their environmental footprint by better control of the quality of the cold production and energy consumption. The two production sites are IFS higher-level certified and have a production capacity of 6,000 hams per week.



May Food safety

STATE-OF-THE-ART EQUIPMENT

The new laboratory of Laïta Ancenis (Loire-Atlantique), costing two million euros, increases its chemical and microbiological analysis capacities while improving the working conditions of the team. For its part, the Créhen (Côtes-d'Armor) analysis laboratory obtains Cofrac accreditation according to ISO 17025, an official recognition that should help develop the export sales of infant milk. European Colostrum Industry, a Belgian subsidiary of Laïta, is inaugurating its new colostrum production unit located in Novalis Science Park in Aye. The building features the latest technology in terms of cold production and energy recovery.



June Responsibility

TOWARDS "AMBITION 2024"

Even Distribution implements its "Ambition 2024" strategic project. It aims to strengthen the professionalism of purchasing, develop synergies between Argel and Atlanterra, adapt SovéFrais, grow the Réseau Krill and the Réseau Capella, strengthen the quality of service, develop human resources, structure the CSR policy. In this regard, Argel makes a lasting commitment by signing a sponsorship agreement with the Oceanopolis Acts Fund, on the occasion of World Ocean Day. The purpose of this fund is to inform and mobilise as many people as possible about the wealth and fragilities of the ocean in order to better protect it.



September Proximity EVEN UPSTREAM, CREATOR OF SUSTAINABLE PERFORMANCE

The return to work after the summer holiday is an opportunity to multiply moments of sharing between the Even Upstream teams, the cooperative member farmers and their partners. The "Sustainable meadows and promotion of fodder" day organised in Ploudaniel (Finistère) is a good example. It reflects the commitment of the upstream division to serve the economic performance of the cooperative member farmers and support the dairy farms in their environmental, economic and regulatory transitions. Close relationships are also forged through the Even Agri store network, whose modernisation is being accelerated to support the growth.



November Transmission

GOOD IN MY COOP

The renewal of farmers is a crucial issue for the long-term future of the cooperatives and rural areas. In order to meet this challenge, Even is strengthening its support system for the establishment of young farmers by launching the "Good in my Coop" programme. Young cooperative members who have been working for less than five years are invited to an immersion day to discuss their activity with the Board of Directors, visit the industrial tools, talk about their expectations and share moments of conviviality. This meeting and others will be regularly dedicated to them to forge bonds between them and their Cooperative, strengthen the feeling of belonging to the Group, understand the environment in which they operate in order to involve themselves better in the strategic directions of their business and their sector.

July Growth

THE RÉSEAU CAPELLA IS STRUCTURED

Even continues its external growth in food distribution with the acquisition of Soframa, based in Aimargues (Gard) near Montpellier (Hérault). The company, which employs 65 people, has an annual turnover of 32 million euros. It has developed a base of 2,500 customers: bakeries, pizzerias, restaurants, caterers and snack bars in the departments of Gard and Hérault. Soframa joins the bakery strand of Even Distribution, newly named Réseau Capella.



August Success

MADAME LOÏK CELEBRATES ITS 25 YEARS

The Créhen (Côtes-d'Armor) cheese factory is awarded FSC® certification for its Madame Loïk packaging from responsibly managed forests. This first for a French agri-food company is a great boost at a time when the Paysan Breton whipped cheese celebrates its 25th anniversary and has recorded double-digit growth, uninterrupted for 10 years. To mark the event, farmers and employees are invited to share moments of conviviality and a prize competition with many prizes.



October Opening

EVEN'UP SEASON 2, FRUITFUL COLLABORATIONS

The second edition of Even'Up, the call for innovative and responsible projects for the agriculture and food of tomorrow, comes to an end. Even organises with its partners – the Village by CA Finistère and Valorial – a feedback day with the four winning start-ups: Circul'Egg, Thrasos, Fertinnov and Capsit. This second edition closes with shared successes that are just waiting to be renewed through new fruitful collaborations reflecting the Group's values: simplicity, responsibility, sustainability and team spirit.



December Expertise

TOPIGS NORSVIN FRANCE: A NEW HEAD OFFICE, A SHOWCASE OF ITS DYNAMISM

Topigs Norsvin France, a specialist in porcine genetics within the upstream division, inaugurates its new head office located in a tertiary complex in Landerneau (Finistère). The 350 m² of offices with a contemporary design reflect its corporate dynamism. In the space of a decade, Topigs Norsvin France has earned the trust of 1 out of 2 pig farmers in Finistère and 1 out of 5 in France. In a shrinking national market, the company is showing enviable growth and aims to become the number 1 French in porcine genetics by 2025.



Business lines and brands

International coverage

Even is structured around its parent company Even Cooperative and four complementary business units:

- Even Upstream which encompasses all the advice activities and services for running farms: milk production, crop production and self-service supply stores, animal nutrition and swine genetics;
- milk and dairy products under the Laïta banner: consumer products, health nutrition products, dairy ingredients, young mammal feeds;
- Even Distribution which includes the food distribution activities for home deliveries and out of home catering;
- and Even Development, a diversification

division for prepared meals and cured meats. Even encompasses national and international flagship brands such as: Paysan Breton, Régilait, Laiterie de Plouzanet, Mamie Nova, Gamm Vert Argel, and Réseau Krill, as well as equally emblematic regional and specialist brands.

EVEN'S BUSINESS LINES AND BRANDS MEET ALL NEEDS AT ALL STAGES IN LIFE.





Even Upstream

140
EMPLOYEES



PRIVILEGED CONTACT
of Breton farmers

Our mission

Supporting farmers with innovative products and high-tech services to optimise the operation and competitiveness of their farms.



EXPERTISE

Creating partnerships with national and international leaders in each of the activities to provide the best expertise to serve farming and the demands of the consumers of tomorrow.

€130m
TURNOVER

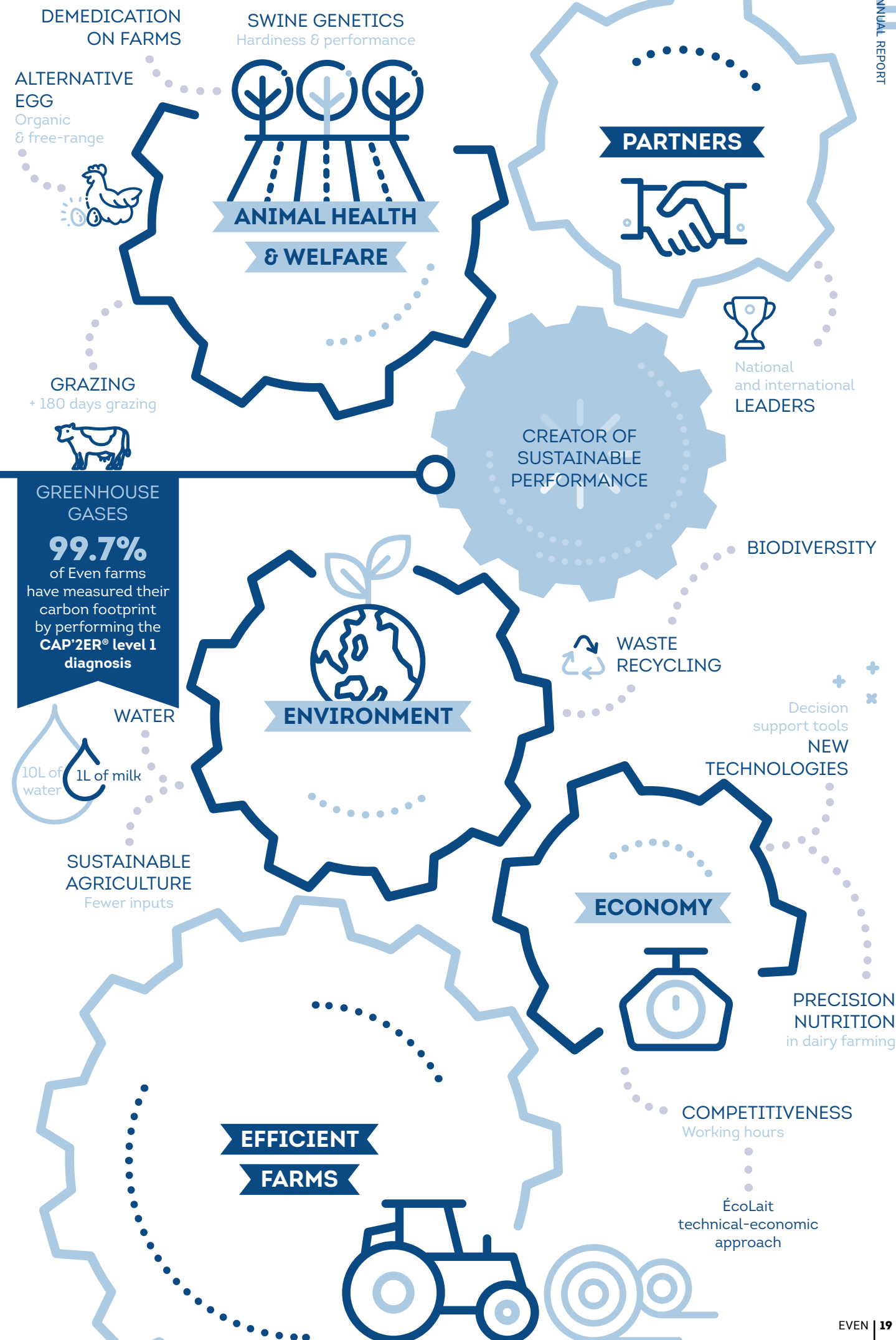
- 1 Landerneau (Finistère)
Topigs Norsvin France (swine genetics)
- 2 Landivisiau (Finistère)
Even Nutrition Animale (cattle, pig and poultry feed)
Tecnor-Sofac (pig feed)
- 3 Loperhet (Finistère)
Cobrena (production of cattle, pig and poultry feed components)
- 4 Ploudaniel (Finistère)
Even Cooperative
Even Agri (agri-supplies and self-service supply stores)
- Gamm Vert Village stores
Landivisiau (Finistère), Pleyber-Christ (Finistère), Ploudaniel (Finistère),
Plouigneau (Finistère), Plounévez-Lochrist (Finistère), Plouvorn (Finistère),
Saint-Renan (Finistère), Sizun (Finistère)
- Even Agri stores
Cast (Finistère), Le Cloître-Pleyben (Finistère), Saint-Thois (Finistère)
- Agricultural depots
Grâces (Côtes-d'Armor), Pouldergat (Finistère), Saint-Carreuc (Côtes-d'Armor)



DAIRY
production unit

14
agri-supply
and self-service
SUPPLY
STORES

2
animal nutrition
FACTORIES



Even Upstream

local contact point for Breton farmers



In 2022, our upstream activities are operating against a backdrop of high inflation of raw materials and global supply chain tensions, corollaries of the loss of bearings of the markets. This inflationary and unstable situation requires a high degree of vigilance in managing the activities. The teams are working hard to provide the best possible service, but also ensure availability of the products they buy for the farmers. They anticipate their purchase commitments relying on their long-term historical relationships forged with their suppliers. But the issue of inflation remains pervasive in some markets, such as nitrogen fertilizers, or GMO-free soybeans, which have reached such high price levels that some farmers are moving away from them. Beyond these operational issues, the upstream division's activities continue evolving to take into account the social and environmental challenges expressed by its stakeholders.

DAIRY PRODUCTION, EVEN UPSTREAM'S CORE ACTIVITY

Collection from Even cooperative member farmers totalled 411 million litres of milk in 2022, a reduction of 0.9% compared to 2021. The average price of milk paid to Even cooperative members depending on fat, protein and milk quality reached a record level at €438.13/1,000 litres in 2022, i.e. up by 25% compared to 2021. In addition, the Board of Directors decided to propose a significant return on result at the 2023 General Assembly of €10.8 million and represents on average €26.3/1,000 litres.

At the same time, the Cooperative is strengthening its support system for the establishment of young farmers by launching the "Good in my Coop" programme. In the most recent dairy campaign, 18 young farmers joined the Cooperative, bringing to 156 the number of young members established since the end of the quotas on 1st April 2015.

DELIVERING SUSTAINABLE PERFORMANCE

In line with the commitment to be "Delivering Sustainable Performance", Even Upstream supports farmers in their transitions through the deployment of the CSR fund on the ground, while preserving the profitability of their farm as much as possible. Launched in 2020, the CSR fund is a great success with the cooperative milk producers: 91% benefited from it in 2022, justifying the implementation of CSR measures in favour of reducing the environmental footprint of their farms, their well-being and that of their employees as well as animal welfare.

Total volume collected January- December, in millions of litres

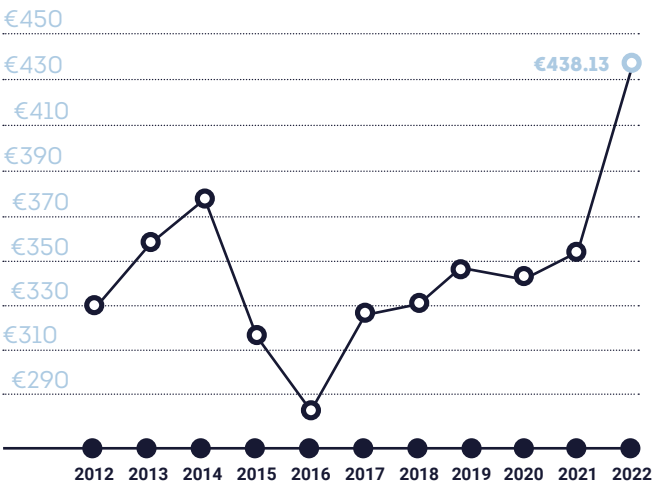
EVEN	LAÏTA
◀ 2021: 415	◀ 2021: 1 447
◀ 2022: 411	◀ 2022: 1 438
- 0.9%	- 0.6%

At the same time, Even Upstream activities structure their CSR approach around three pillars: People, Territory, Nature and the Living. The result of the collaborative work of the teams, this progress-driven culture, built in line with the Group CSR approach, aims to meet the expectations of the cooperative members, partners and end customers. In this vein, the dairy production team deploys Genocellulles®. After genotyping the cows of the herd, this patented technology is used to determine the cellular responsibility of each cow from a single sample taken from the milk tank. It saves time and money for farmers who can accurately control the milk quality, detect any cases of mastitis early, and improve renewal through improved genetic selection.

DYNAMISM IN AGRI-SUPPLIES, ANIMAL NUTRITION AND SWINE GENETICS

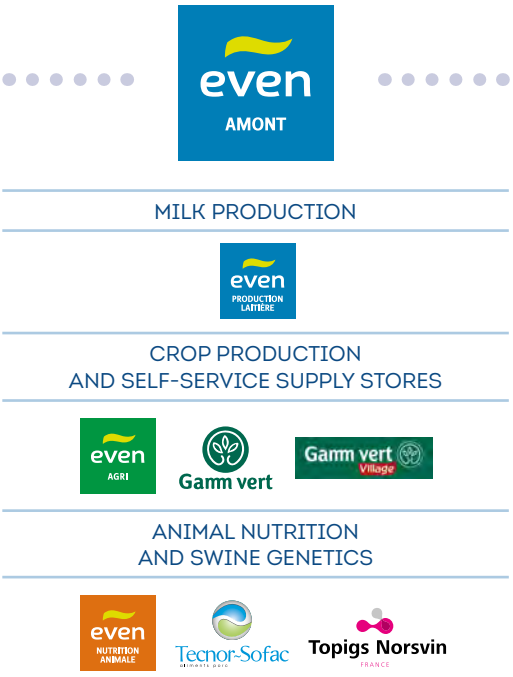
- In agro-supplies, Even Agri teams are having to adapt to the regulations and a disrupted economic situation. As a player in the first link of the food chain, Even Agri's mission is to advise farmers on the best products and techniques available for the production of their fodder crops, a key factor of their productivity and the protein autonomy of their farms.
- In 2022, the renovation of Even Agri Gamm Vert stores moved on a step further. The Landivisiau (Finistère) site has been updated. It is the first Gamm Vert Village store in Brittany to modernise, embracing the new concept of the franchise.
- In a shrinking market (-3.2%), Even's animal nutrition activities are holding up well. For Tecnor-Sofac which is operating in a pig market that has shrunk by 6.9%, development of the sale of minerals activity for the production of on-farm feed confirms the interest of farmers in seeking economic and environmental performance. In 2022, more than 320,000 tonnes of reconstituted feed was sold, an increase of +15%. In a favourable market, the ruminant business grew by +5.7%. This growth is accompanied by a strengthening of the technical-sales teams for the sectors of Cotes-d'Armor and the tip of Finistère.
- In pig genetics, the market has been severely disrupted by the rise in production costs and the reduction in the size of the sow herd in France (by 4% to 5%). In this context, Topigs Norsvin France stands out with a 22% share of the national market (80,000 gilts). The subsidiary of Even and

Change in the average price of milk paid to producers, in €/1,000 litres



Topigs Norsvin International is continuing its strong development, with growth of 15% on the female lines and 17% on sales of doses of male lines. This strong increase in market share is accompanied for Topigs Norsvin France by an increased presence in Finistère, with one in two customer farms in 2022.

The efforts of Even Upstream to adapt to the inflationary environment and the continuation of its transformation projects allowed us to grow in 2022 despite being in mature markets. The division is continuing to invest in innovation and human and material resources in 2023 to create sustainable performance.



Laita

Our mission

Offer **innovative dairy products**, sources of pleasure, shared enjoyment and health while sustainably enhancing the milk of member producers.

FARMERS
Know-how • Expertise
Best practices



3,010
EMPLOYEES

€1.6bn
TURNOVER

36%
of export turnover

7 industrial SITES
5 European SUBSIDIARIES
7 Global OFFICES

Laita is among the top 10 dairy cooperative companies in Europe

INDUSTRIAL SITES

- Ancenis (Loire-Atlantique)**
Butters, soft cheeses, dairy ingredients
- Créhen (Côtes-d'Armor)**
Whipped cheeses, dairy ingredients, infant milk
- Landerneau (Finistère)**
Young mammal feeds, butters, dairy ingredients
- Lanfains (Côtes-d'Armor)**
Hard cheeses, ultra-fresh products
- Ploudaniel (Finistère)**
Crêpes, hard cheeses, health nutrition products, ultra-fresh products
- Yffiniac (Côtes-d'Armor)**
Milk cracking, creams, milk, dairy ingredients
- Pont-Scorff (Morbihan)**
Soft cheeses

PARTNER INDUSTRIAL SITE

- Pont-Scorff (Morbihan)**
Soft cheeses

LAÏTA
New Caledonia
& French Polynesia

LAÏTA
Reunion Island

LAÏTA
Abidjan
Ivory Coast

LAÏTA
Dubai
United Arab Emirates

IBER CONSEIL
Barcelona
Spain

RÉGILAIT
Saint-Martin-Belle-Roche
France

LAÏTA INTERNATIONAL
Rungis
France

ECI
Marloie
Belgium

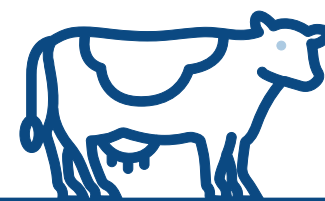
MARATHON FOOD LTD
London
United Kingdom

EURILAIT
Evercreech
United Kingdom

Laita HQ,
Brest (Finistère)

LAÏTA
Martinique

LAÏTA
Guadeloupe



2,460
FARMS

Animal WELFARE

50
new consumer products placed on the market



INNOVATION



COLLECTION



Milk MULTI-SPECIALISTS

1.4bn
LITRES OF MILK COLLECTED



PROCESSING



100%
of the milk is collected in Western France and processed in the region

Employee safety

EFFICIENCY



Nearly **40 million euros** of tangible investment to support growth



INVESTMENT



MARKETING



FLAGSHIP BRANDS



Traditional butter with the **Paysan Breton** Mould

Yoghurt with fruit Premium with **Mamie Nova**

No.1
IN FRANCE

Grocery milk with **Régilait**

Fermented milks with **Paysan Breton**

INTERNATIONALISATION
Laita exports to more than 110 countries



BILAN CARBONE®



1.86
million tCO₂e
Total of Laita GHG emissions in 2019

Laïta

a cooperative dairy company on a European scale

2022 was characterised by a record-breaking global dairy economic situation combined with an unprecedented inflationary context. Strong global demand, driven by China in late 2021, continued into the 1st half of 2022, with a shortage of infant milk in the United States following a large-scale product recall and a decline in global milk production. In this context, where demand was much greater than supply, the prices of dairy commodities (milk powder, cube butter, serum powders) reached a historic high in June 2022. This increase was beneficial for the dairy economy in general, and for Laïta in particular. However, this favourable economic situation was followed by a rapid reversal in the second half of the year, mainly due to the fall in Chinese imports influenced by a deteriorating health and economic situation and the recovery of milk collections in Northern Europe and the United States.



EXCEPTIONAL INFLATION

The year was marked by exceptional inflation, for ingredients, packaging and energy, which affected the entire sector, upstream to downstream, making it essential to make significant price increases in 2022. No less than three price increases, at historically high levels, were negotiated for consumer goods in 2022, and very steady increases throughout the year for B to B markets. The need for price revisions in an inflationary context affects all of our markets, including nutrition and young mammal feed.

Inflation creates contrasting contexts in terms of commercial demand:

- first consumer reactions slowing our progress in branded butter and generating higher orders for private labels;
- sudden increases in orders related to delisting decisions by retailers;
- a slowing down of infant powder markets in Africa and the Middle East;
- record feed cost in young mammal activities not conducive to development and penalising calf production.



STAYING ON COURSE

In this changing environment, Laïta remains on course with regard to its main strategic focuses to prepare for the future:

- Our past and recurrent efforts to support our branded products are being materialised year on year. The advertising efforts carried out for more than 10 years to increase the recognition of Madame Loïk, which celebrated its 25th anniversary in 2022, have been crowned with success. They are distinguished by the sponsorship of *The Voice* programme in France, and by an advertisement in Flemish in Belgium.
- Our efforts for the near future as regards eco-designed packaging are gradually materialising, like the 37% reduction in the packaging of La Baguette de Paysan Breton cheese, the removal of the bottom of the box of Paysan Breton Petit Brie or the recyclable packaging of the Paysan Breton grated Emmental for which we received a packaging Oscar. These innovations are fully in line with our Passion du Lait® CSR approach.
- We are also continuing to invest heavily for tomorrow, such as investing in a new, more automated packaging line at the Ancenis (Loire-Atlantique) cheese factory, allowing us to extend our know-how, in particular with the production of oval cheeses. We are also eager to have state-of-the-art equipment, whether with the new laboratory on the Ancenis (Loire-Atlantique) site, which strengthens our desire to control food safety, or the new European Colostrum Industry production unit in Belgium, which consolidates our position as a leader in colostrum in Europe with the best available technologies to preserve the immunological quality of our products.
- We allocate our dairy material to the best uses, which can lead us to make ambitious and sometimes painful decisions in our commercial relations. This improvement in

the product mix also involves the development of nutritional products like our current strong development in liquid nutrition.

- In 2022, we continued to affirm our desire to develop internationally. Our first external growth in 2021, with the takeover of Marathon Foods, which consolidated our Eurilait subsidiary in the UK, is expanding beyond our original plans with, in particular, the development of halloumi-based cheese sticks for McDonald's in the UK.

Thus, with its territorial anchorage, its investment efforts, the strength of its brands and the commitment of its teams, in 2023 Laïta is continuing to resolutely face the global economic situation with its inflationary consequences on the dairy economy and the fall in household purchasing power.





Even Distribution

Our mission

Make it easier for our customers to prepare tasty and balanced meals at home every day. Help catering professionals satisfy their customers.

2,710
EMPLOYEES

280,000
individual customers

50,000
professional customers

€720m
TURNOVER

23
COMPANIES

153
SITES

- Home delivery sites
- Out of home catering sites

Companies with a strong local presence

86%
OF FRENCH
SUPPLIERS

FAST
FOOD
& FINGER FOOD

**FIGHT AGAINST
FOOD WASTE**
partnership with
Too Good To Go,
Framheim

The hamburger ousts
the butter & ham sandwich
and steak & chips!

MEAT OFFERING
less but better

KNOWING CONSUMERS'
DEMANDS AND SEEKING
THE BEST PRODUCTS

PURCHASING & MARKETING

TRUST
to create the
innovations that
our customers
need

priority to
**LOCAL
SOURCING**

SEARCH FOR MEANING

HEALTH
well-being,
naturalness

**READY
TO EAT**

PRODUCERS

CONSUMERS

SUSTAINABLE
FISHING

ICE CREAMS
less sugar,
more fruit
and Organic

New purchasing
and consumption habits

LOGISTICS & SALES

SERVING THE BEST PRODUCTS TO OUR CUSTOMERS

Confidence

SALES
people close to their
customers

CUSTOMER
SERVICES

Multi-channel

Digitalisation

3,700
CERTIFIED
PRODUCTS

Even Distribution

a specialised French distributor



Coming out of the pandemic, Even Distribution keeps its good appetite for growth. 2022 is a year of adaptation and development for the companies of the division located in the heart of the regions. The 200 job openings in the spring in the sourcing, food distribution, sales, logistics and services activities contribute to the vitality of employment in the regions. Out-of-home catering (OHC) activities have returned to a level of activity equivalent to, or even higher than, that before the pandemic. The home sales market, for its part, is slightly lower by 5%. However, its diversified business model has gained in reputation emerging from this long crisis that the teams have been able to harness to carry out structural changes indispensable to the development of the division, through the "Ambition 2024" strategic project. It aims to strengthen the professionalism of purchasing, develop synergies between Argel and Atlanterra, adapt SovéFrais, grow the Réseau Krill and the Réseau Capella, support the quality of service, develop and secure human resources.

KRILL, ATLANTERRA AND SOVÉFRAIS HAVE RECOVERED STRONGLY

In 2022, OHC activities performed well during the summer season, with revenue growth driven by 20% inflation. However, the season experienced its share of difficulties: product supply disruptions, disrupted freight transport, peaks in activity, inflation, customers' labour shortages, etc. Despite this, the companies have returned to a business level equivalent to or even higher than before the pandemic. This is shown by the 30% growth in turnover in 2022 compared to 2021.

A major player of Even Distribution, OHC is characterised by different networks whose companies are located in the heart of the regions in order to best serve their customers. Within a logic of territorial development and sustainable development, our teams promote local, good and sustainable product ranges, respectful of the resources and seasons: Pavillon France, quality labels, organic, Bleu-Blanc-Coeur, MSC, etc.

- Réseau Krill aims to best serve each of its customers with fresh, frozen and dry products, whether they are independent restaurateurs, large national accounts or community restaurant managers. This network has a very high-quality meat offering due to its butchery workshops and an offering of top-of-the-range artisanal ice creams made by a Master Ice Cream Artisan. In 2022, the butchery workshop of Brive-la-Gaillarde (Lot-et-Garonne) was modernised, which allowed the Gaillard Excellence meat range to be developed.
- The Alliance Atlanterra claims its differentiation through a unique positioning in France: single customer and single temperature, with four companies that are experts in innovative frozen products and a wide range of ice creams for independent commercial restaurants and caterers.
- SovéFrais, a fresh produce specialist in Brittany is continuing to promote Breton know-how by expanding its "So Breizh!" local food brand.

STRUCTURING OF THE BAKERY ACTIVITIES

The rise in take-away sales at the expense of traditional catering was confirmed in 2022. As within Réseau Krill, Alliance Atlanterra and SovéFrais, the teams are striving to support their customers by adapting their offerings to new consumption trends, in particular to the growth of snacking. To strengthen its position in this promising sector, the Group has acquired Soframa, based in Aimargues (Gard) near Montpellier (Hérault), after the purchases of Artimat and Occitanie Distribution in 2021. The company, which employs 65 people, has an annual turnover of 32 million euros. It has developed a base of 2,500 customers: bakeries, pizzerias, restaurants, caterers and snack bars in the departments of Gard and Hérault. Soframa joins the Bakery strand of Even Distribution, now named Réseau Capella. The latter brings together six companies selling specific products for the bakery sector and restaurateurs offering take-away sales.

ARGEL, A HOME SALES SPECIALIST, ADAPTS

After two years of health crisis, during which Argel, a specialist in the sale of frozen food at home, experienced strong growth, the sector has returned to its cruising speed, with a 5% fall in turnover in 2022 compared to 2021. In this context, and in view of changes in consumption trends, Argel's teams are gradually adapting the model and expanding their services and offering in order to capture a wider customer base with a demand for a reassuring home service. To successfully develop and modernise, Argel is moving closer to Alliance Atlanterra, an area of activity whose fundamentals are close in nature, in order to pool experience and resources in favour of digital deployment and a diversification of the offerings.





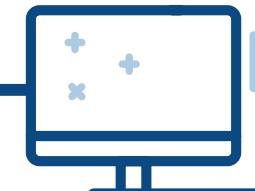
Even Development

Our mission

Participate in the development of innovative agri-food SMEs that create value.



180
EMPLOYEES



€40m
TURNOVER



DIVERSIFICATION DIVISION



NEW OFFERINGS
meeting consumer demands



PAM
Ploemel (Morbihan)
Frozen prepared meals

Site of Piégut-Pluviers
(Dordogne)
Dry hams

**LE SALOIR
DU PÉRIGORD**

Site of Pézenas (Hérault)
Dry hams

3
INDUSTRIAL
SITES FOR PREPARED
MEALS AND CURING

INVEST

IN NEW TERRITORIES

INNOVATION
PROSPECTS
Growth drivers
& value creation

CONTRIBUTE

TO THE DEVELOPMENT OF COMPANIES
WITH ACTIVITIES RELATED
TO THOSE OF EVEN

OPENNESS
Grow
companies

HOST

PROJECTS THAT HAVE
THEIR OWN LOGIC

CAPTURE

GROWTH IN OTHER
SECTORS

ATTRACTION OF
THE TERRITORY
to bring in trends
from outside

EVEN'UP
innovation
competition
2 editions: 2018 - 2021

Nutri'Up • Distri'Up
Techni'Up • Country'Up

Even Development

diversification division
with strong added value



In 2022, the changes in consumption and distribution habits continued to have an impact on the activities of the development division. PAM and cured meats are expanding their ranges to meet their customers' expectations. The Group continues to catalogue new areas of activity through, in particular, the second edition of the Even'Up innovation competition.

MERGER OF THE CURING ACTIVITIES

The cured meat activities of the Even group – Le Saloir du Périgord and Languedoc Salaisons – merged their know-how and their means of production to address the changes in the cured meat sector, accelerated by the health crisis. This merger, effective since 1st January 2022, strengthens their reputation and their ability to better meet customer demands by guaranteeing perfect quality of service. Both production sites are IFS higher level certified and produce 400 tonnes of hams, 550 tonnes of culinary aids and other cured meat products.

Adaptation of the ranges (dry, superior, without preservatives, terroir) and their presence in all segments (food service, supermarkets, industry, wholesaler, private labels, export) allow the activities to withstand periods of crisis and change: inflation and a strong comeback of budget-price products, soaring energy and raw material costs, supply disruptions, reduced consumption of meat products, etc. A securing of supplies and seeking growth drivers remain a necessity in this context. With their partner farmers, the cured meat teams are developing new recipes to bring better value to the "Porc du Périgord" sector and, thus, maintain the farming in their territory. This collaboration is illustrated with two product launches during the summer of 2022: coppa, a dried pork shoulder and lomo, a dried pork loin. Other products such as dried belly of pork and a range of dry sausages will be marketed in the coming months.

INNOVATION AND THE MOTOR BEHIND PAM

In 2022, PAM confirmed its development and innovation dynamic. With a customer base seeking gourmet, organic, local and innovative products, the company is pulling ahead and advancing its business stream across all its activities: home delivery, frozen food stores and out-of-home catering.

Acknowledged for the quality of its crêpes, scallops, traditional puff pastry and cooked fillings, PAM has gradually diversified its product lines, offering new products and know-how, in particular in relation to puff pastry dishes and new consumption trends. Forty new products are developed each year, from aperitifs to desserts. Regardless of the ranges, organic or conventional, the products designed by PAM contain no additives, artificial flavours or flavour enhancers and are clean label identified.

In an effort to reduce its environmental footprint, Pam selects as many local raw materials as possible from the Brittany region. In order to meet the expectations and needs of its customers, the production teams have been reorganised to work in 2 x 8hr shifts if necessary. Thanks to this high-quality offering and the flexibility of its IFS (International Featured Standard) certified industrial tool, organic farming, MSC and ASC (sustainable fishing and aquaculture), many French and European customers have made PAM a trusted partner.

NEW INNOVATION TERRITORIES TO EXPLORE

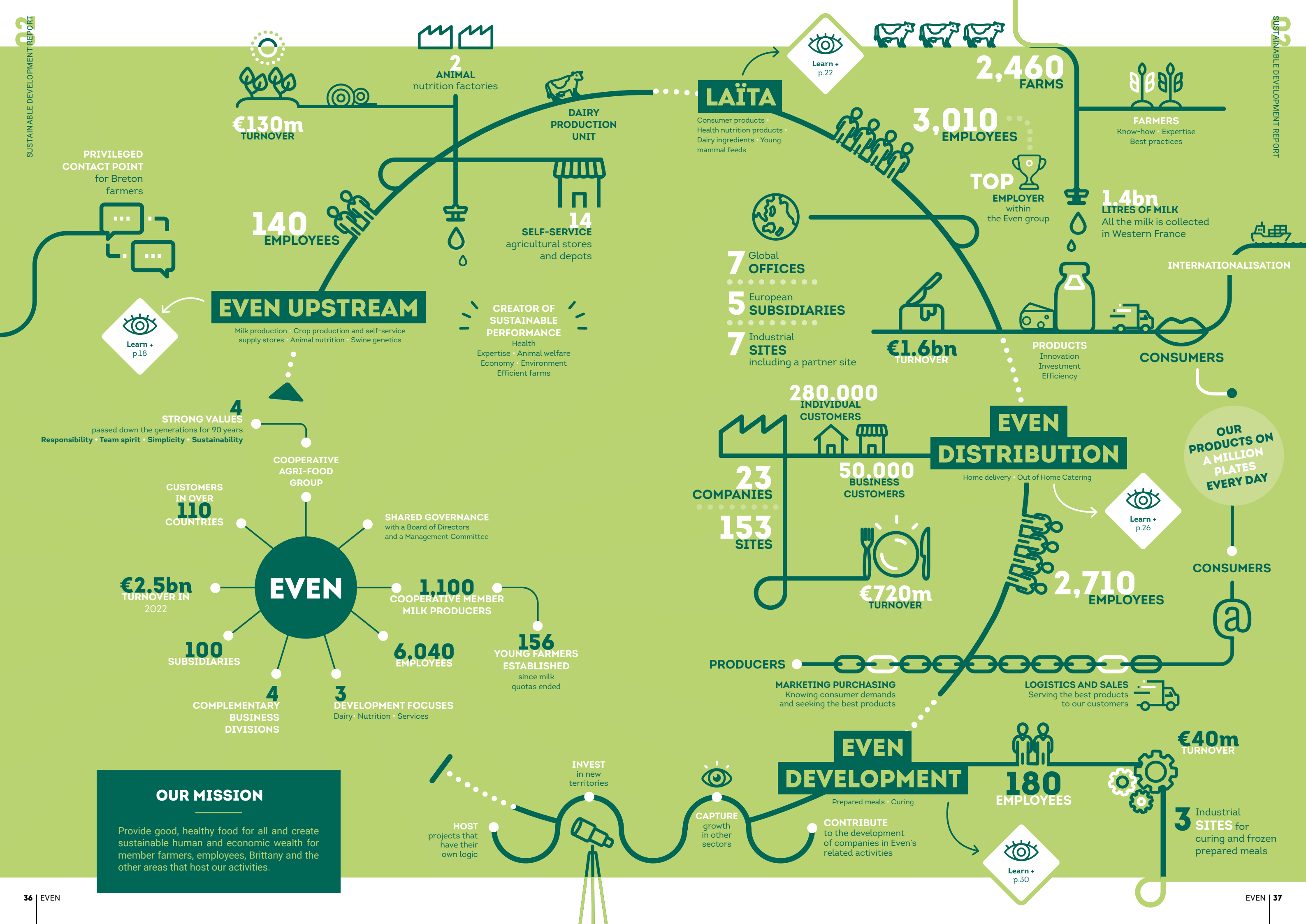
In a context of changing consumption and distribution patterns, the Even group is innovating, investing and internationalising to create value in order to better promote its cooperative members' milk and to sustain its agri-food activities. To deploy this strategy, it relies on combining skills, both internally and externally. Thus, in 2022, the Even group and its partners, the Village by CA Finistère and Valorial, closed the second edition of Even'Up, the call for innovative and responsible projects for the farming and food of tomorrow. Through this initiative, Even is confirming its wish to open up to the world and to the new market trends in its main areas: farming, nutrition and distribution. The Group is taking stock of this edition with the four winning start-ups (Circus'Egg, Capsit, Thrasos and Fertinnov) that it supported for more than a year. This win/win collaboration has consolidated the project and the professional network of the young talents, while providing Even with an opening onto different ways of working and a fresh look to imagine the future.



SUSTAINABLE DEVELOPMENT REPORT

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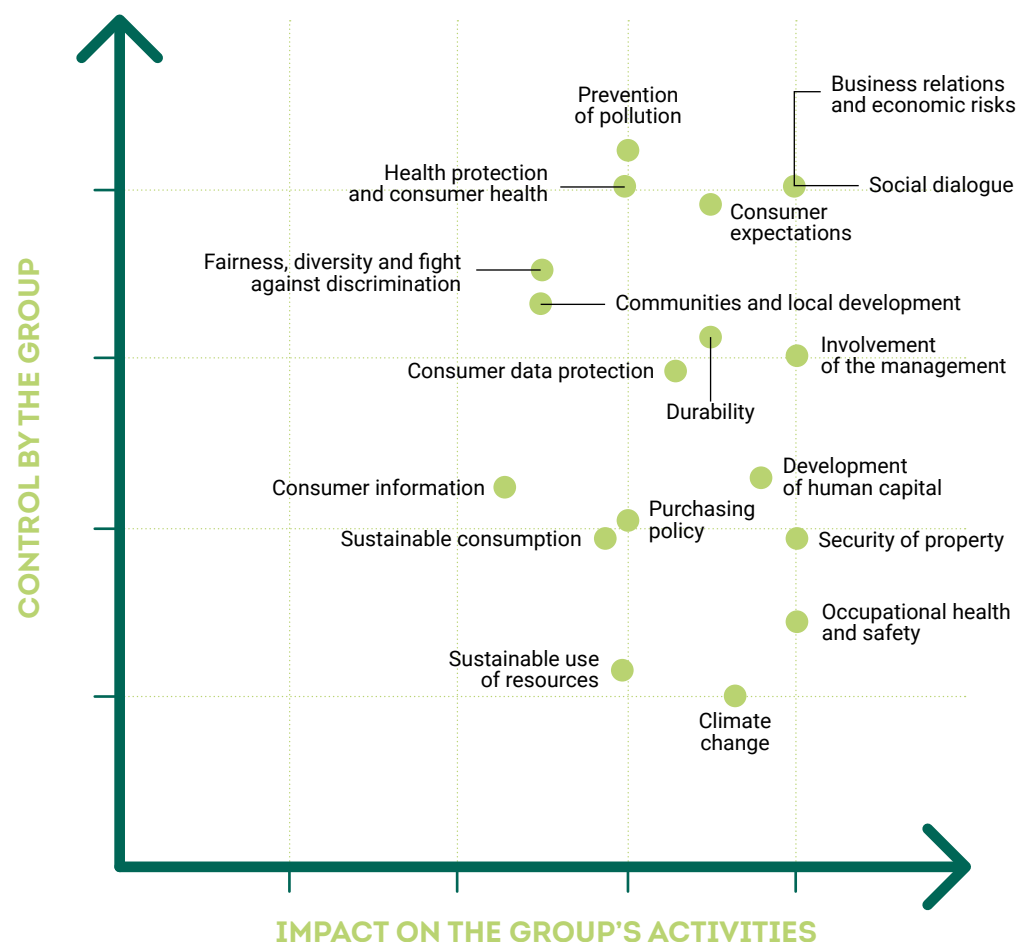


Increasingly structured CSR policies

The Corporate Social Responsibility (CSR) of the Even group with regard to its stakeholders is both a meaningful opportunity and a response to a risk to its economy. The cooperative members and the employees like all citizens, are experiencing the consequences of a human activity that has to make progress and better manage its social and environmental impacts. The energy transition, the new relationships to work, the expectations of consumers... are all issues that fall within the social responsibility of the Even group. Through its cooperative identity, its local anchorage and its values, Even is responsible for the footprint of its activities in its territories which form the environments in which its cooperative members and employees live and work. The CSR is a collective project, a source of motivation and meaning for the teams and cooperative members who implement it on the ground through concrete actions.

In an inflationary context marked by tensions, the CSR policies in the divisions are continuing to become more structured with the establishment of dedicated committees. For Laita, this committee is entitled Passion du Lait® and is composed of 12 coordinators. As for the CSR committee of the Distribution division, it is led by the Executive Committee and the CSR coordinator, in connection with the activities. The Even Upstream committee is built around the departments of its subsidiaries. In addition to the systems set up in the divisions, a CSR Group Steering Committee, strives to ensure the coherence of the policies implemented in the divisions and guides a Group CSR, in accord with the expectations of the stakeholders and Even's cooperative DNA. In this regard, and to contribute to Even's Extra-Financial Performance Statement, work on revising the risks and issues was carried out in 2022, in collaboration with the Group's Executive Committee. This work has identified the main risks with regard to the Group's development of the past few years.

MAPPING OF EVEN RISKS



Global awareness and structural measures.”

Group CSR Coordinator,
Laita Quality
and CSR Director

Interview with Jean-Paul Linet

Jean-Paul Linet talks about the four main focuses of Even CSR in 2022: revision of the risks and opportunities at the Group level, structuring of Upstream CSR, characterisation of the Group's carbon footprint and definition of the Laita carbon trajectory, establishment of a responsible purchasing approach.

HOW DID THE CSR OF THE EVEN GROUP PROGRESS IN 2022?

The substantive topics of CSR have made real progress in people's minds. Awareness of the issues is now global, both among cooperative members and employees. It was accentuated by various events that punctuated 2022: the drought including in our Brittany region which normally does not lack water, fires in the south of France, tensions over raw materials and energy, etc. Everyone now realises, even at the very heart of their everyday lives, the urgency of the need for an ecological and energy transition.

CSR HAS THEREFORE MADE PROGRESS IN PEOPLE'S MINDS, BUT WHAT NEW HAS OCCURRED IN PRACTICE?

Even's Executive Committee, accompanied by the Group CSR Committee, has carried out a major review and graduation of the Group's risks and opportunities. The themes that appear to emerge relate to the cooperative members, the employees, the dynamics of the territory and the environment.

WHAT WERE THE OTHER NOTABLE EVENTS?

I see three. First of all, Even Upstream has structured its CSR approach in line with the Group's values and commitments and Passion du Lait®, Laïta's CSR approach. Three cross-cutting working groups were set up, bringing together employees from animal nutrition, Even Agri, the dairy production department, sales administration and human resources. These groups first drew up an inventory of the existing virtuous practices in all of the upstream companies and departments. Then, in a second stage, they classified them according to theme based on the history of the upstream business and its evolution in relation to societal expectations. Three pillars emerged: People, Territory, Nature and the Living which constitute the upstream progress areas.

WHAT WERE THE OTHER SIGNIFICANT INITIATIVES IN 2022?

We started work on characterising the Group's carbon footprint. They cover all of Even's activities from dairy production to industry and distribution, transport and buildings. Our Laïta dairy division, which has already carried out a diagnosis, is currently structuring its carbon trajectory with the ambition of having it recognised by a third party, in this case, the Science-based Target Initiative (SBTI). The aim is of course to remain mobilised on this substantive issue and to be supported in bringing about a drastic reduction in greenhouse gas emissions. In addition, the Group has also initiated the establishment of a responsible purchasing approach, including exemplary collaborative work between Laïta and Even Distribution coordinated by the Group Purchasing Department. We need to bring all our suppliers on board in this adventure.

WHAT ARE THE MAIN CSR ISSUES FOR THE EVEN GROUP IN 2023?

Well, in a word: we continue to work on the same... and move forward!

“Structuring our CSR initiatives, which are also ways of improving our sustainable development to meet the challenges of tomorrow is essential for Even Upstream.”



LAURA FAILLER
Quality and
environment technician,
Even Cooperative

“We aim to make our roadmap pragmatic, so that CSR is part of the everyday lives of the teams while also being part of Even Distribution's overall strategy and the Even group's sustainable development culture.”



MICKAËL LE RU
CSR Coordinator
Even Distribution

“Passion du Lait®, our CSR policy aims to be concrete, ambitious and participatory so that each Laïta actor will understand how their everyday actions contribute to the overall project.”



MURIEL LETTY
Sustainable Development Manager, Laïta

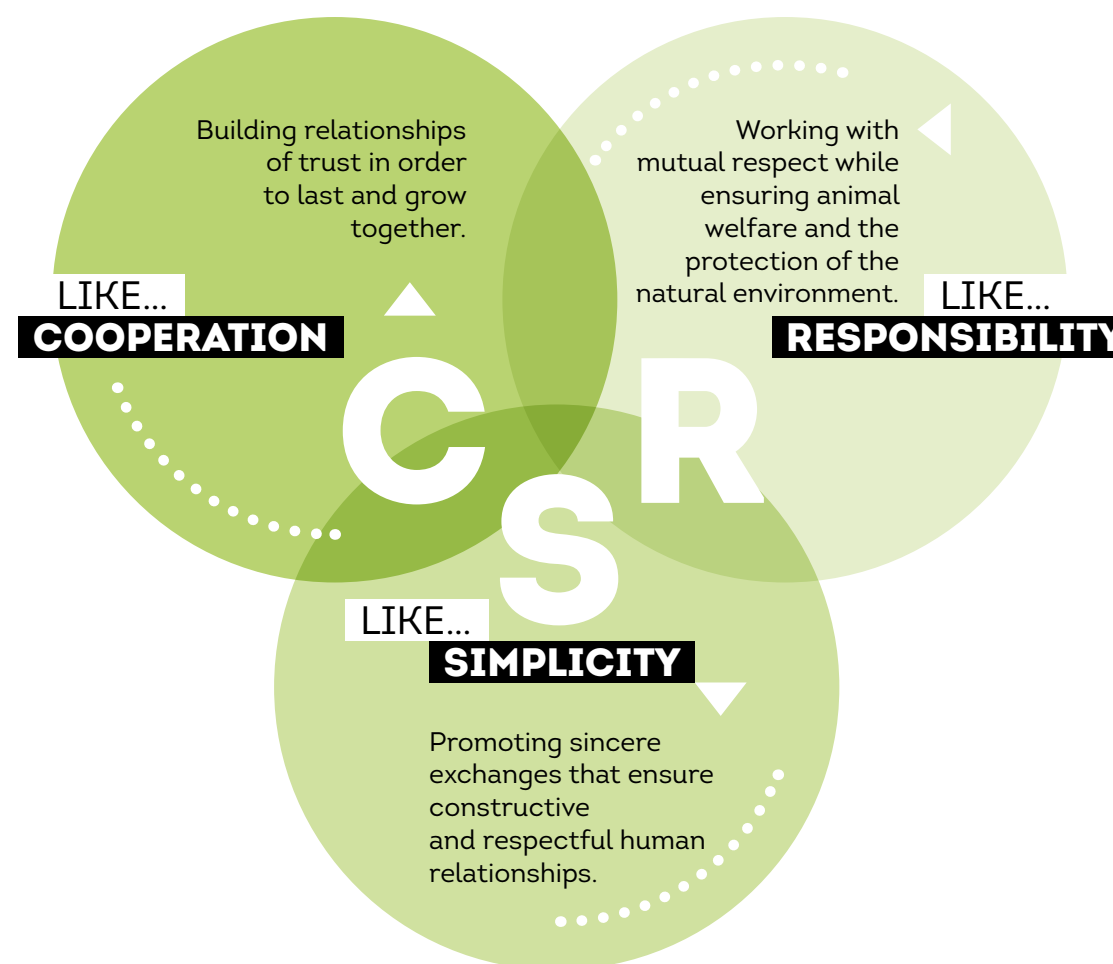
Fostering the cooperative spirit

Even is built on resolutely modern cooperative values and belongs to the farmers of Brittany. Its mission? Sustainably collect and process the milk produced by its cooperative member farmers to secure a long-term future for their farms, the vitality of the local areas and that of future generations. The Cooperative's two social groups, cooperative member farmers and employees, are driven by a shared corporate project that gives meaning to their daily activities: provide the best, healthy food for our fellow citizens at every stage in their lives, by creating wealth which serves farming and society. However, feeding humanity in a context of exponential population growth and scarcity of resources requires producing more and better, with fewer raw materials and lower environmental impacts. These challenges motivate Even members and employees who take on sustainable development issues with determination and energy.

CULTIVATING STRONG VALUES

Even's cooperative values are a factor in the Group's individual and collective successes and help it forge ahead.

- ◆ **Sustainability**, the key prerequisite of current and future economic development, relies on our team's ability to ensure innovation and performance.
- ◆ **Responsibility** involves working in a way which respects farmers, employees, customers and consumers while ensuring animal welfare and environmental protection.
- ◆ **Team spirit** enables relationships of trust to be built in order to last and grow together.
- ◆ Combined with honest communication, **simplicity** guarantees constructive and harmonious interpersonal relationships.





Claudine
MILK PRODUCER, EVEN MEMBER AND MUNICIPAL DELEGATE
PLOUARZEL (FINISTÈRE)

SHARING OUR JOB WITH TASTE AND PASSION

Passionate about cows since I was very young girl, I have been a farmer since 2009 in the beautiful region of the Abers in Brittany. I am in a Gaec partnership with Sylvain, my domestic partner, and Camille, my brother-in-law. We have a farm of 150 dairy cows on 150 hectares of grass and arable land. Every year for ten years, we receive two primary school classes who visit the farm. When they arrive, we give the children some Even crêpes made with our excellent milk and then organise some educational workshops focusing on the birth and care of calves, feeding of the cows, milking and crop growing. The children may live in the countryside, but most have never seen a cow close up or drunk a glass of milk straight from the cow! We show them all the interesting things we do, with taste and passion. They go home delighted and tell their parents all about it. We can even be proud to report that one young person has decided to do vocational studies in farming following their visit to our farm. For the past five years, we have also organised the "Les Ribines de l'Aber Ildut" trail run which attracts 600 runners from the whole of western France. The route of the trail runs through our cattle shed and milking parlour! Some runners weep with joy because it brings back childhood memories to them; others discover life on the farm and ask us questions that challenge us and allow us to move forward.

All participants receive a prize of vegetables and crêpes on crossing the finish line! These initiatives are a way to communicate positively about our profession. As far as I'm concerned, it's an essential part of my job as I feel that people need to know where what they're eating comes from.

COOPERATIVE DNA

Even Cooperative, the group's parent company, belongs exclusively and collectively to its cooperative member farmers, i.e. Breton dairy farmers, who hold the members' shares. Based on a contract of trust, Even Cooperative's operation calls mutual commitments into play. Farmers are required to deliver all their milk to the Cooperative. This is an exclusivity agreement. In return, the Cooperative undertakes to collect, process and pay for all the milk that it is offered. As a Cooperative, Even cannot be sold or transferred. It may not be relocated or offered for public sale. Its own capital may not be sold or shared. Part of the Cooperative's profits are redistributed to the cooperative members, in particular to support sustainable practices thanks to the Even CSR fund. Another part is reinvested. The remainder is placed in reserve for projects.

SUCCEEDING TOGETHER

By electing their representatives according to the principle of one person/one vote, the cooperative member farmers actively contribute to building Even and its strategic orientations. The cooperative model fosters a non-speculative, distinctly human type of capitalism focused on the long term. Rigorous management creates Even's results, which are constantly growing and are proof that by remaining true to humanist values, a company can succeed, innovate and stand the test of time.



1,100
milk producers
Even members



We can even be proud to report that one young person has decided to do vocational studies in farming following their visit to our farm.

1ST CHALLENGE

Guaranteeing the future of the farms

The future of Even is first and foremost assured by its producers who are the members. To renew the lifeblood of farming in a declining agricultural demographic context, the Cooperative has a proactive establishment policy in favour of young farmers: the allocation of a right to produce and close technical and economic support to secure the early years of establishment. This system is enriched with discussions and regular meetings between the young farmers and the Cooperative. Even also assists its existing cooperative members in dealing with farming changes and supports their income in a spirit of fairness. The creation of the CSR fund, which makes returning part of the Cooperative's profit conditional on the development of best farming practices, is a strong act which reflects the desire to ensure the sustainability of the farms by integrating sustainable development issues.

SUPPORTING THE NEW GENERATION

Proud of its cooperative origins and history, the Group works on a daily basis to share essential human values, the unchanging foundation of sustainable and meaningful construction. To encourage young people to become farmers and preserve the long-term durability of dairy activities in the region, Even is strengthening its support system for the establishment of young cooperative farmers by creating the "Good in my Coop" programme, which aims to strengthen the links between young people and the Cooperative.

Since 2017, significant measures have also been deployed and administered routinely by the dairy production unit. Thus, a grant of €13,500 is awarded to eligible young cooperative members when they begin their farming careers. This assistance is available in two forms: financial assistance of an inclusive amount and technical and economic support with two services provided by the technical office of dairy promotion (BTPL), Écolait and Pistil. These measures are accompanied by a right to produce 250,000 litres of milk per young cooperative member. The goal is to contribute to the renewal of milk producers in Brittany. Since the end of milk quotas in 2015, 156 young people have joined the Cooperative, 18 of them in 2022. The average milk benchmark on the farms which Even's young cooperative member farmers operate is close to a million litres of milk. In 2022, the assistance allocated by the Cooperative to young cooperative members totalled €150,000.



"Good in my Coop"

Confronted with the agricultural demographic decline, the renewal of farmers is a crucial issue for the future of the cooperatives and rural areas. At Even, 34% of cooperative member farmers are over 55 years old. The fall in the number of farms has increased from 3.5% per year over the last ten years, to a rate of 4.5% to 5% per year. Aware of this challenge, the Board of Directors wishes to give a new dimension to its special young cooperative members scheme by launching the "Good in my Coop" programme, which aims to strengthen the links between the young farmers and the Cooperative. Even's young cooperative members are invited to meetings with the Board of Directors and employees, to discuss topics central to their concerns, to talk about their expectations and to share moments of conviviality. These regular opportunities for discussions are a source of enrichment for both the Group and the younger generation so that together they can build the future of Even in a changing environment.

INCREASING THE COMPETITIVENESS OF THE COOPERATIVE MEMBER FARMERS

Even invests for its cooperative members to remain competitive in the new agricultural, societal and market context. An expert engineer from the BTPL supports the strategic thinking among the cooperative members and reinforces Even Upstream's teams. He develops innovative methods so that each producer, especially the young farmers, have markers to guide them to properly manage their farm. Among the support offered, Écolait is an improvement initiative encouraging the sharing of feedback on various themes: evolution of production systems, reducing inputs, managing feed costs, etc. In 2022, 59 Even farms joined the initiative. The comparison of results across the groups allows farmers to change their practices to improve their working conditions and make their farm more profitable. The Cooperative is keen to help cooperative member farmers by offering them training which is always aimed at improving the quality of their milk production.

In the same spirit, the Even Cooperative, which has 21% female heads of farms, has created a body dedicated to them. This committee, a place for meeting and discussing common concerns, also aims to strengthen their place and their commitment within the Cooperative.



CSR Fund

To accelerate CSR deployment on the ground, Even Board of Directors has created the Even CSR fund to promote sustainable practices among cooperative member producers: actions to reduce the carbon footprint of their farms (creation of hedges, energy savings, etc.), to ensure the well-being of both cooperative members (help with holiday cover, training, etc.) and animal welfare (improvement of access paths to the fields, purchase of equipment promoting animal welfare, etc.). The success of the CSR fund was confirmed in 2022, with 91% of the cooperative members using it for a total amount of 1.6 million euros. Cooperative members able to prove that they have implemented CSR projects can receive an additional return on result of €4/1,000 litres of milk through this fund.

42%

of farms having attended at least one information meeting or technical and economic training course



MILK PRODUCER, EVEN MEMBER 📍 PLÉDRAN (CÔTES-D'ARMOR)

INVESTMENTS TO ENSURE THE LONG-TERM PROFITABILITY OF THE FAMILY FARM

In my family, we have been milk producers for three generations. My grandparents and then my parents passed on the love of the profession to me. On 1 January 2022, I took over the family farm, which has a hundred dairy cows on 95 hectares. Becoming a farmer, along with my brother David, recently, when my parents retired, has been an opportunity to rethink the organisation of the work and modernise the equipment. The 2x5 places milking parlour, which dated from 1998, had become cramped. We have replaced it with two milking robots that reduce the amount of labour needed and allow us time off every other weekend. We have also built a cattle tunnel under a busy road. This allows the cows to move freely and safely from the meadows to the cattle shed. The shed has been fitted with automatic manure scrapers, massage brushes for the welfare of the cows and cameras allowing remote monitoring of the herd. To save energy, we have also installed a milk pre-cooler. These investments should allow us to look towards the future in good conditions, with the support of our Cooperative with which we have a simple and open relationship. I have also got involved as a young delegate to keep myself informed of Even's projects, of the economic situation of the dairy sector and the value added to our high-quality milk.

411 ML

Volume of milk collected from Even cooperative members



Passion du Lait® Upstream

A farm engaged in field 1 is in compliance with the Charter of Good Livestock Practices (CBPE) and has carried out a CAP'2ER' level 1 diagnosis. As such, it is eligible for a Passion du Lait' bonus of €1/1,000 litres of milk. To move to field 2, the farm must meet the requirements of field 1, have an action plan in place to improve animal welfare and to reduce the farm's carbon footprint. In this case, the bonus rises to €2.5/1,000 litres of milk. To reach level 3, with a bonus of €4.5/1,000 litres of milk, the farm must comply with the requirements of fields 1 and 2, carry out a CAP'2ER' level 2 diagnosis and implement several measures to reduce its carbon footprint, including extending grazing time, obtaining high environmental value certification or strengthening protein autonomy.

SHARING PROFITS

In 2022, Even paid the milk of its 603 member farms the same price as the major French dairy generalists: €438.13/1,000 litres. Better still, the Cooperative supports its producers beyond the base price by allocating, each year at the end of the General Meeting, a substantial return on result, the fruit of a sharing of the added value created in the sector. This year, producers should receive on average, €26.3 per 1,000 litres of milk delivered. This historical price supplement totals nearly 10.8 million euros at the level of the Cooperative.

NEW OUTLETS AND GROWTH DRIVERS

At Laita's request, Even Production Laitière, Even Agri and Even Nutrition Animale have built a certified channel to promote the milk of GMO-free (< 0.9%) cows, pasture fed for 150 days per year on average. This differentiated milk is used for Emmental, soft cheeses and ultra-fresh products marketed since the end of 2019, as a private label. The producers involved in the process receive a premium of €15/1,000 litres of milk for GMO-free fodder (< 0.9%) and grazing. An animal welfare diagnosis completes the mechanism.

In 2022, the Passion du Lait® Upstream CSR approach is evolving to meet the challenges of tomorrow's dairy production and to allow each farm to sign up to it at its own pace according to its history and its projects. It now includes three commitment fields corresponding to three gradual bonus levels. Value is given to these different levels of good practice implemented on the farms, with a Passion du Lait® bonus ranging from €1 per 1,000 litres of milk for field 1 to €4.5 per 1,000 litres of milk for field 3. Besides the technical support and financial incentive, the commitment of the farms to Passion du Lait® has a positive impact on their performance. Indeed, those farms with the best practices in terms of animal welfare or carbon footprint obtain better technical and economic results.



Becoming a farmer along with my brother was an opportunity to rethink the way the farm is organised and to modernise it to benefit from better working and living conditions.

2ND CHALLENGE

Developing human capital

Downstream of the farms, Even generates over 6,000 net jobs, bringing to close to a thousand the number of net jobs created in the past ten years. The Cooperative and its subsidiaries contribute to the well-being of 10,000 families in all the areas in which their businesses are established. People remain central to the Group's priorities, aware that collective success is conditional on the personal fulfilment of its employees. The dynamics of recruitment, training, skills development, managerial culture and quality of life at work are structured in increasingly collaborative organisational ways thanks to the digitalisation of tools, encouraging the sharing of ideas and experiences.



66.3%
employees trained

FOCUSING ON TRAINING

66.3% of Even's employees attended a training course in 2022 for a total budget of €3.7 million, i.e. more than 65,000 hours of training provided over the course of the year. The Even group structures the management of its training by creating its own training body: Even Formation, Qualiopi certified for the next three years.

Besides the sharing of corporate culture and the transmission of knowledge and know-how, the training policy aims to promote integration and professional development through vocational training and sessions devoted to management. In this regard, a working group on managerial culture builds specific training regarding management, steering, methods and personal development. Currently, 43% of training relates to workplace safety or road safety awareness. Technical occupational skills have accounted for 31% of training activities, and managerial practices 9%.



Equal pay for Women and Men

For the third year of the calculation of the Gender Equality Index, Laïta and Argel obtained a score of 89/100. These constant results exceed the 75/100 requirement set out in the law on career choices. This strengthens the policies implemented within the Group's companies to promote diversity and equal rights.

PRESERVING EQUAL OPPORTUNITIES

Even is careful to promote equal opportunities and works in favour of diversity: the fight against discrimination in recruitment by drafting job offers in gender-neutral language, the provision of around twenty places in subsidised nurseries, the reduction of pay gaps between men and women, the promotion of women to positions of responsibility, etc. The direct employment rate of disabled workers in the Even group amounts to more than 5%. This rate is within the national average. In the event of partial or total incapacity for the job, the human resources teams actively seek to redeploy the employee or adapt their job.

On the industrial sites, many initiatives are being developed. At Ancenis (Loire-Atlantique), the Laïta human resources teams have teamed up with the Actual Ancenis recruitment agency to launch a French as a Foreign Language training course this autumn in the form of a pathway called PALIER: Language Learning Pathway for Successful Job Integration. This course aims to break down the language barrier that can be an obstacle to employment, and give all applicants a chance to get a stable and long-term job. As another example, in partnership with a young people's local advice centre, PAM organises visits of its production lines. An introduction that creates vocations. Following these meetings, several permanent job contracts have been concluded.

In the distribution division, a disability analysis was conducted in 2022. Funded by Agefiph, this analysis included a quantitative inventory, conducted over the entire division, then qualitative (targeted at Kenty, Argel Ouest, GIE Even Distribution and Achille Bertrand) as well as a consulting phase, conducted by the Atouts & Handicap consultancy. Eventually, a pragmatic and innovative action plan will be deployed to encourage the recruitment and retention of disabled workers. The latter will be managed by a disability coordinator whose mission will be to create an impetus and coordinate the teams on the subject of disability.

89/100

Gender equal pay index
for the Laïta and Argel scope



**HEAD OF AREA (IVORY COAST, SENEGAL, GHANA)
ON INTERNATIONAL VOLUNTEERING (VIE), LAÏTA ABIDJAN, IVORY COAST**

AFRICA: A CONTINENT WITH HIGH POTENTIAL

Curious by nature, I like to discover new horizons and take up new challenges. I joined Laïta as an International Volunteer (VIE) on 1 August 2021, after having completed two months of training within the team based in Rungis (Val-de-Marne). During this integration period, I was trained by my manager, but also by the assistants to handle certain software. I also visited the cheese and crêpe-making plant of Ploudaniel (Finistère), then met the Laïta teams in Brest (Finistère). I got to know my export sales colleagues through video contacts. The Inter team has also set up a discussion group where we share information about our areas, which helps to strengthen integration despite the distance. I am the first Laïta VIE on the African continent, based in Abidjan, Ivory Coast, which is one of our biggest markets. I also have to travel to Ghana and Cameroon. This year, I'm focusing on Senegal, a growth engine country for Laïta. My role is to support our importers and distributors in developing our brands and product ranges. To do so, I carry out competitive intelligence to advise them in their selection. With the support of our marketing department, I also make proposals for carrying out sales initiatives. I also monitor orders as support for the assistants. I train our customers with their knowledge of the dairy products and I assist them in the showing their cheese counters to best effect. This experience is bringing a lot to me on the human level. Working with the local teams is a real pleasure! I have also increased my autonomy and organisational skills. VIE allows young people to have an international experience with good remuneration. But besides the financial aspect, the missions are complete and diversified. They are very formative. VIE is a real plus on a CV. It is a recognised status that subsequently opens many doors. As for me, I would really like to continue with the adventure at Laïta. Africa is a continent with high potential. The markets are booming. I still have a lot to learn, but also to bring to the company.



1 881

people recruited
(permanent, fixed-term contracts
and apprenticeships)



Laïta managerial culture

The promotion of a managerial culture and the increase in employees' skills are among the priorities in terms of human resources. In this regard, a management framework common to all Laïta sites has been deployed to all the managers. Since this year, it has been accompanied by training courses for each new supervisor that cover all the rules and good management practices.

CREATOR OF SUSTAINABLE JOBS

Even's contribution in favour of employment and the economy of the regions remained strong in 2022, with 200 recruitments made in the spring by companies in the distribution division in the sourcing, food distribution, sales, logistics and services sectors. It was also illustrated with the creation of nearly 80 jobs on Laïta sites.

To fill some of these positions, Laïta working with Pôle Emploi screen applicants, using a simulation recruitment method to assess their skills and motivation rather than their qualification levels. Training is provided for the acquisition and increase in skills of the successful applicants, in particular in terms of health and safety, with the introduction of individual courses according to occupation leading to Occupational Qualification Certificates (CQP).

At the same time, the partnerships with local actors are bearing fruit. They meet the Group's recruitment needs in occupations experiencing shortages: line supervisors, remote operators, maintenance technicians, delivery drivers, etc.



**VIE is bringing
a lot to me on
the human level.
Working with
the local teams
is a real
pleasure!**

ENHANCING ATTRACTIVENESS

Even's internship and apprenticeship policy with local schools and universities provides students and young graduates with access to rich learning experiences and employment opportunities. Alongside this, human resources teams are involved in many job fairs and forums to promote the diversity of the Group's activities. In a few years, the number of apprenticeships has doubled within Even's teams with more than 350 young people received in 2022. As part of its export development, Laïta also offers opportunities abroad, in International Business Volunteering (VIE).



The company concierge service

Since the end of the summer, a company concierge service has been set up on seven Laïta sites for all employees on permanent, fixed-term and apprenticeship contracts. A wide choice of food products, including Paysan Breton products at preferential rates, is offered for sale as well as services that facilitate everyday life: childcare, sewing, shoe repairs, etc. In just a few months, nearly 700 employees have already used the concierge services. This success has made it possible to revise and extend the services opening times.

The Group promotes the support by tutors in supervising these young people and in passing on know-how. The meetings, regularly organised for the apprentices, allow them to share their experiences and strengthen their sense of belonging to the Group.

Since 2017, the Even group has joined the "Employment-Training Objective" organised by the daily Breton newspaper Le Télégramme. Supported by the Brittany region, this operation aims to develop employment in the region. The publication of articles about sectors seeking workers or videos of employees presenting their occupation, contribute to a dynamic economy which creates jobs.

In the same spirit, the Laïta teams of Ancenis (Loire-Atlantique) last summer produced a video in partnership with the Regional Association of Food Enterprises of the Pays de la Loire (LIGERIAA) to promote the maintenance technician profession. This video is part of the special tour de France web series of the food industry "Jeviensbosserchezvous®."



TOWARDS MORE COLLABORATIVE WORK

The Group's companies cultivate quality of life in the workplace: employee satisfaction surveys, new spaces for collaborative work and relaxation, as evidenced, for example by the new Creative Hub at the Group's head office in Ploudaniel (Finistère), that of Even Distribution at Plouédern (Finistère) the animal nutrition teams moving into shared offices in Landivisiau (Finistère) and the inauguration of the new head office of Topigs Norsvin France in Landerneau (Finistère). All of these actions favour fulfilment and well-being at work. They are accompanied by changes in managerial practices and processes: digitalisation and the virtualisation of work meetings. In order to adapt quickly to the health context, but also to respond sustainably to new uses, the Even group is this year finalising the deployment of its new collaborative platform. Accessible to all employees, it provides easy, fast, and mobile access to the applications and information the teams need every day to increase individual and collective efficiency.

In addition, the collective agreements negotiated within the Group's companies are the concrete expression of a decentralised human resources policy that takes into account local realities. In 2022, 16 collective agreements were concluded, aimed in particular at improving professional equality and working conditions.

AGILE AND RESPONSIVE TEAMS

In recent years, and especially those marked by the health crisis, Even group employees have demonstrated an impressive ability to adapt in order to ensure the continuity of services to the cooperative members and customers. Agility above all means collaborative work that allows the processes, operations and working methods to evolve. Thus, Even Formation, the in-house training body, has deployed a Tactiléo e-learning platform in recent years. This intuitive learning tool can be picked up quickly by the teams, with the creation of content specific to the Group and its activities, designed by the three trainers specialised in sales techniques, management and food products.. Even Distribution's sales teams are trained via Tactiléo in changes in the customer relationship, the latest consumer trends and the new digital communication channels.



**HEAD OF HUMAN RESOURCES DEVELOPMENT,
EVEN DISTRIBUTION** PLOUÉDERN (FINISTÈRE)

AN ACTION ON DISABILITY ANALYSIS

Even Distribution has a proactive approach to recruitment, training and skills development to strengthen the attractiveness of its employer brand and retain its employees in a tight jobs market. On the basis of the Group's ATS*, we are developing career sites for the five areas of the distribution division in order to attract delivery drivers, order pickers, telemarketers, salespeople, etc. The career sites of the Réseau Krill, the Alliance Atlanterra and Argel are operational and will be followed by those of the Réseau Capella and SouéFrais. At the same time, we are strengthening our presence on occupational social networks such as LinkedIn. Product, sales and management training is provided by our in-house training body to foster skills development. In 2022, we also aligned our recruitment needs with our CSR approach. In partnership with Agefiph, we carried out a disability analysis. The quantitative inventory was supplemented by a qualitative analysis resulting from 23 interviews with employees, all occupations and groups combined. We then set up working groups to come up with an action plan. It is based on four themes: recruitment and integration, job retention, protected work, awareness and communication. A disability coordinator has been appointed to coordinate our disability policy and implement the priorities identified in the action analysis.

* ATS: Applicant Tracking System, a recruitment management tool.

PROMOTING THE EXPRESSION OF TALENT

Since 2015, the Even group has been engaged in human resource planning. Concretely, this approach optimises training measures, enhances individual skills, and improves career management. Professional mobility across the Group is encouraged. It helps match internal skills and the promotion ambitions of employees with the job needs that arise.

At Even, the small number of hierarchical levels is a deliberate choice for organisational simplicity. Everyone can contribute to change, express their ideas and follow their career path.

ETHICAL CHARTER, CYBERSECURITY AND GOOD CONDUCT

The values, communication and behaviours that guide the actions of Even Group employees are set out in the ethical and IT charters. Given to all employees, these guides enable each person to remain vigilant within a framework that lays down collective rules and benchmarks. They encourage the employees to reflect on the basic rules to be respected for social well-being, protection of the company's interests and ensuring cybersecurity. In line with the e-learning training provided to all executives in 2018, new hires and promoted executives are automatically enrolled on a training course on the topic of combating corruption given during Even universities.



A partnership of 25 years

Since 1997, the operators of the structure which supports disabled people through work, assisted by a specialised technical instructor, have worked in one of Laïta Nutrition's packing workshops. An essential link in the product's value chain, the team adapts fully to the company's quality and productivity requirements, while providing a different perspective and enriching human relations.



The cross-cutting working groups have set out the priorities of our disability action plan.

3RD CHALLENGE

Serving customers and consumers with commitment

From upstream to downstream, the Group guarantees the safety and quality of the products it markets. Listening to its customers and consumers, the divisions and subsidiaries actively pursue certification processes, material and intangible investments, the enrichment of product and service offerings, the brand strategy, responsible local purchasing or expert partnerships to be recognised as specialists in their business field. This quest for excellence combines high standards, performance and the capacity for innovation with respect to today's and tomorrow's food challenges.



ENSURING THE PERFECT SAFETY OF THE PRODUCTS

Food safety is based on recognised and certified management systems: ISO 9001, IFS, BRC, FSSC 22000, etc. Laïta manufacturing sites meet these agri-food guides and standards and work hard to access the highest international food safety standards. This is particularly the case of the Laïta Nutrition line of Ploudaniel (Finistère), the infant and premium powder unit of Créhen (Côtes-d'Armor) and the pre-packaged workshop of the Ploudaniel cheese factory (Finistère).

Inaugurated in 2022, the new production unit of European Colostrum Industry, a Belgian subsidiary of Laïta, is consolidating its position as a leader in colostrum in Europe with the best available technologies to preserve the immunological quality of its products. Like the Laïta site in Ancenis (Loire-Atlantique), which has a new laboratory to increase its analytical capacities – up to 1,150 chemical and microbiological analyses per day – while improving the working conditions of the teams. At Créhen (Côtes-d'Armor), the Laïta laboratory has obtained Cofrac accreditation according to ISO 17025, a passport to develop the export sales of infant milk.

Moreover, Laïta is committed to keeping its industrial sites on a rating of A or B in relation to the scale set by Alim'Confiance, the French government's site for the transparency of food safety audit scores. Everything is tracked and controlled, from the raw materials to the finished products, including packaging, in the manufacturing process. Across Laïta, more than two million analyses are carried out annually.

Customer satisfaction, quality and product safety are also prerequisites at the heart of the quality processes at Even Distribution, from selection of the products to delivery to the customers. The "food safety" culture is a regulatory requirement shared by all the teams in the Distribution division. It relies on efficient quality systems that are continually improved and monitoring indicators. Every day, the quality requirement mobilises a team of 25 people who continuously ensure the quality and conformity of the products: monitoring of compliance with the specifications and the regulations in force, through more than 3,000 bacteriological, chemical, analyses. without forgetting the tasting tests carried out within the culinary department. Added to this is the compliance of the processes with regular audits of the companies. For the past few years, the companies of the distribution division have embarked on ISO 22000 certification processes, which officially recognise the high level of control over product safety.

After A2S at Kervignac (Morbihan) and the Superhalles meat and cured meat workshop in Bréal-sous-Montfort (Ille-et-Vilaine) in 2020 the company Krill located at Brive-la-Gaillarde (Lot-et-Garonne) as well as the meat activities and the warehouse of the company Achille Bertrand aux Herbiers (Vendée) obtained ISO 22000 certification in 2021. As for cured meats, the two workshops at Piégut-Pluviers (Dordogne) and Pézenas (Hérault) have obtained the higher level IFS (food safety) certification. These good results open doors for export.



14

Group sites ranked as A or B on Alim'Confiance



PAM partners with INRAE

Another initiative carried out in collaboration with INRAE and several Breton agri-food companies, including PAM, the Net Clean project aims to better understand and describe the links between the market offering and the representations of naturalness for the consumer. In particular, this project will develop a web platform integrating a multi-criteria decision-making tool, a glossary, technical and marketing recommendations for agri-food manufacturers and the possibility to try out product applications.



Julien
SITE DIRECTOR ALSACE, GASTRONOMIE SERVICE,
EVEN DISTRIBUTION DAMBACH (BAS RHIN)

TRUST: OUR GREATEST REWARD

I have been working for Gastronomie Service for 19 years, whose positive and family spirit I appreciate. After having been in sales and then a sales manager, I was appointed to be in charge of the Neunhoffen site in Alsace, near Strasbourg, in 2021. Previously, this site was managed remotely. Internalising this role makes it possible to coordinate, steer the strategy and manage the team as closely as possible to the realities on the ground.

Coming out of Covid, our priority was to rebuild our customer portfolio (commercial and collective catering) through good management of the existing customers and a dynamic policy to win new ones. Anticipation of needs and relational quality are essential. Each of our employees – telemarketers, sales reps, warehouse managers, dock managers, delivery drivers – has a decisive role in ensuring customer satisfaction and the company's image. Our greatest reward is the fact that the customers with whom we have established relationships of trust willingly recommend us to their colleagues. Word of mouth is the best advertisement. In 2022, we managed to stabilise the team of delivery drivers. With the help of the Purchasing, Marketing and Quality support services, we have continued to highlight the local product ranges and the culinary identity of our terroir. These actions concur fully with Even's sustainable development approach and its desire to create jobs and value in the region. The results are there. This encourages us to continue our journey with the values of cooperation that we share within Réseau Krill and the Group: team spirit, simplicity, responsibility, service, solidarity and proximity.

RECOGNISED PRODUCTS

The products that Even sells are subject to taste tests involving panels of experts and consumers. In the last five years, twenty of Laïta's products have won awards in the General Agricultural Competition. At the 2023 edition, Paysan Breton distinguished itself by winning two gold medals, one for the semi-salted moulded butter, the second for the Madame Loïk Nature whipped cheese with Guérande salt. The Paysan Breton thick crème fraîche was also among the medalists. For the second edition of the Lyon International Competition for cheeses and dairy products, the Madame Loïk natural whipped cheese with Guérande salt won the gold medal with a score of 86/100 and the Label Rouge Brie won the silver medal. Another prize obtained by Paysan Breton was that of the best innovation (2022) awarded to the semi-salt tender butter tub by Produit en Bretagne.

The Paysan Breton cooperative brand is strengthening its reputation and attractiveness among consumers by being in the 34th position of the most purchased food brand in France (Kantar). The customer base is growing in particular in the butter, Madame Loïk whipped cheeses and fermented milk categories. Although butter is the first pillar of Paysan Breton with 14.4% market share by volume (33.3% for moulded butter), the Madame Loïk whipped cheese is continuing to increase with 13.8% market share, thanks in particular to the plain variety (15% of market share).

With 35,000 tonnes of milk replacers manufactured in 2022, Celtaït is positioned as one of the leaders of milk feeds for veal calves in France. Added to this is the recognition of the sector that rewarded the Celtaït-Oriane teams for their new product from the Oriane range "Ovistrum +" at the Ovinova international trade fair. This animal nutrition innovation promotes development of the immune system of lambs and kids.



3,700

Number of certified products
for the Distribution division



**Every
employee plays
a key role
in customer
satisfaction.**



HEAD OF OHC MARKET, LAÏTA PROFESSIONNEL PLÉRIN (CÔTES-D'ARMOR)

A STRONGER PRESENCE ON SOCIAL MEDIA

Laïta Professionnel markets fresh dairy products for professionals of the OHC, bakery and agrifood business lines.

After two years disrupted by the health crisis, OHC is again on the up.

We are returning to a level of activity almost comparable to that of before Covid.

In that difficult situation, the sector was able to reinvent itself around take-away sales. Laïta Professionnel is supporting this evolution by strengthening its presence on the social networks. After creating a LinkedIn page, we have opened an Instagram account where we share recipe ideas, product news and company news with our business subscribers. At the same time, we are continuing to expand our Paysan Breton ranges, recently enriched with soft cheeses. Customers are increasingly attentive to the local origin of products and their production ethics, which is why we communicate about the brand's CSR commitments: the promotion of our farmer's milk, grazing and animal welfare. We undertake a constant search to improve our recipes in which we strive to remove additives. We are also making progress on eco-design, targeting 100% recyclable packaging by 2025.

Since April 2018, Even Distribution has been Aquaculture Stewardship Council (ASC) and Marine Stewardship Council (MSC) certified. These international bodies ensure that seafood products have been harvested sustainably, respecting fish stocks and marine ecosystems, while allowing fishermen to make a living from their work. The out of home catering specialists Réseau Krill and the Alliance Atlanterra offer their customers close to 200 products bearing these labels. In 2022, the number of MSC products increased by 15%. As part of this same trend, Argel, a home delivery specialist, is developing its branded product offering, which in 2022 accounted for almost 38% of its overall offering.

Even group companies are increasingly expanding their offerings with products recognised as sustainable within the meaning of the "Egalim" law, bearing official quality certifications: Label Rouge, Protected Designation of Origin (PDO) or Registered Designation Of Origin (RDO), Protected Geographical indication (PGI) and Traditional Speciality Guaranteed (TSG), Organic. In this regard, several products are certified organic: Yoghurt powder from the Ancenis site (Loire-Atlantique), ribot milk from the Lanfains site (Côtes-d'Armor) and grated cheese from Ploudaniel (Finistère). The Brie manufactured on the Ancenis (Loire-Atlantique) site is Label Rouge certified. These awards meet the demand of customers and consumers who value

products that combine craftsmanship, quality, local produce and gastronomic traditions. Moreover, the companies in the Distribution division have seen the number of organic products offered to their customers increase by 9.4%. For example, the Réseau Krill has doubled its Organic products in a few years, from 70 in 2018 to over 150 products in 2022. For PAM, 10% of its product range is organic. In addition, there are around thirty new recipes, including several Makizh's products, apéritif crêpes, which are driving PAM's innovation momentum.



New unit for ECI

European Colostrum Industry, a Belgian subsidiary of Laïta, is inaugurating its new colostrum production unit located in Novalis Science Park in Aye. The building, which includes an atomisation tower and a new liquid production line, is equipped with the latest cold production and energy recovery technologies, as well as brand new processes to meet the most stringent standards and requirements. This investment should enable ECI to develop its business under optimal conditions and export worldwide.



The OHC sector has been able to reinvent itself around take-away sales.



Calcium caseinate

In 2022, the R&D teams of Epi Ingredients conducted a study on the technical characteristics of calcium caseinate applied to the manufacture of nutrition bars. The purpose of this study was to identify the effects of different types of calcium caseinate powders to limit the hardening of protein-rich bars over time. It turns out that the Epi Ingredients' calcium caseinate combines the good characteristics of a powder with homogeneity properties providing a smooth and non-friable texture throughout its shelf life.



MAKING SURE CUSTOMERS ARE LISTENED TO

Every year, Paysan Breton's marketing departments carry out surveys on customers and consumers to ensure their needs are better met: sensory analyses, monthly tests with a consumer panel, tasting days, reputation surveys, etc. These precious meetings are used to identify consumer demands and desires in order to adapt the product offerings accordingly. With its "Moving forward together for what is good" approach, Paysan Breton is asserting its brand social responsibility (BSR) policy to become an even more committed, responsible and sustainable brand. At the same time, Laïta's marketing, industry and quality teams are working together to implement a common process for managing customer complaints. Thanks to this harmonisation and greater control

of the manufacturing processes, customer complaints are falling every year. At the end of 2022, Laïta's consumer products teams recorded 4.2 complaints for every million products sold. On the dairy ingredients side, consideration of customer complaints is enhanced with the deployment of a new qualitative criticality indicator, which supplements the existing system.



Expertise

A local actor, Even Upstream forms partnerships with national and international leaders to provide the best expertise to each of its activities for farming and the consumers of tomorrow, such as those that the division has built over the years, with the Technical Bureau for Dairy Promotion (BTPL), Topigs Norsvin International, Provimi, and many others.

In response to the many changes and transformations in the catering market since the beginning of the health crisis, the marketing services of Réseau Krill and the Alliance Atlanterra have developed a needs assessment questionnaire for restaurateurs in order to adjust their offerings. An analysis of the feedback reveals the need for products suitable for take-aways, of France origin, local, artisanal and organic. For example, between 2018 and 2022, the Réseau Krill take-away offering increased from 400 to more than 600 products. Another driver of progress is training and the improvement of customer service as regards deliveries. To become more efficient in this area, e-learning courses have been offered to the delivery drivers of the Alliance Atlanterra. Customer proximity is also an important issue for the Réseau Krill et SovéFrais

Argel, for its part, is modernising its model in three areas: digital technology, product lines and service in order to satisfy a new and younger customer base. To meet these requirements, Argel also relies on processing customer feedback via the "Argel à l'Écoute" (is listening) application. This year, nearly 160,000 feedback items have been processed.

To meet the demand from the traditional food supermarket sections, the cured meats are launching a range of fresh packaged products.

A FOCUS ON HEALTH AND ENJOYMENT

Chefs and culinary advisors have been working with Even Distribution for several years now, sharing their expertise to help create product solutions for the catering sector. These collaborations enable the teams to adapt their offerings to the new consumer trends in health, well-being, naturalness, search for meaning, practicality, etc. In order to reassure consumers, the Alliance Atlanterra companies and the Réseau Krill favour local purchases. They are diversifying their offerings with protected designation of origin and organic local products, as well as seafood products from sustainable fishing. With an artisanal Made in France ice cream offering made by a Master Ice Cream Artisan, the distribution division offers its customers several hundred products benefiting from particular know-how, exceptional quality, intense tastes, original and surprising flavours and local recipes. In 2022, the quantity of Master Artisan products sold by the Alliance Atlanterra increased by 42%. The customer advisors receive training on how to support their customers in making these changes: digitalisation and segmentation of the offering, promotion and use of the products. The catalogues of the Réseau Krill and Alliance Atlanterra companies illustrate these new consumer trends: healthy vegetarian dishes, finger and street food, brunch, poke bowl, etc.



Industry initiative: Passion du Lait®

From upstream to downstream, Laïta co-builds its sustainable development commitments with its stakeholders to manufacture traced, safe and transparent products that meet its customers' demands and take into account societal expectations in terms of well-being, the environment and the development of the territories. In this same spirit, Paysan Breton is co-constructing its future with its stakeholders under the banner "Moving forward together for what is good". After having identified consumer expectations from 12,300 Internet users through an online survey, Paysan Breton is inviting farmers, employees, experts and associations to discuss the future commitments of its Brand Social Responsibility (BSR). With the results collected, Paysan Breton will, in 2023, build its BSR policy, accompanying it with a 10-year action plan.



Jean-Charles & Laurent

PURCHASING AND PRODUCT QUALITY DIRECTOR
EVEN DISTRIBUTION PLOUÉDERN (FINISTÈRE)
GROUP PURCHASING DIRECTOR PLOUDANIEL (FINISTÈRE)

RESPONSIBLE PURCHASES: OUR COMMON DENOMINATOR

In late 2021, we set up a Group Purchasing Performance Committee, which aims, as its name suggests, to improve the performance of the purchasing departments within the Group by sharing common work, including responsible purchasing. This committee has laid the groundwork for our responsible purchasing policy, in line with Even's CSR commitments. Our policy, currently being validated by the Executive Committee, is based on three pillars: creating economic, social and environmental value; ethics in our business; seeking sustainable relations with our strategic partners. In parallel with the Executive Committee, in October 2022 we created the Responsible Purchasing Steering Committee. It consists of Laïta CSR coordinators, the legal team, the Group Purchasing Department and the Even Distribution Purchasing Department. This Steering Committee will implement, in synergy with the purchasing representatives of all the divisions, the structuring tools and the action plan resulting from our commitments. An assessment has been initiated of all the purchasing departments. It identifies our processes and methods relating to the criteria of the responsible purchasing policy and the regulations regarding compliance. When this analysis is completed, we will work on harmonising our operating methods, which will require, in parallel, changing our IT tools. A purchasing services seminar is scheduled to bring the teams together on the dynamics of responsible purchasing, which is an integral part of our business and in the future will be our common denominator.

LONG-TERM

PARTNER SUPPLIERS

In order to improve its performance and thus contribute to customer satisfaction through better control of its supply chains, for the past few years the Even group has initiated thinking on the Purchasing function, a key strategic lever. This joint work between the various divisions of the Group in 2022 led to the structuring of a purchasing policy, including work on responsible purchasing. The latter meets the expectations of customers and is based on commitments to create economic, social and environmental value, integrating ethics into business and the search for lasting relationships with its partners.

Conscious of its economic responsibility to its suppliers, the Even group has chosen to stabilise and streamline the contracts which bind it to its partnerships. This measure enables Even to engage in innovative industrial partnerships and Research and Development projects which benefit both parties. At the same time, Even encourages its suppliers to establish standards and benchmarks in relation to sustainable development, a step further and in line with the Code of Conduct for Even group partners.

Even Distribution's purchasing department is organised into product families entrusted to specialised buyers. This organisation makes sourcing operations more professional and smoother. As part of the development of its listing processes, performance criteria on the suppliers' CSR actions are evaluated. Moreover, Even Distribution forms partnerships with producer organisations, associations or administrative authorities such as the chambers of agriculture to promote, publicise and enhance the regional food sourcing channels.

For many years, Laïta has been working with partner suppliers to ensure security of supply while maintaining economic relevance in terms of cost and volume. This long-term vision also applies to the eco-design of packaging, which involves innovation, optimisation of the existing set-up, but also actions to reduce the consumption of chemicals by working together with the industrial services in the activities. Other actions are under way on waste management, greening of the car fleet in connection with the Group, etc.



The Group's responsible purchasing policy is based on three pillars: creating value, ethics in our business dealings, seeking long-term relationships with our strategic partners.

4TH CHALLENGE

Ensuring occupational health and safety

Guaranteeing health and well-being at work is a spearhead of Even's social responsibility policy. The Group remains proactive on the priority issues regarding the safety of people and property. The objective is clear: stimulate a safety culture that aims to achieve zero accidents. In the plants, offices and on the road, risk prevention is the common thread of coordinated continuous improvement actions. Peer observation of attitudes and behaviours, the ergonomics of workstations, safety reviews and training, signage and communication are all levers used to raise awareness among the employees about their safety and that of their colleagues. There is no task so urgent or work that is so important that it cannot be done safely every time.



ALL COMMITTED!

Implemented by the Executive Committee, the occupational health and safety policy is led by a Group cross-functional steering committee. This committee is supported by a network of forty coordinators and safety officers in each division, called the Cap Even network. Their mission is to implement the Group's health and safety policy and roll it out in its business units. This policy is based on shared common practices and action plans adapted to each organisation with a common objective: advancing the safety culture that aims to achieve zero accidents. On a daily basis, this occupational health and safety policy is reflected by:

- considering the health and safety of employees and goods as a value and a performance criterion for the Group
- systematic presentation of the health and safety policy on welcoming new supervisory staff in the Even universities;
- a training and awareness programme for teams designed to reduce and control risks and therefore workplace accidents and occupational illnesses;
- implementation of an efficient prevention policy: systematic analysis of accidents and incidents with exploitation of feedback, continuous improvement of facilities, etc.;
- and regular communication of safety objectives and results to employees.

A professional risk assessment tool is being deployed Group-wide. The objective is to implement a method common to all business activities, be as close as possible to assessments of risks on the ground and be integrated into the everyday practices of the workshops.

TOP!

Even organises safety visits, known as TOPs (Preventive Observation for All), on its industrial sites. To preserve the health and safety of all employees, supervisory staff are trained in an observation method based on dialogue regarding working conditions, behaviour and safety rules. The objectives of this method: encourage and reinforce the positive aspects observed while identifying improvement areas. Trained employees can then pass on these skills to their colleagues so that everyone is kept safe. Recognition of the work achieved, the development of shared vigilance and the prevention of unsafe individual and collective behaviours are the main benefits of the approach. At the Group level, 1,713 TOP visits were carried out in 2022.

For several years, Laïta has undertaken TOP safety visits with ambitious targets: a TOP visit at least once a year for 100% of non-tertiary

workers with each trained manager having to carry out ten TOP visits per year. To make the most of the tool, an assessment of TOP visits has identified progress areas.

Behavioural safety visits are also carried out at Even Distribution (AA2S, Achille Bertrand, Boncogel'Adour, Charles Martin, Bernat, Sobraquès ,Kenty, Krill, Gastronomie Service and SovéFrais), with the same purpose: aiming to achieve zero accidents.

1,713
Number of TOP visits
at the Group level

WORKPLACE WELL-BEING

The approach to well-being at work combines efficiency and performance with the health and fulfilment of the employees. For this purpose, many initiatives are flourishing in the Group's companies.

In 2022, Laïta launched well-being workshops on all its sites, which are organised by season and by site. In the autumn, nordic walking introductory sessions were offered to employees, for example, with the support of a sports coach. On other Laïta sites and the distribution division, employees are introduced to sophrology, or take advantage of workshops about sleeping, assisted by certified professionals.

In partnership with the MSA, the upstream division offered an awareness day on working on screens. On the programme, two workshops to fight against physical inactivity and making one's workstation more ergonomic. In Ancenis (Loire-Atlantique), a study to understand the impact of atypical schedules on the lifestyle of Laïta collection drivers was conducted. It resulted in an awareness and prevention day, particularly on eating habits related to time constraints.



Deployment of HSE Perform

The occupational risk assessment is a crucial step in the proactive prevention approach. With the deployment of HSE Perform, Even has acquired a common, intuitive and ergonomic tool, which is appropriate for the various activities of the Group to carry out the assessment of their occupational risks. Carried out as close as possible to the ground, risk assessments require the involvement of the management which then oversees the associated action plans.



HEAD OF PREVENTION, LAÏTA ANCENIS (LOIRE-ATLANTIQUE)

RAISING AWARENESS OF RECURRENT RISKS

In 2022, we deepened the analysis of the TOP visits, based on a discussion between the manager and employee at the workstation. These in-depth behavioural observations allowed us to identify the most recurrent unsafe behaviours, namely the driving of handling machines and wearing of personal protective equipment (PPE). At the same time, we initiated raising staff awareness of good practices as regards driving and moving around on site, trained the new fork-lift operators, clarified the instructions on wearing PPE and carried out individual reminders on the obligatory nature of wearing PPE. As part of the fight against the sources of musculoskeletal disorders, our ergonomist worked all year round with the production managers, line supervisors and end-of-line operators. Thanks to these ergonomic studies, we have equipped the production team with gripping tools, and carried out a conclusive test on wearing an exoskeleton at the cheese-raising workstation in order to relieve the repetitive movements and carrying of loads. We are going to acquire this equipment in 2023. At the same time, my missions have been extended to include the coordination of accident prevention within Laïta. I work with the prevention managers on common topics allowing us to gradually harmonise our practices.



Property protection

Even has updated its property protection guidelines. These apply to all sites of the Group – for which the insurance value of the assets is greater than five million euros – and are used when upgrading existing facilities or for new facilities. The protection guidelines are integrated into the risk and compliance audits. The current level of protection of our working tools contributes to covering the damage risk and to the assets by insurance companies, cost control and the sustainability of the Even group of companies.

ROAD SAFETY MANAGEMENT

The Group has been committed to a road safety management plan since 2015. It relies on internal and external road safety skills that are demonstrated in the field by training for drivers.

In eight years, the frequency of HGV traffic accidents has fallen by 25% and those involving light-duty vehicles by 33%. This represents 130 accidents avoided in 2022 compared to 2014, when the safety management plan was first implemented. There is still room for improvement, especially to limit the frequency and severity of accidents.

Another practice set up at Even Upstream to reduce the risk of incidents and accidents with orders, on loading, on the road and on the farms: the optimisation of rounds. In consultation with customers, food deliveries are spread out throughout the week to avoid peaks of activity on Friday.

IMPROVING HEALTH AND THE ERGONOMICS OF THE WORKSTATIONS

Ergonomic studies are conducted on most of Laïta's production sites to reorganise certain workstations and, in particular reduce the risks of musculoskeletal disorders (MSD). Integration of ergonomics into the preliminary projects allows the needs and realities experienced in the different work situations to be taken into account. In 2022, a study conducted on the Ancenis site (Loire-Atlantique) on a supply workstation at the cheese factory resulted in it being reorganised. Raising the work platform with an electric truck reduced bending of the body trunk and thus the risk of musculoskeletal disorders (MSD). In the neighbouring workshop, that of the buttry, access platforms have been created for the different elements of the butyrator. These facilities reduce the risk of fall accidents and improve the ergonomics of the workstations for the manufacturing operators. On the Créhen site (22), improved flow at the microbiology laboratory workstations has eliminated the risk of impacts and those of carrying loads.

On the PAM site, investments increasing the workstations' ergonomics have been made. Thus, an ultrasonic slicer now allows employees to reduce repetitive actions.

Warm-up sessions are increasing on the Group's sites. Trained by a sports coach, volunteers do a series of practical exercises that help them prepare their bodies for physical exertion in order to limit muscle, tendon and joint accidents. Like the Laïta teams, SovéFrais, FMB and Achille Bertrand have adopted daily warm-ups before starting at their workstations.



Thanks to these ergonomic studies, we have equipped the production team with gripping tools, and in the cheese factory, we are soon going to have an exoskeleton to relieve the repetitive movements and carrying of loads.

5TH CHALLENGE

Reducing our environmental footprint

In an economic context marked by exceptional inflation, Even has set priorities for reducing the environmental footprint of its industrial activities: conserving water resources, limiting energy consumption, encouraging the circular economy and fighting food waste. The Group is investing in more energy-efficient and environmentally-friendly technologies, is improving existing facilities to reduce discharges at source and preserve water quality, is eco-designing its packaging, and is engaged in certifications and collective programmes to improve its carbon footprint.

OPTIMISING ENERGY CONSUMPTION

From the routing of raw materials to the delivery of finished products, a single watchword: the optimisation of energy consumption. In order to calculate its Greenhouse Gas (GHG) emissions and take action to reduce them, Even is setting in motion the impulse to calculate its carbon footprint; a task already finalised for the dairy division which in 2020, carried out a Bilan Carbone® carbon footprint assessment (scopes 1, 2 and 3).

This Bilan Carbone® of Laïta quantified GHG emissions by business line. Milk production and the other ingredients account for 86% of emissions. The downstream industrial activities (energy, gas, etc.) and marketing (packaging, freight, waste, transport, etc.) account, respectively for 5% and 9% of total emissions. These figures are in line with the carbon profile of dairy companies in Europe.

For the milk production part, Laïta and its three shareholder co-operatives have laid the foundations of a carbon reduction plan with different levels of commitments and financial encouragements. These foundations are strengthened by concrete actions such as the "Bon Diagnostic Carbone®" mechanism. To fight against climate change, Laïta has undertaken alongside the farmers to reduce the net carbon footprint per litre of milk leaving the farm by 20% by 2025 compared to 2016. At the same time, it is defining a long-term upstream carbon strategy by 2030 and 2050. Over the industrial scope, Laïta aims to reduce its GHG emissions by 40% over its scopes 1 and 2 by 2030 compared to 2019. To achieve this, in 2023, Laïta is finalising the establishment of its carbon strategy for 2030 and 2050.

To improve the energy efficiency of its industrial sties, Laïta is implementing different technologies: heat recovery and control systems on cold units, high-efficiency condensation systems etc. Créhen's premium formula and powder unit (Côtes-d'Armor), one of Laïta's latest major investments, was designed to combine technical and environmental performance, including the use of Mechanical Vapour Re-Compression (MVR), the use of bag filters to limit flue losses and the installation of meters on the main flows. In 2022, the replacement of the hot-air oven of one of the milk drying towers on the Landerneau site (Finistère) forms part of the same goal: better control of energy consumption.

Within Even Distribution, vigilance is also necessary: routine inspections of the cooling facilities, use of more cost-efficient solutions for the design of new units, limitation of heating devices in the offices, optimisation of the energy efficiency of lighting, systematically replaced by LED lights, optimisation of the collection rounds through the installation of geo-positioning devices in the Argel delivery vehicles, etc. The new Bondu site at Morlaix (Finistère) uses CO₂ as a refrigerant. In the same spirit, in Achille Bertrand's new cutting workshop at Les Herbiers (Vendée), the heat of the cold units is recovered and then reused to produce hot water to wash vehicles. Two investments mark the year 2022 for the Krill workshop in Brive-la-Gaillarde (Lot-et-Garonne). The first relates to the installation of new cold production equipment with a non-fluorinated neutral gas. The second allows the recovery of heat from the compressors to heat the domestic water and facilitate the defrosting of the evaporators in the production and storage areas.



Eco-grazing

Concerned about biodiversity and with reducing the environmental impact of their activities, Even Distribution employees have initiated the establishment of eco-grazing on their sites. Thus, sheep are put on the lawns of Bondu at Saint-Martin-des-Champs (Finistère) and Achille Bertrand at Les Herbiers (Loire-Atlantique) to maintain their green spaces ecologically. Fences and shelters have been installed for the comfort of the sheep. Thinking is under way to roll out eco-grazing to other Group sites.


1.86
million tCO₂eq
Total of Laïta
GHG emissions in 2019





Romain
SCIENTIFIC DIRECTOR, METHODS, INNOVATION
AND PERFORMANCE, LAÏTA YFFINIAC (CÔTES-D'ARMOR)

A GREAT PARTNERSHIP ADVENTURE

In a spirit of openness and innovation, we supported Thrastos in 2022: one of the winning start-ups of the second edition of the Even'Up competition. Thanks to artificial intelligence, its FS Guard application is used to optimise cleaning programmes on existing cleaning facilities. We made our Yffiniac (Côtes-d'Armor) tool available to Thrastos so the team could carry out tests to prove its concept. The tests carried out on milk storage tanks turned out to be successful, saving 40% of water, 50% of energy and 43% of washing time. In the coming months, we are going to deploy this solution on standard equipment (tanks, lines, pasteurisers, etc.) at Yffiniac (Côtes-d'Armor) and gradually on our other industrial sites. There is a possibility in the medium term that developments of this new technology on complex equipment such as evaporators or drying towers can be envisaged. This great partnership adventure with Thrastos has led us to get involved in the fundraising that has allowed these young entrepreneurs to develop their digital solution.



Laïta, an engaged and mobilised actor

The regulatory aspects of Laïta's industrial sites are organised on a daily basis by dedicated teams trained to respond to changes in environmental standards and rules. An engaged and mobilised actor, Laïta participates in the debates on water, climate and discharges, with governmental and interprofessional bodies, as evidenced by the work carried out by the dairy industry on changes to French regulations for the reuse of water from the concentrations of milk materials (ECML).



346 MWh

Energy consumption
per tonne of processed
milk equivalent

Thanks to a heat recovery system, PAM covers 80% of its domestic hot water needs. As for the cured meats activity, the drying processes of the two workshops have been completely redesigned. This modernisation is accompanied by more environmentally-friendly technologies to better control cold quality and eliminate the use of HFC (fluorinated) gases. The cured meat refrigeration installations have also been optimised. These investments of almost four million euros are aimed at reducing the energy costs of the workshops by 20% in the medium term. The objective has already been reached for the workshop of the Saloir du Périgord one year after being put into service

To address the rising energy costs and in anticipation of regulatory changes aimed at reducing energy consumption in tertiary buildings by 40% by 2030, the Even group has acquired the Citron® platform. Use of this tool for monitoring electricity consumption and energy bills of buildings is aimed at optimising the Group's consumption (gas, electricity, fuel oil) and ultimately at reducing them.

PRESERVING WATER RESOURCES AND REDUCING OUR DISCHARGES

For Even, preserving water –both in terms of quality and quantity– is always a great way to increase the quality of its finished products, for the benefit of consumers. Within the Group, each investment is analysed from the angle of its impact on water, whether upstream with a control of consumption or downstream with improved wastewater management.



The tests conducted with the Thrastos team on the Yffiniac (Côtes-d'Armor) site have reduced water consumption, energy consumption and the washing cycle time of the milk tanks by 40 to 50%.



For this purpose, the Laïta site at Ancenis (Loire-Atlantique) has created a buffer pond of 6,000 m³, designed to homogenise discharges to improve the purifying efficacy of the physico-chemical pre-treatment of its industrial effluents. This investment is an important step towards creating an independent effluent treatment sector which should be set up by 2025. The Ploudaniel site (Finistère), has set up automation and online monitoring of rainwater, in order to increase the safety of its discharges into the natural environment. On the Yffiniac site (Côtes-d'Armor), an experiment carried out in collaboration with the start-up Thrasos has resulted in substantial savings in water and energy consumption thanks to the installation of an artificial intelligence optimisation platform for Clean-in-place (CIP) stations.

In addition, the interprofessional dairy sector is working on changing the French regulations so that water from the concentration of milk materials (ECML) can be reused. This is one of the main levers to reduce the consumption of drinking water in the dairy industry. Today, the Laïta teams, thanks to these regulatory changes, are aiming to make a saving of around 15 to 20% of overall consumption.

At its Plouédern site (Finistère), Even Distribution has signed up to the "We drink tap water here" scheme with L'Eau du Ponant and the G4DEC local authority to eliminate plastic water bottles and promote the consumption of water from the drinking water network. These waste reduction initiatives contribute to raising awareness among employees about plastic consumption. A theme that is also found in the sponsorship agreement between the endowment fund dedicated to conservation of the ocean, Océanopolis Acts, and Argel. For this purpose, the Argel teams have benefited from training provided by Océanopolis' scientific mediators to raise awareness of the impacts and challenges of plastic pollution on the seabed.



2.16 m³

**Water consumption by volume
of processed milk equivalent**

FIGHTING FOOD WASTE

For several years, Even group companies have been working to reduce food waste. At Laïta, the fight against food waste includes lengthening the lifespan of certain products, the reuse of products that have been rejected and output gaps thanks to a dedicated department, or prevention at source. All of these initiatives are part of a move towards eliminating the destruction of consumable products. The latter totals less than 1% for the year 2022. At the same time, food donation agreements have been put in place with charitable associations such as the Banque Alimentaire (food bank) and Restos du Coeur. In-house, the installation of solidarity refrigerators is used to save products and samples by making them available to employees. On the administrative site of Brest alone (Finistère), 200 kg of products were saved in six months.

To even more firmly establish their involvement in the fight against food waste, Paysan Breton and Even Distribution have been part of the Too Good To Go movement for several years. Adherence to this pact is based on four themes: education and raising awareness, with the organisation of webinars aimed at employees; clarification between the minimum durability date (MDD) and the Best Before Date (BBD) for consumers; the use of products excluded from sales channels; finally, the harmonisation of best practices and optimisation of the distribution flows.



Bretagne Vivante partnership

For several years, Laïta has been in constructive discussions with the Breton association for nature protection: Bretagne Vivante. This mutual awareness led to the signing of a partnership between Laïta and Bretagne Vivante in 2022. This partnership, which is part of Laïta's CSR approach, Passion du Lait®, aims to support the company in building its biodiversity policy. The first measures undertaken involve the Ploudaniel (Finistère) site where ecological surveys of the fauna and flora are starting this year. The purpose of this inventory: to maintain and develop biodiversity on the site.



REDUCING PACKAGING AND BETTER SORTING

At Even, different departments are involved in the eco-design of the packaging around a simple set of guidelines: maximum product protection, improvement of its organoleptic qualities, minimum usage of raw materials and optimisation of storage and transport. Initiatives are being developed in the various companies of the Group around three focuses: sustainability, waste reduction and recyclability.

At Laïta, developments in ecodesign are making good progress. After the first range of recyclable cardboard butter tubs and the replacement of plastic by paper packaging from responsible sources for the packaging of its filled crêpes, the Paysan Breton brand is continuing its efforts with an innovation: the use of single-material recyclable barrier polyethylene (PE) bags for the packaging of grated Emmental. This innovation was awarded the 2022 packaging Oscar. Other examples of ecodesign: the 37% reduction in packaging of Paysan Breton's Baguette, the elimination of the bottom of the box of the Petit Brie Paysan Breton or the change to the packaging of the Camemberts produced on the Pont-Scorff site (Morbihan) with more paper and 22% less plastic, which has saved nearly six tonnes of waste over a year. Optimisation of palletisation films, whose thickness was adjusted this year, reduces plastic consumption by an additional 11 tonnes per year. As for nutrition, the recyclability of some products has also been improved. Thus, the adaptation of caps attached to bottles or bottles fitted with sleeves of the same composition allow better end-of-life recycling of these products.

For several years, an agreement between Laïta and its suppliers guarantees delivery of 100% FSC® certified corrugated cardboard. Laïta is continuing with its the goal of guaranteeing 100% recyclable, reusable or compostable packaging by 2025.

Similarly, the cured meat activities are investing in the management of their packaging, through the purchase of cartons that are 100% recycled or from sustainable PEFC or FSC® forests and trays containing up to 30% of recycled materials. At the heart of the concerns: the recyclability of packaging and its reduction, work carried out in partnership with the suppliers. Another example is PAM launching a new bag packaging line that will eventually reduce plastic consumption for the products using this packaging by 30%.

More anecdotally, small actions in favour of the environment are multiplying at Even Agri. No more paper cups in the coffee machine! Management has offered each employee a reusable mug to reduce waste at source.

In order to manage the five regulatory waste streams and thus optimise waste recovery, in 2022 the distribution division engaged with stakeholders of the sector. An inventory of all its platforms was carried out beforehand, allowing an analysis of the sorting operation and waste treatment. With the same purpose, Even Distribution is launching sorting at source in its administrative buildings and SovéFrais practices bio-waste with Veolia, by using food waste to make compost or as energy. In an approach to reducing paper, the marketing teams are encouraging electronic distribution of their catalogues and are limiting their printing to the exact needs of the sales activity.



From bread to beer

To combat food waste, since the beginning of the year Gabopla has been distributing a beer made from unsold bread collected from its customer artisan-bakers of Loire-Atlantique. Processed into breadcrumbs, the dry bread replaces brewing cereals. Produced at the Pain de Minuit brewery, this environmentally-friendly lager beer has already won over 15% of Gabopla's customers, who sell it in their bakeries.



REDUCING FUEL CONSUMPTION

All of the Group's activities are included in the efforts to reduce fuel consumption. For this purpose, all milk collection drivers, the delivery drivers of the distribution division and Even Upstream drivers receive eco-driving training. To go further, Laïta for the consumer products market and Even Distribution have signed up to the Fret21 mechanism. This voluntary commitment for the environment programme (EVE), led by ADEME, Eco CO₂ and trade organisations, aims to raise awareness, train and support the professional actors of haulage and logistics with improving their energy and environmental performance. Thus, the two divisions of the Even group commit themselves to reducing, through different levers, the impacts of their haulage activities on the climate. To achieve this, several priority areas are selected: optimisation of the load rate, reduction of the distances travelled, renewal of the haulage fleet with more efficient vehicles, responsible procurement, and eco-driving training. The goal: a 5-10% reduction in CO₂ emissions by 2023.

For more than 10 years, Laïta has been multiplying its initiatives to reduce its fuel consumption during milk collection, and the savings achieved are significant, falling from 1.87 litres of diesel consumed per 1,000 litres of milk collected in 2009 to 1.68 in 2022. In practice, boxes record the drivers' individual driving information: consumption on the road, when pumping the milk, use of brakes, the speed regulator, etc. Analysis of these data targets the anticipation reflexes to be deployed to achieve more economical driving.

The efforts made by the upstream activities are just as important. As well as optimising delivery journeys and truck fill rates, performance bonuses incentivise Even Agri and Even Nutrition Animale drivers to reduce their diesel fuel consumption by adopting energy-efficient driving. Support for on-farm feed production also helps to limit the flows of trucks.



92.6%
of HGV, LCV and LV vehicles
are compliant with the Euro 6
standard within the distribution fleet

Delivery is a key part of food distribution. In 30 years, Even Distribution has developed expertise in this field and structuring projects are multiplying. At the heart of the concerns:

- the reduction in diesel consumption, thanks in particular to structuring of data to monitor the consumption of all the delivery vehicle fleet monthly, optimisation of the delivery circuits with the geocoding of customers from the logistics platforms, a network of carefully located logistics platforms to create a balanced territorial coverage;
- deployment of a round optimisation tool, which also guides the delivery drivers through an onboard GPS;
- the renewal of the truck fleet to the Euro 6 standard;
- and transport energy audits.

At the same time, the companies of the distribution division, organise driver training in the use of cold units in order to limit their GHG emissions.



FSC® Certification

The Paysan Breton brand has embarked on gradual FSC® certification of its production sites which consume paper and packaging cardboard. This certification guarantees full traceability. First success: the Créhen (Côtes d'Armor) cheese factory, where Paysan Breton's Madame Loïk whipped cheeses are made, is Chaîne de Contrôle FSC® certified by Bureau Veritas (FSC®-C172140). A first for a French agri-food company!

6TH CHALLENGE

Promoting environmentally-friendly agriculture

Even promotes environmentally-friendly agriculture. 99.5% of member farms have joined the Fermes Laitières Bas Carbone® programme and 85.1% of them were audited between 2021 and 2022 as part of the Passion du Lait® approach. The upstream division assists farmers in improving their farm's environmental footprint through precision farming and strengthening the soil-animal connection. From good grass to good milk, agronomy and animal nutrition are closely linked to create sustainable performance.



99.7%

of Even farms have completed the CAP'2ER® level 1 diagnosis.

CREATOR OF SUSTAINABLE PERFORMANCE

Under the "Delivering sustainable performance" slogan, Even Upstream teams are building, with expert partners in their particular field, an offering of high-tech services based on a set of core values: profitability, performance, progress, local production and the environment. Thus, Even Agri offers farmers the opportunity to optimise the nitrogen fertilisation of their cereal crops using satellites. The technicians also recommend the use of plant-based mulches, mechanical weeding, biostimulants, etc. as alternatives to pesticides. These promise optimal and homogeneous crop yields, without waste or a negative impact on the natural environment. Similarly, the installation of connected weather stations allows cooperative members and customers to access weather reports and forecasts of up to seven days in advance: a valuable aid when planning the work according to the growing stages of the crops. Even Upstream assists farmers with the best technologies available to meet the challenges of the moment: technical-economic performance, animal welfare, farmer wellness, de-medication, product quality, etc. After a year of tests in pilot farms, the milk production department is rolling out the patented GenoCellules® technology on the ground.

As regards animal nutrition, alternatives to imported proteins are being developed through a sustainable rapeseed channel. The cattle feed range, formulated using efficient amino-acids, improves protein digestion in dairy cows, whilst limiting nitrogen and phosphorus discharges into the environment. These "low carbon" feeds reduce the environmental footprint of dairy production, while maintaining a high level of performance.

PRODUCING MORE AND BETTER WITH LESS

Farmers have been working hard to reduce the impact of their activities on the environment since the 1990s: rationalising inputs, improving feed efficiency, controlling and managing waste and discharges, replanting hedgerows and improving water quality. The Even group encourages cooperative member farmers to adopt best practices with the achievement of observable results: a reduction in nitrate levels in the soil; the establishment of grassy strips and embankments along streams to prevent direct run-off and leaching; the undertaking of analyses and soil profiles; reduction of nitrogen inputs through pinpointing fertilizer needs; a reduction in the use of inputs; the establishment of inter-crop mulches, an increase in feed autonomy for herds by optimising fodder produced on the farm; adjustment of nutritional intake according to the animals' physiological stages to limit the discharges of effluents; a reduction in veterinary treatments, especially antibiotics; the recycling of waste (packaging, sheeting and oils) thanks to the collection operations carried out in partnership with the eco-organisation Adivalor (141 tonnes of non-usable phytosanitary products and packaging collected in 2022); etc. Since 2020, this partnership with Adivalor has also been extended to Ouest Elevage, which has set up a recycling system for animal feed product packaging waste.



Animal welfare

Animal welfare is a major societal challenge. Even supports producers with improving their farming practices: animal welfare, health promotion, pain management, etc. Since 2019, the milk producers have access, via the Cooperative's extranet, to training and awareness videos on animal welfare.

Two booklets informing the cooperative milk producers were produced in 2022 on the themes of disbudding and de-medication on drying off. Distributed to the cooperative members, they contribute to their training and the application of good farming practices.





DAIRY TECHNICIAN, EVEN COOPERATIVE PLOUDANIEL (FINISTÈRE)

AWARE AND INVOLVED COOPERATIVE MEMBERS

After working for a few years on the family farm, I put my passion for dairy production into providing support for farmers. Since 2019, I have been a milk technician in the Morlaix sector (Finistère). I liaise between the Cooperative and a hundred members whom I support in producing high-quality milk. My colleagues and I also assess the positioning of the farms according to the Passion du Lait® table, that of the Charter of Good Livestock Practices (CBPE) including the new Boviwell animal welfare diagnosis as well as NF V01-007 certification audits and the CAP'2ER® level 1 diagnosis that measure the carbon footprint of the farms. On the basis of these audits, we offer personalised action plans that, for example, improve the comfort of the farmer and their animals, ensure better pain management, make energy savings, etc. The farmers feel concerned about animal welfare and environmental issues. We help them go further thanks to the Even CSR fund, which supports responsible practices, and thanks to the deployment of new technologies, such as GenoCellules®, which allows precise control over milk quality. Since 1st January 2023 Passion du Lait® has changed. Farmers can access, through a voluntary approach, a higher level, called field 3, which includes among other things, the charter of good farming practices, Boviwell and CAP'2ER® level 2. These commitments allow them to benefit from increased technical support and a bonus to further improve their sustainable performance.

0.86 KG

eq. CO₂/litre of milk

Average net carbon footprint
of Even dairy farms

1.1 HA

Area of conservation of biodiversity
for 1 ha dedicated to dairy production



Structuring of the Even Upstream CSR approach

In 2022, Even Upstream is structuring its Corporate Social responsibility (CSR) approach around three pillars: People, Territory, Nature and the Living. The result of collaborative work, this progress-driven approach aims to meet the expectations of the cooperative members, partners and end customers. The People pillar brings together actions to support employees, guarantee health and safety at work, contribute to the sustainability of the farms and encourage renewal of the generations. The Territory pillar highlights the desire to co-build partnerships, to contribute to the economy and the life of the local area, to commit to serving customers to enable everyone to eat well and to promote the circular economy. The Nature and the Living pillar promotes environmentally-friendly farming, including in particular reducing the environmental footprint through saving resources, better waste management and the fight against waste.

MEASURING AND IMPROVING THE ENVIRONMENTAL FOOTPRINT

Most Even dairy farms have joined the Fermes Laitières Bas Carbone® programme and 93.1% of farms are NF V01-007 certified. The carbon footprint measures introduced in the spring of 2015, have been deployed on 99.7% of farms using the CAP'2ER® level 1 diagnostic tool (developed by the Institut de l'Élevage as part of the Life Carbon Dairy programme). The outcome is that the Even farm, with a relatively dense field network (on average 1.1 ha biodiversity equivalent for 1 ha dedicated to dairy production), has an average carbon footprint of 0.86 kg CO₂eq/litre of milk.

To go further in the fight against climate change, the government launched the 'Bon Diagnostic Carbone®' scheme in 2020, a voluntary approach supported by the French dairy industry. The Even Cooperative participates in this scheme to enable implicated cooperative members to reduce their carbon footprint while identifying good livestock and agronomic practices. This help, initially intended for the younger generation of farmers, was extended in late 2022 to all producers. Thus, 36 member farms have benefited from this scheme since 2020 and have implemented an action plan, with the support of their technician, to reduce their carbon footprint.



The personalised
action plans
resulting from
the various
audits are used
to identify
progress levers
on each farm.



HEAD OF COOPERATIVE LIFE, EVEN COOPERATIVE PLOUDANIEL (FINISTÈRE)

TOWARDS AN UPSTREAM CARBON STRATEGY

Thanks to the CAP'2ER^{*} level 1 audits carried out since 2015, the Even cooperative is able to report an average net carbon footprint of 0.86 kg CO₂ equivalent per litre of milk for 99.7% of the member farms. Given with the urgency of the ecological transition and the questions posed by Laita's customers, we have gone further with the issue of the carbon footprint to give us a common future. We have elicited the skills of Idèle^{*} to help us build a real carbon strategy for the upstream business. In a first phase, we checked the compatibility of the CAP'2ER[®] measurement tool with the requirements of the GHG Protocol, an international protocol for measuring and managing greenhouse gases (GHG). In a second phase, all the operating data collected were analysed identify the main levers of GHG reductions and carbon storage. The areas of progress recommended by Idèle are: reducing the age of first calving; optimising the herd renewal rate; food efficiency by managing the quantity of concentrates fed to the cows; and the efficiency of the nitrogen spread on the land. We propose that our cooperative members work towards this goal by voluntarily committing to a CAP'2ER^{*} level 2 diagnosis, accompanied by an action plan. We support them in improving the carbon footprint of their farm with two incentive bonuses: the Even CSR fund of €4/1,000 litres of milk and the Passion du Lait^{*} bonus of €4.50/1,000 litres of milk.

* Idèle: The Institut de l'Élevage is the French national technical and normative reference body as regards livestock farming systems which has developed the CAP'2ER[®] diagnoses.

FROM GOOD GRASS TO GREAT MILK

In a region where cows spend more than 200 days a year in the fields, on average, pasture management is key to all production systems. Better production and use of fodder for dairy cows is increasingly necessary given the environmental, economic and geopolitical context. As such, Even Agri has, since 2021, been exploring sustainable grasslands through a three-year experimental programme based on two strands: varietal selection and fertilization management.



State-of-the-art technology

In partnership with Seenergi, the leading farming consultancy in western France, Even Upstream is deploying GénoCellules[®], an innovative patented technology to help dairy producers fine-tune the cellular quality of the milk while improving the performance and health of their herd. Thanks to genetic ID cards for the cows, GenoCellule[®] technology is used to determine the cellular responsibility of each cow from a single sample of milk from the tank. In addition to a significant time saving, milk producers can manage their cows' somatic cell counts with increased accuracy and frequency, detect mastitis early, and improve renewal through better genetic selection.

In September 2022, the company brought together, in Ploudaniel (Finistère), more than 150 dairy producers for a day dedicated to the best use of fodder. Even Agri, the dairy production department, Even Nutrition Animale and their partners presented concrete solutions, from soil preparation to the best use of fodder in the ration, with, as a highlight, the visit of more than 160 micro-test plots (both meadows and maize crops). For example, participants were able to see that combinations of grasses and legumes have a higher dietary value than pure grass mixtures or that legumes which fix the nitrogen contained in the soil thanks to bacteria living in the nodules of their roots, limit the need for inputs of fertilizer.

Different avenues to explore to strengthen the protein autonomy of the herd, limit inputs and preserve the environment. The soaring prices of raw materials and energy, combined with the context of drought in 2022, is strengthening the interest of continuing these experiments.



Even and Laita support the dairy farmers in reducing their farms' environmental footprint.

7TH CHALLENGE

Developing an innovative and responsible agri-food offering

Even develops a competitive, innovative agri-food industry, respectful of People and the planet. Its strategic areas are clear, coherent and consistent: develop in the growing areas of dairy, nutrition, services and therefore innovate, internationalise, invest and improve efficiency. The Group is stepping up its innovation drive in consumer products, health nutrition and distribution with the creation of new recipes and the development of technical products. Numerous launches punctuated 2022 to meet the new expectations of customers and consumers.



ENSURING A CONSTANT DRIVE FOR INNOVATION

In a context of changing consumption and distribution patterns, customers and consumers expect innovative and sustainable, user-friendly products with high nutritional value and high-quality taste. Even invests in research and development, upstream and downstream, to meet these requirements. Paysan Breton is a good example which fosters the know-how and authenticity of its products, and Laita Nutrition which designs about fifteen new products every year in the field of medical, infant and dietary nutrition. In 2022, for consumer products alone, Laita launched 50 new products. Among them, a new oval soft cheese, a Camembert for export, a range of organic Emmental in portions and grated or the Paysan Breton Brie tart for OHC customers.

Innovation is a state of mind, an overall approach that concerns not only the products but all Laita functions. Methods and tools make it possible to structure the approach: Défi Inno to generate ideas, Inno Lab to develop the ideas selected and try out the concepts and the innovation funnel to share the progress of the projects per activity. Thanks to these collaborative tools, for example, two new concepts have emerged as regards ingredients: So Yo'mmy, a yoghurt drink with a long shelf life, and So Candy, which comes in a variety of treats (hard-boiled sweets and marshmallows). Both are based on the properties of yoghurt powders that are resistant to UHT treatment without any negative effect on the taste or texture of the finished product. In the same movement, the teams of Epi Ingredients launched a new organic yogurt powder in 2022.

On the distribution side, more than 600 products are tested every year, the opportunity to market new flavours and innovative products. The various subsidiaries benefit, among other things, from the widest range of ice cream on the food services market: more than 350 products, including 140 surprising and original flavours.

The cured meat activities are responding to current consumption trends, with the desire for better quality food. Thus, the range of preservative-free culinary aids is becoming increasingly popular. Another innovation: a range of premium ham without preservatives or additives and with an extended drying time, offered on supermarket shelves since early 2023.



50
new consumer products
placed on the market by Laita

PROMOTING RESPONSIBLY- PRODUCED FOOD

To meet the expectations of customers and consumers, anticipate regulatory changes and future developments, the Group's businesses and brands are working on their nutritional commitments towards more responsibly-produced food.

Thus, a multidisciplinary working group, called Passion Nutrition, representing three Laita markets (consumer products, dairy ingredients and health nutrition), has devised nutritional commitments according to three focuses:

- optimisation of the levels of salt, fat, sugar, protein, calcium and vitamins in the recipes;
- a reduction of the lists of ingredients;
- continuation of the work on reducing the number of additives and eliminating controversial additives (based on the Que Choisir assessment), prioritising natural flavours, if these are in fact necessary.

In 2022, an inventory characterised the consumer product recipes. It shows that 89% contain fewer than five ingredients, 98% are free of additives and 99% contain no colouring or preservatives. In terms of nutritional intake, more than half of the recipes are sources of protein, calcium or vitamin A. In this context, nearly a quarter of the recipes have been improved in the past three years, for example to reduce their sugar content, their salt content, or to eliminate colourings and preservatives. As regards the Paysan Breton brand, all products are made with ingredients of natural origin, without artificial colours or flavours, without palm oil and without preservatives.



Toward plant-based products

The global market for plant protein is growing, with growth of nearly 7% for 2022 and an estimated 14% by 2024. To support this trend, Laita Nutrition is launching a complete range of plant-based beverages that can be adapted to specific needs: health, sport, dietetics and infant. This new product is in addition to the plant-based products that Laita Nutrition has been producing for clinical nutrition for several years.



CHEF, EVEN DISTRIBUTION PLOUÉDERN (FINISTÈRE)

LONG LIVE CREATIVE FREEDOM!

In the culinary laboratory of Plouédern (Finistère), we have traditional cooking equipment as in private homes, and professional equipment as in restaurants. We mainly work for three areas of the distribution division: Réseau Krill, Argel and SouéFrais. Accompanied by my colleagues, Nicolas and Jérémy, we prepare and use the new products in the listing phase. With the help of Erwan, a culinary photographer, we enhance the selected products by providing atmospheres, recipes or staging in seasonal catalogue media, cooking booklets and a few videos. We also organise daily tastings with our colleagues from the Quality Department and the Marketing Department.

We analyse all the aspects of the product: the technical data sheet, recipe, conformity of the labelling, organoleptic qualities, etc. before deciding on its possible listing.

We have great creative freedom in our work. Whether it is for Réseau Krill or Argel, everything starts with a list of ingredients that is suggested to us by the Marketing Department. We then come up with a sketch and a recipe. This drawing is used as a support to give life to the dish and to its presentation. Each production is modified or validated by the communication manager. One of the main trends we are working on today is snacking with, for example, new recipes for paninis, burgers, aperitif boards, brunch, etc. In the 1970s, the French spent 1 hour 30 eating their meal, whereas today, the average is 25 minutes. Times have changed and will continue to do so! That is why we are attentive to trends and participate in fairs like Sirha to stay up to date with new influences. All the discussions and culinary demonstrations with the teams of the Distribution, Development and Laïta divisions are also sources of inspiration for our friendly ... and necessarily delicious little team!



100%

of the people concerned trained in intellectual property rights

PROTECTING OUR KNOW-HOW AND INNOVATIONS

Even group's intellectual property policy covers industrial, literary and artistic property equally and is used to defend the Group's innovations. Under the impetus of Intellectual Property relays, the innovative projects undertaken by Laïta's Research and Development (R&D) and marketing teams are now covered by Soleau envelopes or benefit from creation reports produced by bailiffs. Patent filings are also made in coordination with Laïta's innovation approach.

The distribution and development divisions are also active in intellectual property matters. The system for monitoring their brand registrations has allowed them to protect their rights.

The Group's upstream activities boast a significant portfolio of brands, products and services. They organise their development into innovative and technical projects requiring the implementation of appropriate protection in order to always stay ahead of the game.



Group conformity

The Even group is strengthening its governance by developing its internal skills as regards conformity within the legal department. The themes being pursued include competition, fraud and anti-corruption, sustainability and duty of vigilance reporting, and risks related to internationalisation. The regular identification of risks, the updated dissemination of internal codes of conduct to employees and partners, and the warning systems are designed to maintain a dynamic of requirements within a progress approach.



Our new recipes are first created from a choice of quality ingredients and a sketch that depicts them.

8TH CHALLENGE

Investing and engaging to stay ahead of the game

Even is continuing its momentum of tangible and intangible investments at a solid pace. The projects for modernising the industrial tools and digital transformation are continuing in 2022, systematically part of an energy and ecological transition approach. The distribution sector is continuing its take-away and e-commerce development. The search for new sources of growth involves open and collaborative innovation for tomorrow's agriculture and food, as well as through international development.



APPROPRIATING DIGITAL TECHNOLOGY

Even group is continuing the integration of digital technologies with the launch of numerous projects in its divisions.

The distribution division is developing new commercial websites to enable customers to discover offers and order online, regardless of the device used. After the launch of the Réseau Krill website, awarded at the Dotcomm Awards in 2020, the Alliance Atlanterra companies are deploying themselves on the web. Thanks to this 24/7 channel, Kenty, Charles Martin, Bernat, and Boncogel'Adour offer their professional customers new services and features. In 2022, it was Argel's turn to launch the project of redesigning its website, for a launch during 2023.

To enrich these experiences, Even Distribution is equipping itself with Product Information Management (PIM), a single database optimising the product experience for all departments (quality, marketing, sales, etc.). Nearly 12,500 data sheets are available to customers. They not only list the origins, certifications and nutritional values of the products, but also provide customers with additional advice and information such as the GEMRCN classification (Group for the Study of Collective Catering and Nutrition Markets).

On the animal nutrition side, the deployment of Stim'Vente, a customer relations management software, facilitates the work of the technical sales teams and strengthens the quality of service provided to the farmers.

Whether in logistics, commerce or industry, all Laïta business processes are also involved in the digital transformation. A committee structures the digital projects that are connected to Industry, customer relationship management (CRM), and the Digital Workplace.


€590m
Export turnover for Laïta,
i.e. 36% of the turnover

Cured meats are securing and making their IT system and their data more reliable by changing ERP, a tool used to manage the business. The project, launched in 2022, is involving all the cured meats teams to ensure a changeover in 2023.

This year the Even group is finalising the deployment of its new collaborative digital platform. Accessible to all employees, it provides easy, fast, and mobile access to the applications and information the teams need every day to increase individual and collective efficiency. At the same time, the management of the Group's systems and networks is being structured to meet the current challenges of digital technology.

INVESTING IN INDUSTRIAL TOOLS

Thanks to its efficiency and own capital, Even self-finances its activities. The Group remains in control of its investments because it is not subject to the short-term profitability requirements of investors or financial institutions tempted by speculation. In 2022, Even invested nearly €54 million in continuing to modernise and diversify its industrial and logistical tools within a goal of sustainability.

The teams have carried out many transformation projects in the dairy sector. Several major investments marked the year:

- expansion of the Créhen cheese factory (Côtes-d'Armor), with a view to increasing the production of whipped cheeses and improving the work areas and traffic flows.
- the new automated packaging line at the Ancenis (Loire-Atlantique) cheese factory, expanding the know-how of the teams with the production of oval cheeses;
- the new Ancenis (Loire-Atlantique) laboratory, which strengthens the control of food safety;
- the new production unit of European Colostrum Industry in Belgium which is consolidating its position as a leader in colostrum in Europe with the best available technologies to preserve the immunological quality of the products.

The distribution division has not been left behind with, in particular, the modernisation of the Krill workshop in Brive-la-Gaillarde (Lot-et-Garonne), and the transformation of a building into offices for Argel employees in Plouédern (Finistère).



INFORMATION SYSTEMS PROJECT MANAGER, EVEN DISTRIBUTION PLOUÉDERN (FINISTÈRE)

MOBILE SOFTWARE SOLUTIONS

The digitalisation of Even Distribution's OHC and home sales activities is continuing. We are currently preparing to install Electronic Payment Terminals (EPT) for Argel's 300 delivery drivers. Thanks to these EPT, they will be able to collect payments by credit card, both contact and contactless and also offer customers the possibility to pay with luncheon vouchers. After choosing the publisher, we are writing the computer programs to use the EPT software with our onboard delivery application. A pilot phase will be carried out before the summer to make the final adjustments, before deployment on the ground. As regards OHC, we have deployed the Mapotempo software solution. This web portal, powered by Altis, is used by logistics operators to optimise the rounds that the delivery drivers receive directly on their personal digital assistant (PDA). In 2023, all delivery data will be retrieved from Altis and analysed to monitor and improve our logistics indicators. The information systems team is attentive to the needs of Even Distribution's subsidiaries to help them continuously improve their processes and share experience. For example, we are assisting Achille Bertrand in optimising its collection circuit within the warehouse. The pickers are currently testing preparation of orders on the move using a self-guided trolley that will improve their working comfort.

INVESTING TO WIN

INTERNATIONAL MARKETS

If Even is innovating and investing, it is also to find growth drivers. The continuation of the investment plan around the theme of infant milk and protein testifies to the Group's desire to internationalise. The infant and premium powder unit at Créhen (Côtes-d'Armor) has been approved since its commissioning according to the international FSSC 22000 protocol. This high-tech unit and the new line dedicated to UHT liquid complex nutritional products at Ploudaniel (Finistère) strengthen Laïta's international positions, particularly in the infant nutrition market in Asia and the Middle East.



Recovery plan

The project to modernise the Ancenis cheese factory (Loire-Atlantique) is one of 33 winners in the Pays de la Loire region to receive financial support from France Relance. The workshop, which produces soft cheeses mainly for the European market, will thus be able to diversify its offering. The investment concerns the purchase of a new multi-format machine that will enable the company to offer several types of cheese packaging. As well as increasing production capacity, the ergonomics of the employees' workstations will be reviewed to improve working conditions.

International is also a priority for consumer products. As part of its development and the strengthening of its product offering, Laïta acquired the British company Marathon Food Ltd in 2021. This company is the exclusive supplier for Eurilait of halloumi, a grilled cheese made in Cyprus and greatly appreciated by the English market. With this first external growth, Laïta has secured its supply of halloumi and is developing, with the launch of halloumi cheese sticks for McDonald's in England for example.

The specificities of each market means that Laïta has to adapt its ranges and to work on the awareness of its brands in Europe through its subsidiaries (Eurilait, Laïta Italia, Iber Conseil, Marathon Food Ltd). The same is true for large exports from the Laïta's offices at Rungis, and those in the overseas departments and regions, in Ivory Coast, Vietnam, and recently in Dubai.

In 2022, despite a disrupted international context that penalised export activities, new trade flows were opened in Cambodia, Wallis and Futuna, Laos, and also in Africa: Ethiopia, Benin, Angola, Nigeria. Paysan Breton also continued its expansion in Europe, notably with the launch of the soft cheese range for the Italian market, under the umbrella brand "Fior di Crema".



The IT department is contributing to improving working conditions while improving customer satisfaction thanks to the development of software solutions.



Gilles
HEAD OF THE CHEESE FACTORY, LAÏTA CRÉHEN (CÔTES-D'ARMOR)

THE CHEESE FACTORY IS EXPANDING

Laïta has launched an investment plan of 22 million euros over five years to support the double-digit growth of the Madame Loïk whipped cheese and the dynamism of the demand from its large account industrial customers. The Créhen (Côtes-d'Armor) cheese factory is modernising and expanding in order to raise its production capacity to 20,000 tonnes. In a first phase, we have optimised our processes, put in place innovative technologies and improved working conditions in the workshop by adapting the premises and installing new equipment: lifting tables, pallet drawers, corridors for access to the maturation tanks, etc. Two new buildings are already completed. One, commissioned in March 2022, houses the offices and maintenance workshop; the other, operational since the beginning of 2023, houses new locker rooms to access production and packaging. The second phase of work in progress is dedicated to the expansion of the production premises. The total area of the cheese factory will increase from 8,000 to 12,000 m². We are currently working on designing the layout, before installing the new production lines that should be operational in 2025. The teams are looking forward to working in their new workshop. It will reflect the success of Madame Loïk whose volumes have multiplied by four over the last 10 years, raising the brand to 3rd place in the national ranking of cheese spreads which is, for us, a source of shared pride.

OPENING UP TO NEW MARKETS

In 2022, the Even group and its partners, the Village by CA Finistère and the competitiveness cluster Valorial, closed the second edition of Even'Up, the call for innovative and responsible projects for the farming and food of tomorrow. Through this initiative, Even is confirming its wish to open up to the world and to the new market trends in its main areas: farming, nutrition and distribution. The Group is taking stock of this second edition with the four winning start-ups (Circus'Egg, Capsit, Thrasos and Fertinnov) that

it has supported for more than a year. This win/win collaboration has consolidated the project and the professional network of the young talents, while providing Even with an opening onto different ways of working and a fresh look to imagine the future.

To strengthen itself in this growth sector of snacking, after Artimat and Occitanie Distribution, the Group has now acquired Soframa. These companies cover the bakery strand of Even Distribution, freshly named Réseau Capella. The latter now has six companies selling specific products to the bakery sector.



The Réseau Capella is being structured

Even is continuing its external growth in food distribution with the acquisition of Soframa, based in Aimargues (Gard) near Montpellier (Hérault). The company, which employs 65 people, has an annual turnover of 32 million euros. It has developed a base of 2,500 customers: bakeries, pizzerias, restaurants, caterers and snack bars in the departments of Gard and Hérault. Soframa has joined Réseau Capella, the bakery strand of Even Distribution.



€54m

**Tangible investments made
to support the growth strategy
of the Group, i.e. 2%
of annual turnover**



**The cheese
factory is
expanding
to support the
growth of our
cheese spreads,
including that of
our Madame Loïk
flagship brand.**

9TH CHALLENGE

Working in favour of regional development

Due to its cooperative status, the Even group is intimately linked to the region in which it was founded and grew, as well as to those regions which host its activities as it grows. As a major employer in Western France, Even is constantly creating sustainable jobs, investing in regional economies, forging local partnerships, working in networks and engaging with civil society in line with its values. Its subsidiaries, wherever they are located, give priority to responsible sourcing with a view to sustainable development.



86.4%

of French suppliers
for Even Distribution

PROMOTING LOCAL SUPPLIES

Even favours local supplies. Laita's dairy products are made from milk collected from farmers in the Brittany and Pays de la Loire regions (1.4 billion litres in 2022). The milk is then processed at seven processing facilities across north-west France: Ancenis (Loire-Atlantique), Créhen (Côtes-d'Armor), Landerneau (Finistère), Lanfains (Côtes-d'Armor), Ploudaniel (Finistère), Pont-Scorff (Morbihan) and Yffiniac (Côtes-d'Armor).

Similarly, PAM receives supplies of raw materials from regional and targeted suppliers, with nearly 50% of its food purchases from Brittany and France. Even Distribution also favours short supply chains: 85% of SoveFrais' supplies come from companies based in Brittany and more than 95% of Argel's suppliers are French. This preference for local purchasing is enshrined in their sustainable development charters.

In addition, Even is a founding member and active supporter of the 'Produit en Bretagne' or Produced in Brittany association. Six of its subsidiaries - A2S (Réseau Krill), Argel, Kenty (Alliance Atlanterra), Laita, PAM and SoveFrais contribute to "giving greater value to products thanks to their origin" alongside more than 400 other member companies."

MADE IN BRITTANY

With its So Breizh! private label at the end of 2018, SoveFrais is pursuing its strategy as a local player, established for over 50 years in Brittany. With more than fifteen different products - ranging from dairy products (yoghurts, Emmental, fromage frais, etc.) to meat (sausages, andouille de Guéméné, etc.) - all So Breizh! products are made in Brittany from mainly Breton raw materials. They meet the growing demand for regional products and local food.

Defending a local economy has also been Paysan Breton's commitment for over 50 years. This pride can be seen on the packaging of its filled crêpes that carry the clean origin and clean label information, accompanied by the wording "Origine Bretagne" for milk, butter and eggs as well as the place of production in Ploudaniel (Finistère).



Sobraquès celebrates its 150 years

A subsidiary of Réseau Krill since 2016 and the result of the work of five generations of passionate entrepreneurs, Sobraquès Distribution celebrated its 150 years in September 2022 in Perpignan (Pyrenées-Orientales). Laurent Sobraquès, the company's CEO, invited nearly 5 000 customers, employees and partners to celebrate this exceptional longevity. Founded in 1872 by Joseph Sobraquès, the company still shares its values of solidarity and transmission, which are reflected today in its partnerships with local sports associations: rugby teams, a football club and Catalan pétanque.



Even, a partner of Landerneau Bretagne Basketball (LBB)

Even supports the LBB, the top women's basketball club, for the 3rd consecutive season. The links forged with the LBB are the shared pride of the milk producer-members of the Cooperative and of the Group's employees. Each match brings together more than 2,000 local Finistère residents, who do not miss an opportunity to support their local women's team. Supported by many volunteers, the club is strongly involved in the life of the local area, values that resonate with Even's cooperative spirit.



ACCIDENT PREVENTION COORDINATOR, LAÏTA PLOUDANIEL (FINISTÈRE)

THE PROTECTION OF OTHERS, A SECOND NATURE

I've always liked to help others and to be useful to people. This is what I do today through my job as an accident prevention coordinator and my commitment as a volunteer firefighter. In my job, I strive to limit the risk of accidents, improve working conditions, raise awareness and train employees to adhere to good health and safety practices. As a volunteer firefighter, we help people, ensure the security of property and fight fires. These activities, focused on the protection of others, all share the same foundation of values such as a sense of service, solidarity and team spirit. Laïta is sensitive to this since in 2020 our cooperative signed a partnership agreement with the Departmental Fire and Rescue Service of Finistère. The company gives its volunteer firefighters employees 5 days a year off work in addition to our normal leave allowance to follow training courses and improve our skills as firefighters.



FRENCH-MADE PRODUCTS

Since 2015, Réseau Krill has been working alongside the Bleu-Blanc-Cœur association on a nationwide range of fresh meat and poultry produced in France. Réseau Krill has been the first distributor to offer a Bleu-Blanc-Cœur fresh products range, thus supporting the reintroduction of natural Omega 3 sources into the food chain. In order to guarantee high-quality local food, the cured meat activities have also been active alongside the Bleu-Blanc-Cœur association, marketing a range of dry and superior hams of French origin, under private labels.



Time for Laïta's volunteer fire-fighters

In 2020, Laïta made a commitment to the Fire and Rescue Services of the Loire-Atlantique and Finistère departments (SDIS) to free up time to train the company's volunteer firefighters without affecting their usual rest time. These partnerships contribute to sustaining the commitment of its employees, encourage the development of their skills and, of course, a culture of a collective spirit, dedication and courage, all of which are strong values for the community.



96.4%

Share of taxes paid by the Group in France



The activities, focused on the protection of others, all share the same foundation of values such as a sense of service, solidarity and team spirit.



DELIVERY DRIVER, SOFRAMA, EVEN DISTRIBUTION AIMARGUES (GARD)

LINKS CREATED SINCE CHILDHOOD

For 40 years, Soframa has been serving 2,500 food professionals: bakeries, cake shops, restaurants, pizzerias, caterers, snacks, etc. We offer 12,000 dry, fresh and frozen food products in our catalogue as well as drinks, consumables and professional equipment.

Since 2019, I've been delivery driver at Arles (Bouches-du-Rhône) and Les Saintes-Maries-de-la-Mer (Bouches-du-Rhône). I know the area well because

I was born here. I was even at school with some customers who have taken over their parents' businesses or restaurants. That creates local ties, trust, even friendship. I even have the keys of some houses to be able to make deliveries if the owners are out.

And when they are there, we take the time to have a small cup of coffee despite our respective occupations. We talk about the news, football, bulls, etc. The work is enjoyable in terms of the relationships with customers and colleagues. I'm independent in organising my rounds. I schedule the deliveries according to customers' opening hours and preferences.

I sometimes start at 3:30, 5 or 6 in the morning depending on the requirements of the last customer of the day to deliver to. It's our job to organise ourselves to satisfy them as well as possible.

CREATOR OF JOBS AND PROMOTION OF THE REGION

Proud of its Breton roots, the Even group is maintaining its head office in Ploudaniel (Finistère) and ensures, through its activities, the presence of decision-making centres in rural areas. Even is continuing to develop and create jobs in the areas it is established, with 6,040 employees, including more than 4,300 based in Brittany and Pays de la Loire. These jobs, 92% of which are permanent contracts, also include 132 apprenticeship contracts and they make Even a major player in terms of employment and training, involved in the local ecosystem. In this regard, Even has been a partner in the "Employment and Training Objective" operation supported by the regional daily newspaper, Le Télégramme, since it was created in 2017.

The health crisis revealed the value of the service offered by Argel. Its customers, the vast majority of whom are individuals with a mostly rural and senior profile, live in towns with fewer than 10,000 inhabitants. The 11 centre departments, the two storage and supply platforms and the 71 delivery outlets located in France ensure a local network to best serve these local customers.



79.6%

**decentralised decision-making centres
in municipalities < 10,000 inhabitants**

Attached to the regions in which they are located, the Group's subsidiaries participate in local life by supporting regional, sporting or cultural events and by forming partnerships. Paysan Breton exports the image of Brittany around the world through the "Brittany festivals" organised in Dubai, Vietnam, Mexico, etc. Moreover, the export teams take part in many international trade shows, under the Brittany banner, with the Bretagne Commerce International (BCI) trade association.



**I was at school
with some
customers.
That creates
local ties!**



SUPPORTING COLLECTIVE ACTIONS

In line with its cooperative values, Even encourages socially-responsible actions. Since 1979, the Group has financed farming cooperation projects for rural communities located in developing countries through a solidarity fund. Thus, the Even 'Agriculteurs Solidaires' (farmers' solidarity) committee has invested more than 800,000 euros in rural

development projects since 2000: aid to women processing cereals in Ouagadougou, Burkina Faso, support to Breizh Solidarité Maasaï for market gardening project development close to a school, and support to the AFDI Bretagne association for its operation and contribution to its activities in Madagascar, help for the Côtes-d'Armor - Ivory Coast support committee to open a farm school in Benin, support to the Coeur au Mali association to establish a farming training centre, etc. This is also how solidarity is expressed and the cooperative spirit is kept alive.

For several years, Paysan Breton has been a partner of the Nantes and Brest editions of the Odyssée race. Odyssée is an association which helps fight breast cancer. This year, Laïta and the Even Distribution economic interest group paid for the their employees' registration fees. Thousands of Paysan Breton and Even crêpes were given to reward the runners.



Ukraine Solidarity

The Even group is involved in supporting Ukraine by partnering operations initiated by Breton companies and organisations. In this regard, the Even and Laïta teams have answered several requests for food donations for refugees. Among the products donated are crêpes, soft cheese, butter and 1st and 2nd age infant milk. Upstream, Even Agri planted 10 hectares of maize, whose profits were donated to an organisation helping the Ukrainian population.

INVOLVEMENT IN THE LOCAL LIFE OF THE REGIONS

Even develops privileged partnerships with higher education and has close relations with many professional organisations and associations. Cooperative members and employees work in favour of local development and knowledge transfer. They are involved with:

- Agriculteurs de Bretagne*,
- Association Bretonne des Entreprises Agroalimentaires (ABEA)*,
- Association de la Transformation Laitière Française (ATLA),
- Breizh Alim',
- Breiz Europe*,
- Breizh Small Business Act, an association created in Brittany by public and private professionals, focusing on public purchasing challenges,
- Bretagne Biotechnologies Agroalimentaires (BBA),
- Bretagne Développement Innovation (BDI),
- Bretagne Commerce International,
- Bretagne Supply Chain,
- Bretagne Vivante,
- Club SRE 29, the road safety club for companies in the Finistère area,
- La Coopération Agricole (LCA),
- Fédalis, the federation of specialised food distributors,
- Fondation Ildys,
- Fondation Université de Bretagne Occidentale (UBO)*,

- Fret 21,
- Initiative Bio Bretagne,
- Investir en Finistère*,
- Le Cercle, the club of partners of Landerneau Bretagne Basket (LBB),
- Nutrinoë, the professional organisation for Breton livestock feed manufacturers,
- Produit en Bretagne*,
- Departmental Fire and Rescue Services (SDIS) of Finistère and of Loire Atlantique,
- Technopôle Brest Iroise*,
- Too Good To Go,
- Valorial, the competitiveness cluster dedicated to innovation in the future food and nutrition sector*,
- Village by CA Finistère, accelerator of innovative projects in Finistère.

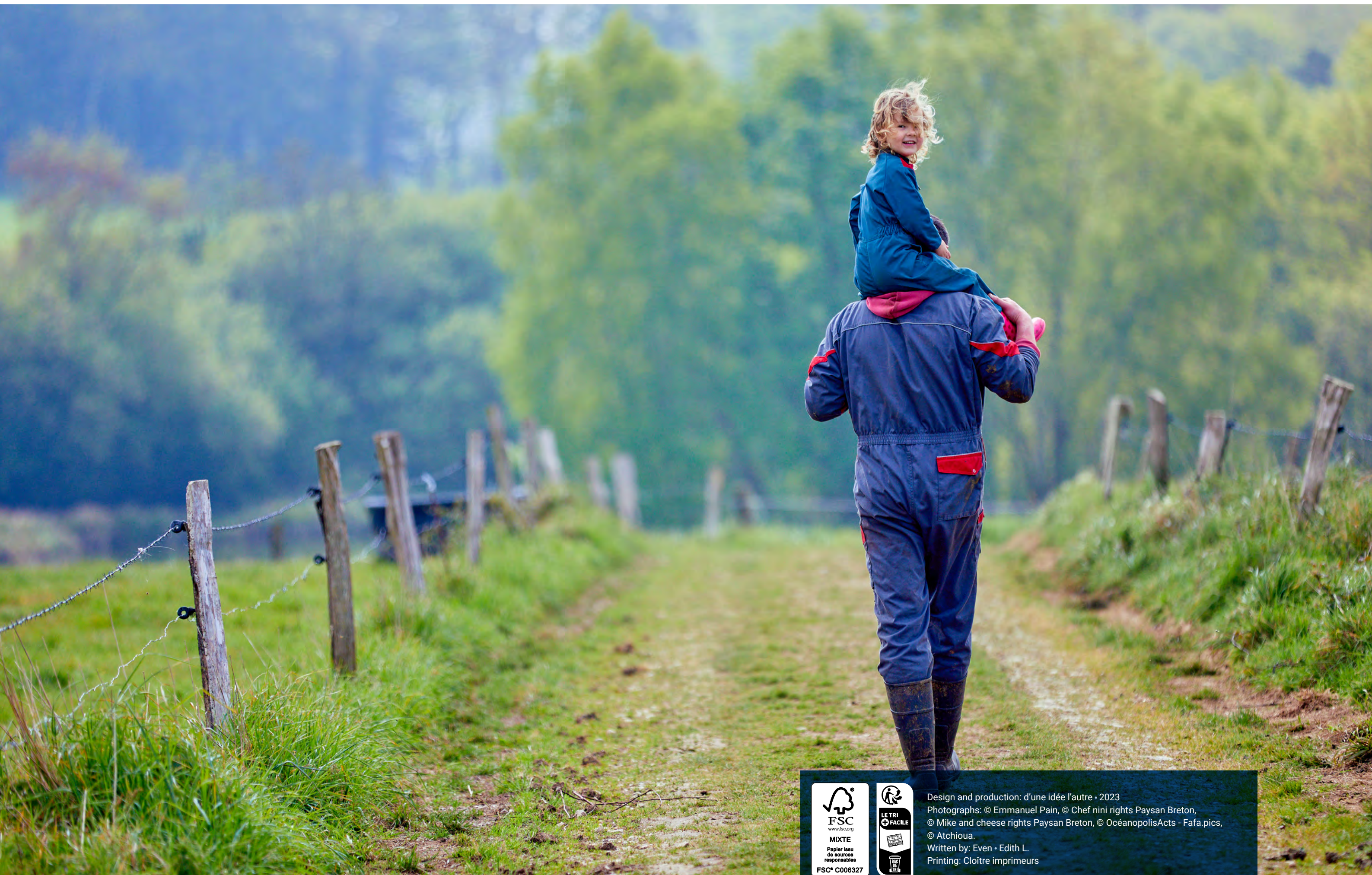
*Founding member



Patronage with Océanopolis Acts

Argel made a lasting commitment by signing a sponsorship agreement with the Oceanopolis Acts Fund in 2022. The purpose of this fund is to inform and mobilise as many people as possible about the wealth and fragilities of the ocean in order to better protect it. For this purpose, Argel is putting in place a series of concrete actions aimed at raising its employees' awareness of the sale of seafood caught in a more virtuous way, for the benefit of its near environment and by involving all of its customers in this approach. In late 2022, the Argel teams benefited from training provided by Océanopolis' scientific mediators to raise awareness of the challenges of plastic pollution on the seabed.





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