



Acting with our regions

**LDC GROUP
CORPORATE SOCIAL RESPONSIBILITY
2021/22 RECAP**





Message from Denis Lambert, Executive Board Chairman

LDC Group, born from a merger of the Lambert, Dodard and Chancereul family businesses, is now French poultry no. 1, a leading European food supplier and French ready-meal no. 2.

We will continue to offer top-quality affordable produce bringing consumers best-in-class service, healthy and original food under world-famous brands.

Backed by the trust of our customers, staff and farmers, we have built our group made up of truly autonomous businesses striving to achieve their goals in keeping with Group strategy. We bring them on board staying true to their heritage, adding our know-how built up from all previous acquisitions and seeking to enhance each one's consumer responsiveness, efficiency and performance. Their success

is underpinned by their capacity to innovate across the board. We act in a socially responsible and environmentally-friendly way to foster sustainable growth. To do so, our people's health & safety is and will always be our top priority because it is they who uphold the quality of our produce, our continuous improvement programmes and a shared mindset caring for the good of everyone. Our success is down to our people's tremendous work and talent, who every day go the extra mile in our locations and plants. Together, we will rise to all forthcoming challenges that come our way in our French and foreign markets so that LDC Group thrives and grows over the long term. This is the goal of our "Act with our local communities" sustainability strategy, which guides and showcases the daily activities of everyone - staff, farmers and business partners alike.



Message from Philippe Gelin, Group Chief Executive

"Uphold our all-conquering spirit while staying true to our founding values".

"Having spent over 25 years with the Group, I've been fortunate enough to work in each of its businesses. Our stand-out business model coupled with our first-class people have propelled us to the top rank of agrifood companies that strive to transform consumer habits. I'm immensely honoured to be appointed to this role that stands us in good stead to carry on writing this wonderful family business story. I'd like to warmly thank the Executive Board and Supervisory Board directors for having placed their trust in me.

I know I can count on their support and that of all staff to lead the Group further into new pastures and to take on new food, environmental and social challenges that face us all. I would like especially to thank Denis Lambert for his guidance and experience that I know will be crucial over the coming few months".

New goals for the upcoming five years

We've set our course for the next five years. We know exactly where we want to go building on our 2022 achievements and this means undertaking a new cycle of growth seizing all opportunities in our markets. A growing local food sourcing and healthy food trend, a deep shift in consumer demand and shopping habits, poultry's standing in relation to other meats and European food industry consolidation mean we have to engage in a new growth cycle to lock in our leadership.

Against this backdrop, we have set strategic priorities and goals for the next five years for each one of the Group's three divisions.

This roadmap is tied to three key areas of progress - build on the popularity of the Group's businesses, increase our social engagement and environmental responsibility and develop our plant-based consumer offering.

Poultry: consolidate our leadership in France

In poultry, we've got to cement our leadership in France by targeting 17% revenue growth over the next five years. If we achieve this growth target, our 2026/27 revenues will come in at around €4.4 billion. To do so, we'll focus our efforts on driving growth of current food brands, ramping up innovation, individual plant specialisation and building their competitive

advantages, winning back business lost to imports and developing higher-value-added egg-based foodstuffs.

Ready meals: become French no. 1, move into new food families

In ready meals: we aim to go further than current foodstuff families and undertake new game-changing acquisitions in other foodstuff ranges.

Armed with this new offensive strategy, we plan to virtually double 2021/22 revenues so that we reach around €1.3 billion. As such, in five years time we should be France's no. 1 ready meal provider.

International: double revenues over 5 years

We've also got far-reaching international goals, where we want to achieve €1.3 billion revenues by fiscal 2026/27. This means doubling the Group's international 2021/22 revenues. To achieve this, once again we've got to ramp up innovation, branding and food manufacturing. Game-changing acquisitions will also be a crucial growth driver.

Overall, this ambitious strategy covering all divisions should give us the wherewithal to roll out our ESG strategy, break through the €7 billion revenue mark within five years and boost earnings accordingly.

Via this report, we are proud to share the unwavering dedication of LDC Group's people. Happy reading!

Acting with our regions

This is our pledge to undertake a continuous improvement programme to rise to today's and tomorrow's challenges. This strategy is underpinned by four pledges laid out below:



OUR MISSION

Food sovereignty respecting people, nature and farm live-stock:

- Local, healthy and safe foodstuffs;
- From ever more responsible businesses;
- Produced by responsible men and women;
- Who are at the heart of communities.

OUR VALUES

So, we act for everyone's well-being and the good of nature. Our environmentally-friendly strategy is founded on a "produce locally to sell locally" business model, which is now gradually spreading across Europe. The model is underpinned by common values that everyone shares: **simplicity, respect, accountability, hard work, innovation and performance.**

OUR ECOSYSTEM

Our ecosystem is rooted on a close contract-based partnership with farmers and on placing our people at our ecosystem's heart.

It is further based on our traditional preference for officially quality-certified and/or local produce, our poultry and manufactured produce and our ready-meal meats. Our overriding goal is to constantly evolve to meet our customer and consumer needs.

The Group shares its vision with all its stakeholders so that it rises to society's challenges in a balanced and consistent manner.



Supervisory Board (from left to right): Stéphanie Laurent (SC Rémy Lambert), Loan Lu-Minh, Gilles Huttepain (Société Mancelle Huttepain), André Delion (chairman), Aurélie Royer, Philippe Pancher (Cafel), Violaine Grison (Sofiprotéol), Monique Meneuvrier, Laurent Guillet, Patrice Chancereul (vice-chairman), Béatrice Bastien, Cécile Sanz.

OUR GOVERNANCE

Overseen by the Executive Board and the Management Committee under the Supervisory Board's direction, all Group divisions and operating units share the strategy with the entire ecosystem. All Group locations are guarantors of the Group's common values and roll out its strategy autonomously depending on their specific features and background.

Acting with our regions

2021 data

WORK WELL DONE INNOVATION RESPONSIBILITY RESPECT PERFORMANCE SIMPLICITY



Sustainable Farming

7,500 partner farms signed up of which **6,200** in France
€3.6bn purchases
Secure revenues for all farmers based on contracts



Living and working Together

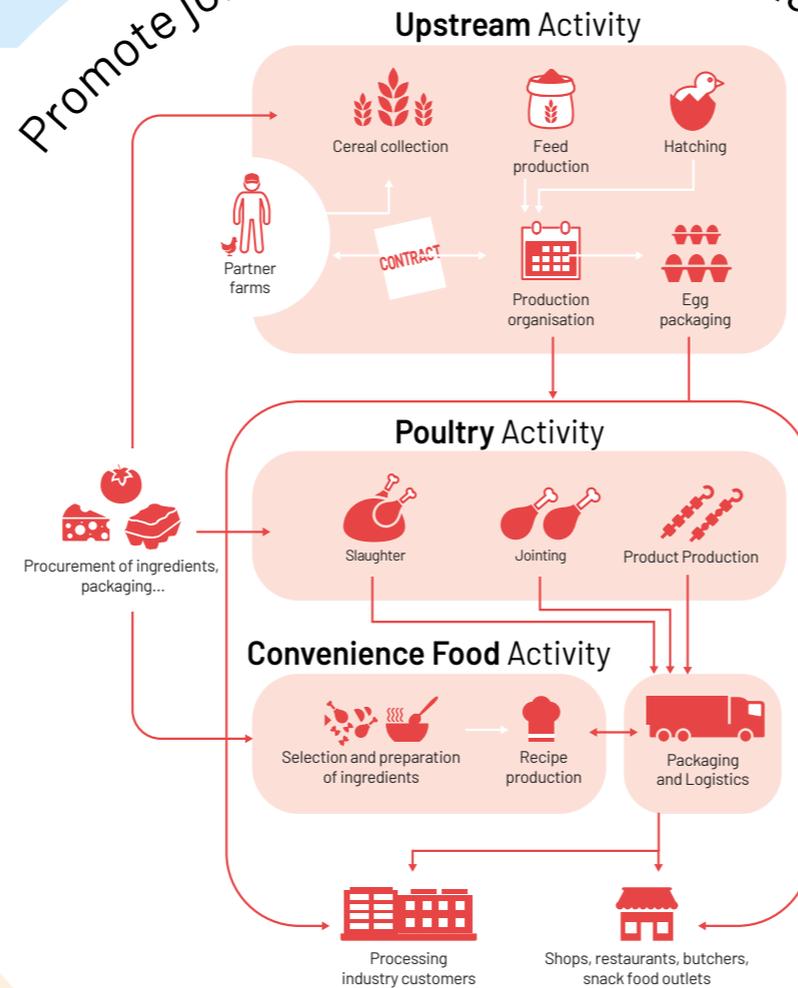
23,500 employees of whom **85%** in France
69% of equity shares held by founding families
€1.71bn equity
€ 347.2m free cash flow
94 locations and **14** platforms
€238m sustainable capex
320 quality staff and 4 laboratories
Nimble organisation underlain by decentralisation
Deep local roots forging community bonds
5.5 indirect jobs created per direct job
€1,053m total staff costs
1,486 jobs created
Average 13 training hours per employee in France
18% geographical and professional job transfers
€41m profit sharing, paid incentives and inflation-linked bonuses
€99m tax charges
€202m social security charges
€1.9m financial expenses
€4.7m food donations
17.6% dividend payout
5.4% of equity shares held by employees



Respecting Nature

Local roots, underlying growth, responsible practices, common sense to safeguard resources
10.8% less water consumption (litres per kg produced)
1% less CO2 emissions (per kg produced)
88% of waste recycled
1,408MWh renewable energy generated in our locations
15 regional labels preserved
100% of farmers signed up to 2025 sustainable farming programmes

Promote joint resources and share value added



"Produce locally to sell locally"



Providing Healthy Food

Innovation: 130+ R&D staff
6 leading brands



€5.1bn revenues
Diverse customer base (retailers, restaurants, caterers, poulterers, bakeries, etc.)
Foodstuffs to be eaten at any time

Our Goals

1 + ENGAGED
 Fostering the food and climate transition

2 + DIVERSIFIED
 To meet changing consumer shopping habits

3 + INTERNATIONAL
 Win over further communities, replicate LDC model

4 + EFFICIENT
 Specialisation and competitive edge boosting financial results

5 + ATTRACTION
 In our produce marketing, know-how sharing and top-class staff hiring

Acting with our regions

2022 data

WORK WELL DONE INNOVATION RESPONSABILITY RESPECT PERFORMANCE SIMPLICITY



Sustainable Farming

8,300 partner farms signed up of which **6,800** in France
€4.1bn purchases
Secure revenues for all farmers based on contracts



Living and working Together

23,400 employees of whom **83%** in France
69% of equity shares held by founding families
€1.88bn equity
€ 485.7m free cash flow
95 locations and **14** platforms
€243m sustainable capex
320 quality staff and 4 laboratories
Nimble organisation underlain by decentralisation
Deep local roots forging community bonds
5.5 indirect jobs created per direct job
€1,124m total staff costs
2,932 jobs created
Average 8h36 training per employee in France
24% geographical and professional job transfers
€58m profit sharing, paid incentives and inflation-linked bonuses
€123m tax charges
€216m social security charges
€5.3m financial expenses
€4.2m food donations
16.8% dividend payout
4.4% of equity shares held by employees



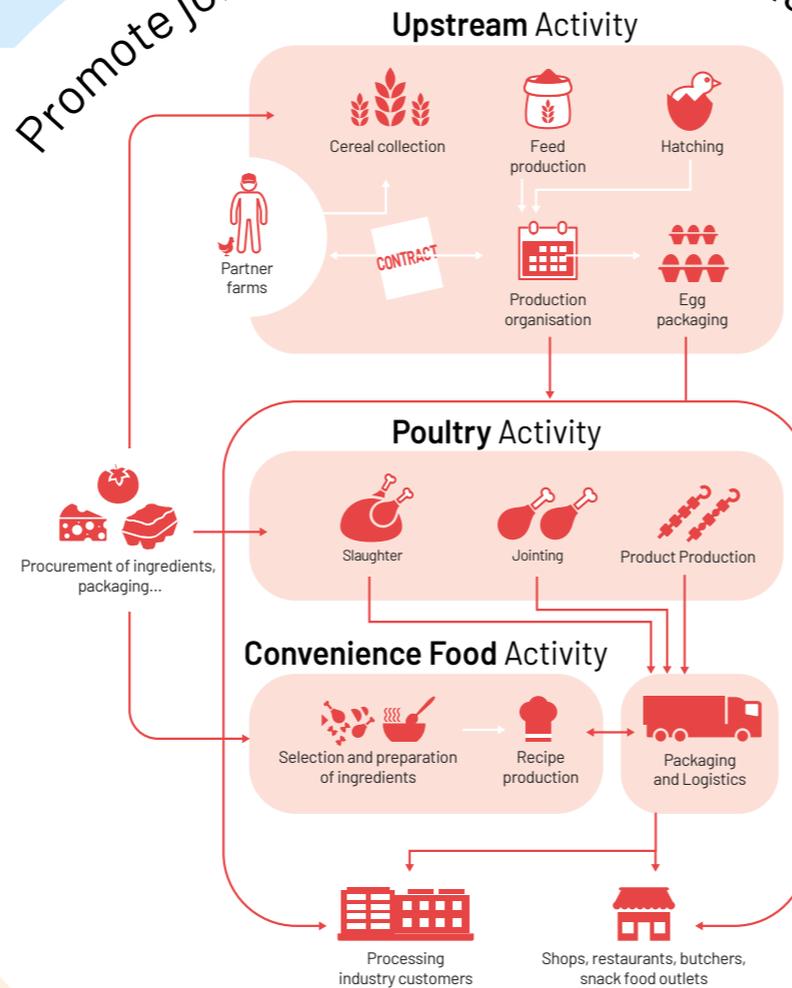
Respecting Nature

Local roots, underlying growth, responsible practices, common sense to safeguard resources
-9% less water consumption (litres per kg produced)
1,310MWh renewable energy generated in our locations

42 (+ or - 0.4) Mt Co2 emitted in France in 2019 for scopes 1, 2 and 3

39% of sites involved in biodiversity actions

Promote joint resources and share value added



"Produce locally to sell locally"



Providing Healthy Food

Innovation: 130+ R&D staff

6 leading brands



€5.8bn revenues

Diverse customer base (retailers, restaurants, caterers, poulterers, bakeries, etc.)

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Indicators & Pledges 2021

(scorecard)

SUSTAINABLE Farming



Objective 1

Roll out a sustainable farming programme

1 Share of farms committed to a AOP, organic, Label Rouge, certification or Nature d'Éleveurs programme



Objective 2

Reinforcing the local origins for animal feed

2 Share of France-sourced poultry feed



Objective 3

Prefer domestically-sourced meat and protect local farms

3 Share of meat products containing exclusively local meats



*CI = Continuous Improvement

*N/A = Not Applicable

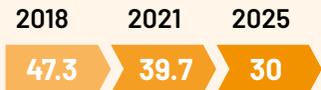
LIVING AND WORKING Together



Objective 1

Take care of our staff

4 Work accident and occupational disease frequency rate



Objective 2

Support our staff in their personal development

5 Share of staff geographical and professional job transfers



6 Share of trainees among staff



7 Share of staff having attended at least one training course during the year



Objective 3

Promote a responsible supply chain

8 Share of purchases covered by the Group Procurement Charter (ingredients, packaging)



Objective 4

Take steps to tackle food waste and poverty

9 Value of charitable donations including unsold produce (€m)



RESPECTING Nature



Objective 1

Minimise our footprint

10 Change in water consumption rate (litres per kg produced)



11 Change in energy consumption rate (kWh/ton)



12 Change in organic materials and waste recycling rate



13 Share of plants having conducted or pushed a biodiversity programme



Objective 2

Act on our packaging

14 Share of recycled ecofriendly packaging



PROVIDING Healthy Food



Objective 1

Act on food safety

15 Share of IFS, BRC or FSSC 22000 health-certified plants



Objective 2

Satisfy our customers and consumers

16 Consumers satisfied via brand image and -awareness



Objective 3

Act for our product's nutrition and health

17 Share of A, B or C-scored product in the Nutri-Score® ranking



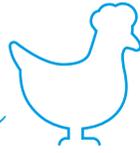
18 Share of completed recipes including Clean Label programme



Indicators & Pledges 2022

(scorecard)

SUSTAINABLE Farming



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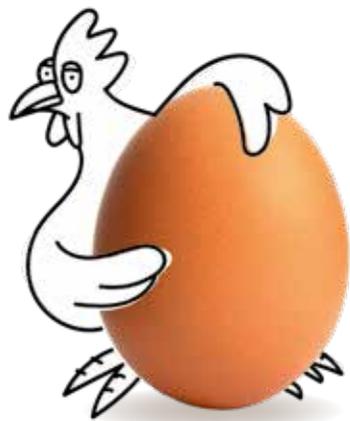


18 Share of completed recipes including Clean Label programme





SUSTAINABLE *Farming*



Did you know?

EGGS are precious!

Known for their low-carbon emissions (0.14Kg CO₂-eq per egg), they are affordable and pack a nutritional punch. People eating one egg a day get 15% of their daily iron needs. They are rich in vitamins A, B, D and E too.

Introduction

Since our very beginnings, we have always forged close partnerships with poultry farmer consortia and built an enduring supply chain. Our 2000 merger with Groupe Huttepain gave us a chance to set in stone our business model and cement ties with the farming community.. More than ever before, we seek to roll out our model in France and Europe, "produce locally to sell locally" by always sourcing produce ingredients locally to uphold food sovereignty in the countries where we operate. In other words, we take tangible steps to make sure we buy food from local sources.

Sustainable farming involves:

- ✔ Supporting farmers and safeguarding their income based on contracts;
- ✔ Guaranteeing local livestock, cereal, protein and other produce ingredient sources;
- ✔ Introduce a farming transition via quality control programmes carried out by independent organisations covering livestock well-being, produce quality and respect for the environment and wildlife;
- ✔ Talking to customers, consumers, civil society, business partners, research and educational organisations, etc.



At Boscher Volailles, the Farmers Nature Charter is an improvement programme covering 51% of our chicken farms' daily operations as of 2021, seeking to have all farms signed up by 2025.

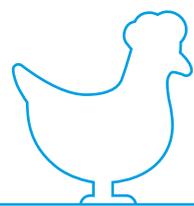
Required specifications include:

- ✔ More openings in the chicken house to let in natural light
- ✔ Chicken perches to promote natural chicken behaviour and comfort;
- ✔ 10% more space per chicken;
- ✔ Chicken feed with fully French-sourced cereals.

This programme enhances chicken well-being, food quality and controlled operational transparency in an environmentally-friendly way.

Pascal Delannoy
Boscher Volailles location
general manager, Group
employee since 2018

Perrine Luce
Boscher Volailles production
manager, Group employee
since 2009



01

OBJECTIVE

Roll out a sustainable farming programme

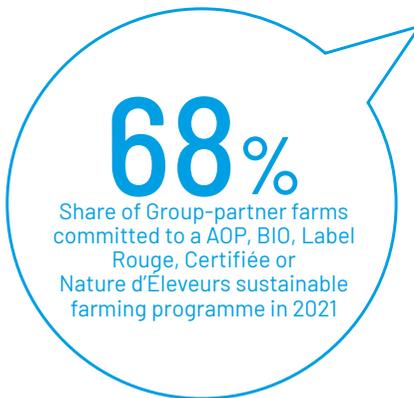
INDICATOR 1

Share of farms signed up to an AOP, organic, Label Rouge, certification or Nature d'Éleveurs programme

To sustainably grow farms, we traditionally rely on:

- ✓ official quality certifications (Label Rouge, Appellation d'Origine Protégée, Agriculture Biologique) for organic free-range poultry;
- ✓ Free range-certified chickens;
- ✓ Nature d'Éleveurs (produce compliance certification): daily and European Chicken Commitment (ECC)-farmed chickens.

We aim to introduce the programme at all partner farms by the end of 2025.



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Virginie Ferchaud
Bellavol Quality Manager since 2017



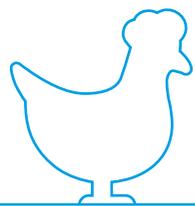
I've been with LDC for 5 years. I always wanted to work in quality control and I understand the issues involved. Every day, I deal with biosafety matters in farms where I check compliance with specifications and charters. I carry out audits. I also take care of health issues including mitigating salmonella risks. I help farmers adopt sustainable practices based on performance indicators. From my very first day I have felt really good in the company and in my day-to-day tasks. What I like about the job is dealing with farmers and helping them rather than checking up on them.



Virginie Amand
Huttepain Aliments, LDC Amont Scheduling Manager since 2002

I've worked in the scheduling department since I started 20 years ago. I head up the Huttepain Aliments and Huttepain Bretagne scheduling team and the LDC Sablé central scheduling too. I see my job as a conundrum: I've got to juggle slaughterhouse demand with supply from farmers' chickens and hatchery orders. It means dealing with a lot of people! We schedule chicken pick-ups so that they get to the slaughterhouse at the right weight. What's more, we make sure farms and slaughterhouses are close to each-other for the chickens' comfort and to minimise transport time and carbon emissions.





20+%
of our slaughtered chickens
are reared free range

FREE RANGE OR OUTSIDE ACCESS

We're acknowledged to be no. 1 free-range farm poultry supplier as officially certified by Label Rouge, BIO and AOP. These quality organisations base their audits on officially recognised specifications that require top-class chickens while meeting strictest standards.

We also develop for brands chicken farming based on "free range-certified" specifications.



Olivier Sassolas
Location General Manager
Les Fermiers de l'Ardèche
since 2018 and Group
employee for 25 years

L'Ardèche chickens are really lucky! When they wake up every morning, they can see Mont Blanc and Mont Pilat (chuckles)! The Ardèche association today has 260 Label Rouge and free-range chicken farmers and 300 staff at our preparation plant in Félines. Our everyday job is to meet customer and farmer needs. And that works well: consumers want to get ever more local top-notch food and our farmers need our people's help and that we acknowledge what they do. That's what our contracts reflect. Every day, our people do what they've got to do to properly feed the chickens and satisfy farming standards. The whole set-up is audited by independent organisations.. Farmers do their bit for biodiversity too: yes they farm yellow and white chicks but guinea fowl as well, plant trees and hedges and help shape the countryside. Poultry farming is a fantastic opportunity for the Ardèche farming community!



Alain Tchamba
Cavol hooker and trainer since 2003

I began working here as a temp and now I'm a hooking station trainer. Sometimes there are up to ten of us in the team and my job is to train new people. What we do at this place is to put all the chickens to sleep under controlled conditions before they're hung on hooks. So the work is easier and we can all do several jobs if need be. I'm proud to work for Cavol. Our future is right here!



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VIEW
OUR VIDEOS.
SIGN UP!



NATURE D'ÉLEVEURS FARMING

We launched our Nature d'Éleveurs programme in 2017. The programme was first designed for chicken coop hens before branching out to egg-laying hens and rabbits. We aim to attract all farmers and industry providers including hatcheries, consortiums, production firms and others involved in this sustainable farming programme that is based on eight key points.



Emmanuel Peuvret
Nature d'Éleveurs farmer
Huttepain Aliments
partner



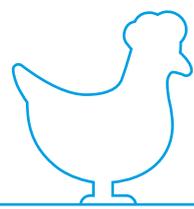
My name's Emmanuel and I took over running my family farm when my parents retired in 2016. I do crop-livestock farming. I've got cows and two Nature d'Éleveurs chicken coops. Every morning I check out the health of my chickens: I make sure they've got water and feed and I check their weight and behaviour. My coops are isolated and equipped with a wood heater and LED lights so as to keep power consumption down. With the Nature d'Éleveurs programme we installed windows, feeding stones, perches and radio for the chickens' well-being. I like my job every time a new batch comes along, especially when we have to put the cute little chicks in the coops. I also like technical aspects of the job when I have to monitor the chicks throughout their lives. This gives me a chance to use Nature d'Éleveurs both for the chickens' well-being and to satisfy consumer demand. Nowadays, eating French-reared chickens means you can be sure that the chicken source can be traced.



Lucie Peltier Huttepain Aliments LDC Amont
farming technician since 2017

My name's Lucie Peltier, I'm 27 and I've been with the company 5 years.. I started off as a farm hand and now I'm a farming technician. I look after guinea fowl, chicken and turkey farms in Sarthe. My job is to advise and support farmers. You've got to like dealing with people and be multi-skilled. I get involved with farmers throughout the poultry life cycle from the outset, through mid and end cycle and we find solutions to all poultry breeding problems. I check charter compliance and sanitary aspects like water compliance. I feel I'm a fully integrated technician team member. I think helping each other is really important, especially when you start out in this job..





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OBJECTIVE

Reinforcing the local origins for animal feed

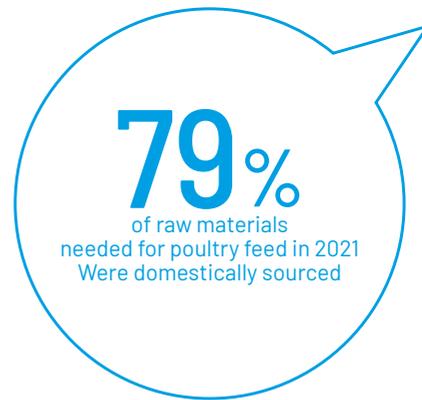
INDICATOR 2

Share of France-sourced poultry feed

Raw materials needed for animal feed are a big sustainability factor in our industry with regard to:

- ✓ Meat and egg quality;
- ✓ Our produce's competitive edge;
- ✓ Satisfying poultry needs;
- ✓ Controlling environmental impacts.

Poultry feed, recipes for which are written by specialists, is manufactured in feed plants located in the heart of poultry farming communities near preparation sites. Buyers prefer to source most raw materials locally. All cereals for French, Polish and Hungarian animal feed plants are sourced domestically.



To increase local poultry feed sourcing, we are currently developing plant-protein-based soja alternatives: pees, rapeseed and sunflower meal, beans, etc.

Group partner animal feed plants are included in the OQUALIM oversight and control plan in respect of quality, traceability and health safety threats.

To learn more, view our poultry feed policy.



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Claire-Marie Gesland
Group CSR since 2018



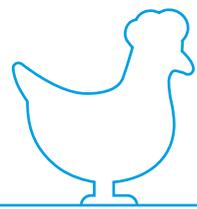
My job largely consists of talking to various environmental charities in order to marry up consumer, customer, farmer and societal wishes with the Group's supply, manufacturing and technical constraints. I make sure all industry firms involved are aware of the issues and can decide on the best strategy to adopt. The Group has long sought to cut and replace soja. We talk to importers to build a future responsible supply chain. What's more we've given Group teams a challenge to come up with a performance indicator.



Cyrille Michel
Alimab raw materials manager and buyer since 2019



My job is mainly to buy raw materials depending on factory needs factoring in world cereal market prices, largely wheat and soja. We source wheat and maize locally, which is both planet-friendly and practical. So all our cereals come from France. To decarbonise, we've pledged to buy sustainable soja. We publicise this via our Duralim platform pledge. I like the workplace climate here, team management and the Group's strong values but also when I have to travel abroad for my job to buy raw materials.



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Yvan Gervais
Jeusselin cereal collector since 2007 and recently farmer

I spend workdays partly cleaning storage cells and partly receiving cereal deliveries. My job is to take care of checking out grain quality. What I like is dealing with customers and my colleagues. I've got to be really thorough in my job. We've pledged to become CSA-GTP-certified, which requires taking on best practices in relation to cereal procurement, storage and shipping. I see changes in my job when our industry gets wind of new ways of doing things like recycling containers.



Yann Theuleau
Nouri'vrai plants production manager, Group employee since 2016



I've been doing my job for 23 years and with LDC for 6 years. Today I manage two animal feed manufacturing plants. I make sure there are no process problems. Our job here consists of converting raw materials into animal feed. Every day I try to cut water and power consumption and to recycle waste like using methanisation for example. I'm thriving in my job because I'm responsible for a broad array of matters including the environment, feed health safety and nutritional value. Before I got to know the feed manufacturing process, I never used to give chickens grain, but that's just what I do nowadays.



Jean Garet
LDC Amont Nutritionist since 2006



I create feed recipes that factor in poultry nutritional needs, manufacturing plant constraints and customer expectations. I like to see the company progressing. We team up with buyers to localise poultry feed and develop imported soja alternatives. In practice we work on testing new recipes on a daily basis. As an example of our involvement, we've earmarked Duralim for 100% climate-friendly feed.

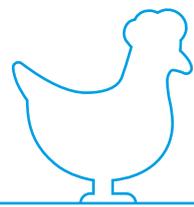


Jean-Yves Hardy
Huttepain Aliments general manager, Group employee since 1984



Poultry feed mostly comprises fully France-sourced cereals. In addition to the core raw materials, our birds need oilseeds like soja, rapeseed and sunflower seeds. While we can source enough rapeseed and sunflower seeds in France, we have to import soja from abroad especially South America.

Given the environmental harm caused by growing soja, in the programme we've promised to use the most climate-friendly soja available. To do so, on top of sourcing French soja, we've signed up to the Duralim platform and we work with our foreign suppliers to build climate-friendly supply chains.



03 OBJECTIVE

Prefer domestically-sourced meat and protect local farms

INDICATOR 3

Share of meat products containing exclusively local meats

Our very identity is inextricably bound up with the local community economy and society wherever we operate with a particular focus on local farmers.

A social and economic impact study of our business has shown that one LDC direct job creates 5.5 indirect jobs in the communities where we operate

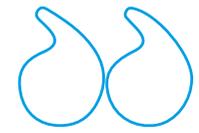
As such, selecting domestically-sourced meats for our produce gives local firms, including farmers, supply visibility and security, and meets expectations of consumers who care very much about where the food they buy comes from.

The Group will continue down this path so that by 2025, all its meat produce will contain only domestic meats.



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Catherine Gressel
Marie, Brand R&D and CSR manager, Group employee for 20+ years



In 2015, Marie decided that all its recipes would contain only France-sourced meats. My remit, backed by Procurement people, was to pinpoint poultry, pork and beef farmers, who could provide us meat from livestock born, raised and prepared in France. R&D staff from all locations manufacturing Marie and Traditions d'Asie products approved the quality and staying power of these long-term providers. For beef, we go a bit further by requiring France-sourced meat as certified by an officially licensed organisation. As of 2022, France-sourced meat is still one of our top priorities.



Justine Potigny
Normandy poultry farm Fermières Label Rouge, in partnership with SNV

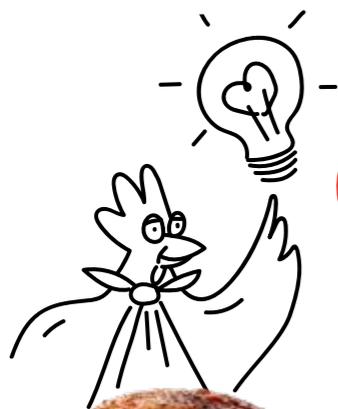
Having taken some time before I plucked up enough courage, two years ago I launched my poultry farming business called Label. I'm really happy with how things have panned out. Every morning at 9am I let my chickens out and bring them back in at sunset. In the meantime I wander around the three chicken coops checking water and feed consumed, and the chickens' weight and behaviour.

We've got to follow specifications and we get an audit every year carried out by CERTIPAQ. When we set up shop, we thought about how our buildings blended in with the landscape (wall colour and hedgerows) and so we planted 20 trees on every pathway. What I love about my job is being a haven of peace surrounded by my loudly clucking hens. I opted for Label chickens because people round here adore local food. Frankly I couldn't imagine doing anything else.





LIVING AND WORKING *Together*



Did you know?

The cheap and top quality easy-to-cook idea is a whole chicken!
Ideal for family or friends: compare per-kg prices and work out how much per portion!



Introduction

Group men and women work in 130 different LDC professions. Our HR policy is decentralised. It always places an emphasis on specific location features and on accountability, close to everyone's real-life concerns and daily tasks.

Taking care of staff is the overriding priority - introducing health and safety measures, training, equal treatment for all, job transfers, quality of life and working conditions. €200 million-plus annual capex to upgrade location plant and equipment, €42 million paid out to staff as profit sharing and incentives (fiscal 2021/22), and countless in-house training courses (LDC professions, LDC Management, course catalogue etc.) are on offer. We encourage and promote sandwich courses or apprenticeships and we work on a daily basis with schools and temp agencies. To support our operations' ongoing growth, for many years we have been hiring numerous staff.

We hire over 2,000 temporary staff on permanent employment contracts every year. We often hold staff events or challenges to have a friendly time together and bring to life our values throughout

Group divisions - award ceremonies, conferences, trophy photos, Marathon du Médoc, Tour de France, Vendée Globe and more.

We select business partners like suppliers and subcontractors in line with our ethics and values: upholding human rights, guaranteed source and traceability, long-term local sustainable development measures.

LDC Group takes steps to tackle food poverty and waste. It forges and boosts partnerships with food charities like food banks, Programme Malin to give deprived people, children and families quality and nutritious food.



Benjamin Bobes
LDC Bretagne
production manager
LDC Brittany
Group employee
since 2008

Having worked 14 years for the Group, I'm poised to join my third location (after Procanar and Celvia Poulet). One of the Group's strengths is knowing its staff well and meeting their expectations by giving them chances to embark on a new adventure. The Group lets people seeking a new challenge to change course and find out about new professions, new ways of doing business, seek out new career paths and this is a great strength. I fully buy into the Group's values and goals and that's why I feel loyal to LDC despite quite a few job offers from elsewhere. I hope to have as much fun at Lanfains as I did in my previous jobs. A big thanks to LDC for recognizing and trusting me.



01 OBJECTIVE

Take care of our staff

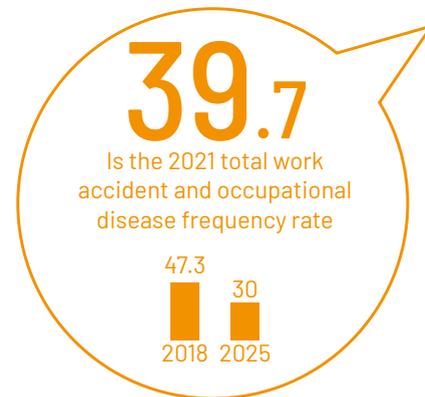
INDICATOR 4

Work accident and occupational disease frequency rate

We strive to create and uphold a safe workplace for all our staff and promote quality of life at work by cutting and mitigating any potential threats thereto. Occupational health is one of the key sections of our H&S policy.

We identify heavy load lifting, tripping and other accidental machinery-related risks as being the main causes of most work accidents.

Our H&S policy is designed to formalise health and quality of life rules at work. We are convinced that health and safety, like quality and productivity, are key aspects that drive our performance and results. This policy gives all locations guidelines so they can be truly autonomous and accountable for their operations.



In 2021, we continued to introduce essential rules regarding:

- ✔ Safety: prioritising so-called "primary" prevention and building a safety mindset at every location;
- ✔ Health: upgrade QVT including close on-site staff management so as to pinpoint potential risks in everyday work and take corrective action accordingly (manage the 40 sqm) and actually make improvements;

The Group has set a target to achieve an accident and occupational disease frequency rate under 30 by the end of 2025.

focus acteurs



Salwa Lifsi

Manufacturing performance project manager, Group employee since 2011

Catherine Guittet

Workplace Safety Coordinator Group employee since 1989



The St Laurent location manufacturing overhaul prompted us to redesign whole new production workstations backed by ergonomics consultants Ergonova. The chicken cutting workshop is a good illustration of this and comes with three goals: prevent TMS, safeguard the jobs of all medically-impaired employees and improve productivity and material losses. The outcome now looks very promising largely down to the approach adopted that drew on our experience, our leading TMS PRO market share and the involvement of healthcare professionals in the project like RRH, doctors, nurses, CSSCT and more, who have boosted the project's reach.



Pierric Delaunay La Toque Angevine production services manager, Group employee since 2000

At the La Toque Angevine site, we have started "VSC"s (behavioural safety visits) that allow us to detect behavioural anomalies that could result in work accidents and/or occupational diseases. My role is to support team leaders in their daily tasks for a management, project so as to improve safe practices at work. VSC guidelines are written to note observations and assess risks (that means we can prioritise them based on the resulting assessment). Talks are conducted with the employee in question to pinpoint mitigating measures and implement as soon as possible (a deadline is laid down for each step). We report most people and organisational steps taken. Such VSCs are carried out once a month and cover all trained staff (i.e. production managers, workshop managers and team leaders). Since the introduction of these VSCs, we've made huge progress in our workshop attitudes and behaviours. We've cut work interruptions and gestures and stances that could cause occupational diseases are detected sooner.





focus
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02 OBJECTIVE
Support our staff
in their personal development

INDICATOR 5

Share of staff geographical and professional job transfers

Job transfers are a big deal both for the company and employees since they allow staff to build on their skills and employability, seize career opportunities, acquire skills the company needs and stay motivated.

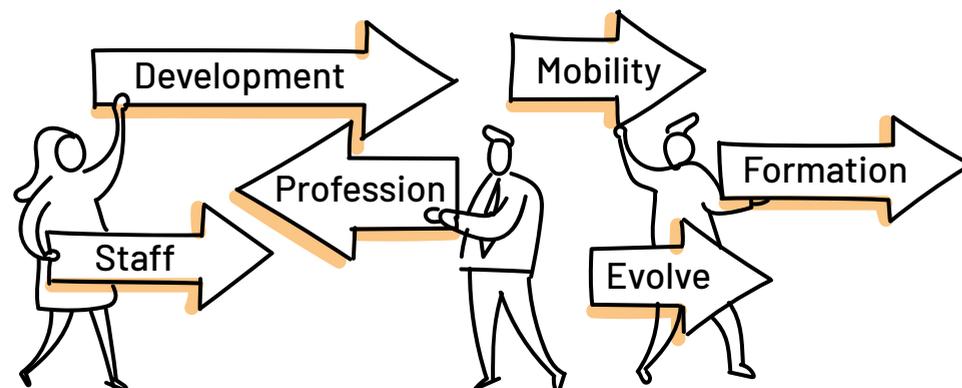
Our procedures comprise:

- ✔ An annual workforce review per region called "Career Committee";
- ✔ Communication procedures so that staff are fully aware of what is on offer (Group job offers, cross-profession opportunities and more);
- ✔ Staff job transfer support - training courses, relocation aid etc.



The Group seeks to have 20% of staff take advantage of promotion, relocation or sideways job transfers every year

*Promotion: to a more senior role
Sideways transfer: to another job
Relocation: to another division or location



Gladys Froissard
LDC Sablé receptionist,
Group employee since 1982



In 1982, I joined LDC in rabbit cutting operations then moved to various Sablé departments and sites (St Laurent turkey unit, CPE, CEPA). Then in 2011, as a result of my thorough work, my discretion and my personal goals, I got the chance to replace various office staff in telemarketing, post-sale customer service and reception. In 2012, a reception role opened up and I took it even though I'm shy. I gained in self confidence and now I'm doing great at work and I get on really well with my colleagues. My job consists of taking care of incoming calls and passing them on to the right person, welcoming visitors and doing various admin tasks too. It's a rewarding, exciting job, for which you've got to constantly smile, be discreet, polite and adopt a friendly manner to put the people I'm dealing with at ease. A big thank-you to LDC for having believed in me!



Nicolas Goirand
Agis Avignon machine
operator since 2021
and Group employee since 2016

I've been a machine operator at LDC Aquitaine for five years now. I wanted to return to my roots in my home region. I told my department boss I wanted to move on and he passed this on to HR late July 2021. Agis HR soon got in touch and I had an interview with an Avignon manager during August that year. The interview went very well and they showed me around the factory so that I got a flavour of my future workplace. I joined Agis Avignon as machine operator on 2 November 2021. I was fortunate to get a good induction that included a mentor and a partner machine operator.. It was a really great experience overall! I know in my heart of hearts I took the right decision given that Agis gave me self confidence and right now I'm training to be a team supervisor.





02 OBJECTIVE

Support our staff in their personal development

INDICATOR 6

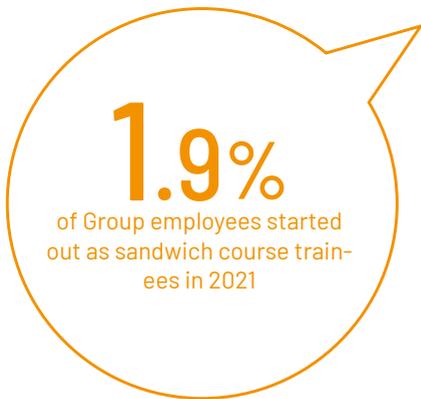
Share of trainees among staff

We promote and encourage sandwich courses at all levels and all professions: maintenance, accounting, production, quality control, environmental, marketing, HR and so forth..

We work hand in hand with countless schools, regularly attend school forums and host job fairs in France to hire new talent.

We develop sandwich courses and trainee schemes in our foreign subsidiaries if schools ask us to do so.

The Group aims to take on sandwich course trainees amounting to 2.5% of its workforce every year.



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acteurs



Louis Le Tallec
SBV IT trainee since 2021



I opted for a sandwich course to put into practice what I learn during my studies. This means when I apply for my first real job I'll have got some work experience under my belt. I've got family in the poultry trade and I'd heard of LDC and SBV too. It wasn't that far from home and I was looking to join a big corporation to have a broad mix of IT stuff to do. What I like about SBV is the trust they place in me. They soon made me part of a team and gave me autonomy to boot. There's a great team spirit and you're not scared of owning up to mistakes. I'd like to have a proper SBV job once my course is over and my boss is already looking into this.



Antoine Vin
Former Espri Restauration maintenance trainee and now working in Methods since 2022

After I changed course, I didn't know much about tech matters. Espri Restauration trusted me and gave me a chance to do a maintenance BTS (French vocational qualification) as a sandwich course. In just two years, my assignments moved on from preventive to upgrade jobs working autonomously. When my training was over, they gave me responsibility for design and installation of a switch cabinet including robot programming. This assignment made me want to build up my engineering skills.. So I began a course at the Mines School in Alès to become a robotics mechanical engineer. Once I'd qualified, Espri Restauration offered me the chance to return as methods engineer, which combines tech matters - i.e. installation, robot supervision - with production. My goal is to get a job where I can apply all three of my areas of expertise: electronics, programming and mechanics.





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02 **OBJECTIVE**
**Support our staff
in their personal development**

INDICATOR 7

Share of staff having attended at least one training course during the year

We believe training is the best way to build our staff's skills We have introduced:

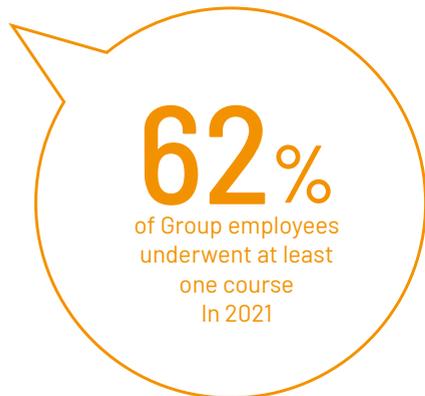
- ✔ A formalised job support program when all new staff start work - welcome, induction course and workstation training - all backed by one-to-one mentoring;
- ✔ A training policy supporting staff throughout their time with the Group. Vocational training follows the France-wide GPEC (forecast jobs and skills administration) programme in line with the Company's established plans, jobs and responsibilities and staff interviews;
- ✔ Setting up and rolling out in-house courses like LDC Professions or LDC Management, while also providing in-house training modules run by



- staff experts, with a view to building knowledge of Group-specific mission-critical jobs and know-how;
- ✔ Support for internal Group trainers so they can draw on latest tech to liven up their tuition (e.g. Teams, streaming and more) and get ready for their in-house training assignments.

In 2022/23 we plan to set up a LDC training centre in order to increase in-house training, primarily in Group-specific know-how.

The Group target is that 70% of France-based staff attend at least one training course a year.



Sabine Penny Le Dirach
Celvia Dinde workshop manager,
Group employee since 2011



I've always wanted to progress, learn new stuff, avoid getting bogged down in routine... and it wasn't long before, Celvia gave me my chance. After a couple of months as operator, I got a job in quality control and then took on new production responsibilities in my present role as workshop manager. I found the LDC Management course I did one heck of a challenge but I'm really chuffed I got through it ok. I learned things about myself so that I could objectively view my management style and most of all, stand back and improve how I do things, the organisation and my department's training because my department is constantly changing like everywhere else.



Maxime Blottière
SNV logistics assistant, Normandy Division, since 2020

I joined SNV's logistics department when my BTS Transport Logistique course finished. My everyday job consists of establishing optimum refrigerated haulage routes for the division. Apart from picking up things from my boss Jérémy, I soon put in a request to do the Arcadia Logistics course to sharpen up what I know so that I can stand on my own two feet. This course was for people from all divisions and it was just what I needed. And I was able to talk about how we do things here and our issues.. Thanks to Roland and Elise, our two trainers, I found out everything about the system and it was loads of fun and we all got on well to boot. In my everyday job, I've now upped my game and I'm more self confident.. This course was simply fantastic and I wholeheartedly recommend it to others.





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acteurs



03 OBJECTIVE
Promote a responsible supply chain

INDICATOR 8

Share of purchases covered by the Group Procurement Charter (ingredients, packaging)



We make sure our supply chain is responsible. We select suppliers in line with our ethics and values: upholding human rights, guaranteed source and traceability, long-term local sustainable development measures.

Our locally born-and-bred poultry represent the Group's primary supply and account for 70% of purchases by value. We rely on our longstanding suppliers based on contractual commitments. This model means both poultry farmers have a sales outlet and binds them to strict sustainability conditions and continuous improvement..

With regard to packaging-free ingredients and raw materials, we generally source locally when allowed by customer contract specifications.

We have produced a Quality Charter tailored to relevant procurement categories and a Framework Contract to ensure our supplies are secure, compliant and responsible. Our procurement procedures comply with the Group's ethics statement and statutory procurement duties and are overseen by a procurement supervisory committee. Quality Control staff carry out an annual review of suppliers. This array of procedures underlie our supplier relations in respect of both our poultry and ready-meal operations, and allows procurement to be regularly analysed and monitored.

Our 2025 target is that all Group key suppliers and service providers without exception will be covered by our Responsible Procurement Charter.



Stéphane Loiseau
LDC Volaille poultry buyer, LDC employee since 1999



When I joined LDC as a trainee, my first task was to install a purchasing system called Espadon. Nowadays I buy labels and bags that protect and preserve our produce when moved between sites, and personal protective equipment (PPE). I make sure all our Group buyers sing from the same hymnsheet throughout the Group, that's what we call the Arcadia system. We also do our bit to help acquired businesses by letting them tap into Group purchase prices we've negotiated. We receive all locations' supply needs and issue combined purchase orders for them.. As such, service, quality, price and carbon emissions are optimised.. We give priority to suppliers close to our manufacturing plants.. Over the last 18 months, we have been rolling out our Responsible Poultry Procurement Charter at our suppliers. We explain them required rules, delve into their environmental practices, assess them once a year and carry out audits.



Soizic Baudry
CoQ Master division, site packaging and ingredients buyer, Group employee since 1993

I manage the Poultry division procurement department. My daily job involves me finding suppliers as near as possible to manufacturing plants and working closely with support departments like R&D, production and quality control to test and approve future packaging (e.g. using recycled materials, minimising waste and so on). I also take part in taskforces charged with implementing recycling systems so that our packaging is used elsewhere in society at large. Lastly, we ensure our suppliers comply with ethical rules of their countries (e.g. child labour, workers' health and safety and so forth). While many people may think CSR is too vague and removed from their actual lives, in reality, we practice it every day in everything we do!





04

OBJECTIVE

Take steps to tackle food waste and poverty

INDICATOR 9

Value of charitable donations including unsold food produce (€m)

We do our utmost to find outlets for all food we produce.

We sell our produce to traditional retailers, restaurants and food processors. We also forge partnerships so that our poultry and ready-meal produce are given to food aid charities, with a view to tackling food waste and poverty.

As such we strive to give unsold finished produce to food charities including: food banks, Restaurant du Cœur, Halte du Cœur etc In 2019 we signed a nationwide partnership agreement with French charity Banques Alimentaires (food banks).



The agreement lays down various food aid procedures that our locations should follow..



focus acteurs



Camille Jung
LOEUF national sales director,
Group employee since 2013



What motivates us most of all at LOEUF is giving value to everything our suppliers and staff produce, and in so doing, helping save the planet and tackle food poverty. That's why, when we can't sell stuff we give eggs to staff, farmers, food banks or take specific steps that build bonds between us and our local community.



Yann Laversin
Procanar scheduling manager,
company employee since 2000

With a view to cutting food waste, over the last few years we have partnered the Vannes Restos du Cœur to whom we donate our unsold food. What's more, we often donate non-food items like office furniture, tables, chairs etc. as well as contacting job seekers about job offers at our location.

As such, we help tackle food poverty while also giving work to local unemployed people.





Business ethics: sign up to a sustainable programme

In our staff and third party relations, we act in a proper and transparent manner pursuant to global standards, national laws and regulations and respecting local cultural dos and don'ts.

We apply our ethical principles everywhere we operate, both in staff and third party dealings.

We have written various material underlying such dealings including:

- ✔ Ethics Statement;
- ✔ Anti-harassment and violence charter;
- ✔ Competition rules compliance programme;
- ✔ Anti-corruption scheme;
- ✔ Data protection (GDPR);
- ✔ Vigilance plan.



Find out more at www.ldc.fr
Our pledges / business ethics



focus acteurs



Marion Murzeau
Group legal affairs
director, Group employee
since 2015



I joined the LDC Group legal affairs department in 2015. One of my first tasks was to introduce a Group-wide competition rules compliance programme, which in practice largely consisted of arranging training courses for sales managers about rules they had to follow when negotiating sales contracts or during business meetings. Since then, other compliance programmes have been rolled out across LDC Group, notably in respect of personal data protection (GDPR) and anti-corruption (French Sapin II Act). These compliance programmes are supposed to build awareness, prevent and detect legally high-risk situations that could threaten the company and its staff.

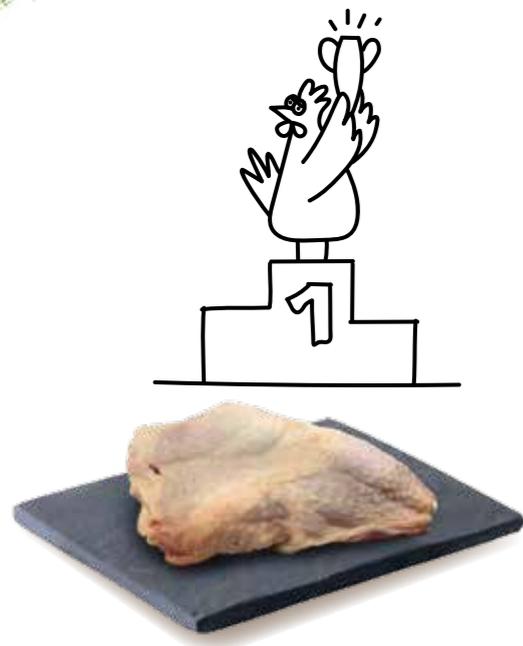


Audrey Fossier
Maître CoQ expert head
of region since 2011

In 2016 I attended a one-day face-to-face training course that the Group legal department put on concerning competition law that was given by a lawyer and legal department staff. Since then, in 2020 I did a further e-learning competition law course. These courses make me aware of risks and behaviours I should adopt for my work and given me better insight into the legal framework. As a result, I've taken on board best practices on a daily basis.



RESPECTING *Nature*



Did you know?

Deboned chicken legs

Nice innovation...

With this you get a delicious taste.

It helps bring out the flavour of all chicken parts and halves cooking time compared to cooking with bones

A real waste-cutting solution for guests!

Introduction

Over the last 50-plus years we've been committed to growing our business in an environmentally-friendly way. On top of environmentally-focused teams, we invest in the very best hi-tech equipment on the market to optimise use of resources we need for our operations and for decarbonising while:

- ✔ Saving water consumption and upgrading effluent treatment
- ✔ Optimising waste management;
- ✔ Risk prevention - fire, ammonia, lightning etc. ;
- ✔ Energy efficiency improvements (e.g. recover heat from refrigeration machinery).

We also take steps to recycle materials - material balance optimisation, byproduct recycling, recyclable packaging, waste sorting guidelines and more, cut resource consumption - power, carbon, water and packaging, promote wildlife - tree and hedge planting, écopâturage...) and prefer local sourcing.



Upstream, we educate and support partner farmers about resource management (inputs, water and power) and how to properly treat effluents via treatment stations (e.g. manure composting). The goal is to come up with natural fertilisers based on farm effluents.

In 2021, we spent some €30 million on environmental causes across the Group.

We had a scopes 1, 2 and 3 carbon audit done covering all Group operations in order to measure our key direct and indirect greenhouse gas emissions. We are currently writing a climate strategy that will set our path ahead consistent with Group values and government pledges.



Adèle Skutnik
PFC finished goods
quality and health
assistant
since 2021

My job consists of quality control of products made from recycled poultry byproducts including feathers, blood guts, head and paws, supplied by Group slaughterhouses.

We produce transformed animal proteins and poultry fat that various pet food, aquaculture, soil fertilisation and biofuel firms buy. Transformed animal proteins need analysis to establish their protein, fat and mineral levels and humidity.

For fat, we measure acidity and humidity. As such, every product batch is analysed and completed by further analysis specific to each one's detailed instructions to make sure customer orders are satisfied.



01 OBJECTIVE

Minimise our footprint

INDICATOR 10

Change in water consumption rate (litres per kg produced)

Water, a rarifying resource, is a core need in our operations. We primarily use water for:

- ✔ Slaughterhouse, cutting and produce manufacturing operations;
- ✔ Machinery and premises cleaning with extra biosafety measures.

In order to minimise water use depending on needs, we apply an active water consumption reduction policy as follows:

- ✔ Staff training in rationalising water use;
- ✔ Techno-economic water consumption reduction studies carried out by Agence de l'Eau (water expert) Loire-Bretagne;
- ✔ Process improvements - curbing low pressure use, electrovalves etc
- ✔ Using water efficiency devices like high-pressure nozzles



We take further steps every year throughout our sites: pre-treatment plant workshop material recovery, building and fine-tuning effluent treatment facilities, treatment plant continuous improvements and more.

The Group aims to cut water consumption 5% by 2025 vs 2018.



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Romain Colette
Treatment plant technician since 2022



I began as trainee then was hired as a temporary employee. My job here is to carry out analysis on treated water at the various control points of the treatment plant. I'm responsible for overseeing and maintaining the plant. Our water recycling gear means our plant is stand-alone in cleaning water and gives us 10% of our water needs. With recycled water we can wash outside areas, the ground and equipment not in direct contact with produce. Personally I'm proud to do my bit in cutting water consumption, while learning new skills in this high-tech business, which a treatment plant is..



Emeline Buchot
SNV Chailland and Volailles Rémi Ramon environmental coordinator since 2021

We're well aware of how valuable water is and what we consume. We work with Les Volailles Rémi Ramon (in Lassay les Châteaux) people to cut our consumption. How do we do it? By applying measuring devices and sharing consumption results to build a water reduction mindset among everyone in their daily jobs. By listing and repairing leaks. Maintenance, production and quality control staff teamed up to change procedures or do away with some automatic cleaning nozzles. During 2022, new smart measuring devices were installed, which means we can cut consumption and focus on the highest consuming workstations. Since January 2022, 10,000 cubic metres of water saved vs 2021, i.e. equivalent to the annual consumption of 66 4-person households and a 10% reduction in our litres per kg ratio.





01 OBJECTIVE

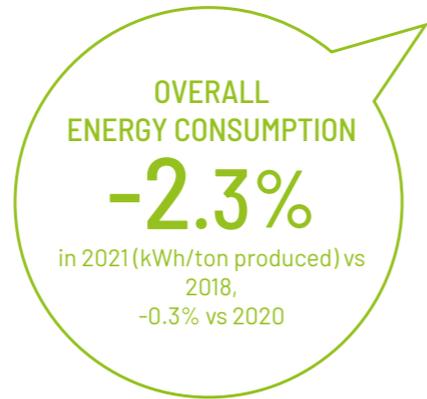
Minimise our footprint

INDICATOR 11

Change in energy consumption rate (kWh/ton)

Regarding energy, we primarily use electricity and natural gas in our operations, and of-course petrol or diesel for road freight operations. In normal times before the 2022 energy price hike, electricity and gas expense used to account for under 3% of Group purchases.

Our energy consumption reduction strategy breaks down into a series of measures taken at all locations. Over many years, we have invested large amounts in saving energy including heat recovery systems etc. To roll out energy efficiency continuous improvements, we have set up a dedicated department consisting of energy experts, who carry out periodic energy audits.



Regarding road freight and logistics, we cut energy consumption by optimising truck routes and loads, buying greener vehicles and eco-driving training for our drivers.

The Group has pledged to cut kWh/ton energy consumption 10% by 2025 vs 2018.

To go further, together with partners we are developing renewable energy generation:

- ✔ In 2021, we generated 1,408 MWh renewable energy via solar panels hosted on a ready-meal plant and a biogas cogeneration unit installed on a poultry division treatment plant;
- ✔ Our partner farmers increasingly agree to generate renewable energy by buying biomass boilers, biomethanizers or solar panels. Our supplier Fermiers de Loué is the sole farming business that can boast more power generated than it consumes. With 11 wind turbines and 50,000 square metres of installed solar panels in its farms, Fermiers de Loué generates electricity that powers egg and poultry production and livestock selection right through to consumer ovens.

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Kalisiak Grzegorz
 Drosed S.A, Poland maintenance manager, Group employee since 2004



I work in the Drosed Sieldce maintenance department. Our team carries out preventive maintenance. Over the past few years, we've been overseeing maintenance with GMAO to make machines more reliable and so cut down on spare parts consumed. We do our bit in the company's development by buying countless machines. This year featured a change in the GMAO's IT system to ramp up our cost reductions and proactive maintenance. One example of our involvement: first and foremost 100% prediction. We've taken on board the complete Xelto ERP system with maintenance module to enable interface with accounts. What's more we've introduced an energy saving programme to insulate recovered hot water tanks in : the sterilisation process, replace condenser battery transformers that give a better yield and introduce energy measurement devices that monitor consumption per department. We've further upgraded air dehumidification efficiency to cut power consumption.



Hugo Frobert
 Marie Briec workplace safety manager since 2020



The Marie plant in Briec pledges to curb use of the planet's natural resources. Two years ago this resulted in introducing energy monitoring for the plant backed by a weekly consumption management meeting. So we managed to pinpoint and target high energy consuming machines to improve their efficiency and in some cases, replaced them. This is just the start of-course!



01 OBJECTIVE

Minimise our footprint

INDICATOR 12

Change in organic materials and waste recycling rate

Our operations produce various organic byproducts including poultry slaughterhouse byproducts and production scrap. We take steps to:

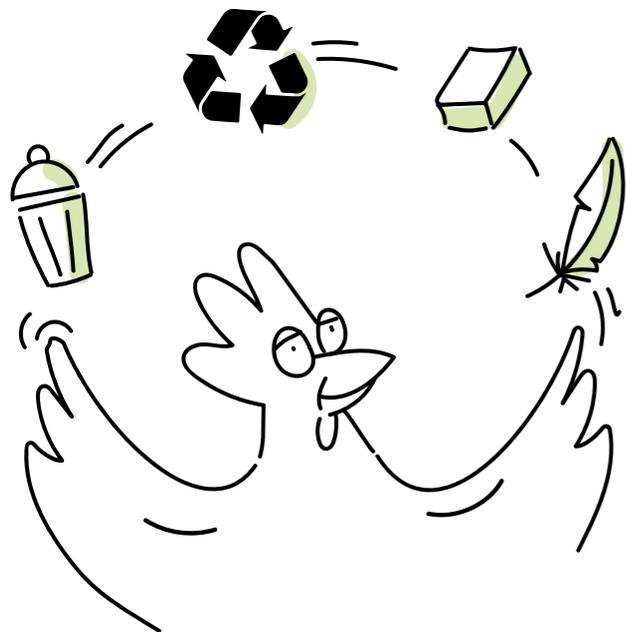
- ✔ Minimise production line scrap by taking care to input the exactly correct quantity of all ingredients;
- ✔ Maximise production scrap recycling depending on type - pet-food, energy recovery, reusing feathers in the textile industry and more; Such steps are developed in-house or with help from partners. **As a result, nearly all organic materials from our operations are recycled.**



Our operations produce various waste types:

- ✔ **Toxic waste:** this might come from production-related activities like maintenance. Toxic waste accounts for around 1% of total waste we process every year. Specialist providers take care of all our toxic waste as prescribed;
- ✔ **Non-toxic waste:** Non-toxic waste comprises unrecyclable waste and recyclable waste like paper, cardboard, wood, metal, plastic and more. In 2021, non-toxic waste accounted for 99% of total produced waste. Such waste is sorted at source so it can be swiftly recycled.

The Group aims to increase waste recycling by 10% by 2025 vs 2018.



focus

acteurs



Fély Théophile
Agis Herbignac continuous improvement manager since 2020

In November 2021 we started recycling waste in our relaxation room and Agis Herbignac's canteen, where there are recycling bins and separate containers that urge everyone to sort waste. We partner Cap Atlantique (a group of communities) who come and pick up our waste. We now want to make all staff aware of recycling by stepping up communication about it.

Meanwhile in production, we recycle glassine (that goes behind self-adhesive labels) too. Boxes are available in three production spots for staff to drop off wound coils, that are later sent to used paper transformers, who recycle them turning them mostly into ouate de cellulose for home insulation. We started this recycling in 2019. In 2021, 39 tons were recycled, which represents a 74-ton carbon emissions reduction.



Guy Prod'homme
Cailles Robin general manager, Group employee since 2008



In 2009, Cailles Robin started transforming some of its composting plant waste into fertilizer. We put quail nest and droppings, plus slaughterhouse feathers into a special compost that later gets delivered to crop farmers.

This organic waste contains a lot of nitrogen so is easily broken down by plants.. This is a good alternative to synthetic fertilizers.

Every year, around 500 tons of our operational waste are treated here that means usable organic fertilizer can be put to use in organic farming.



01 OBJECTIVE

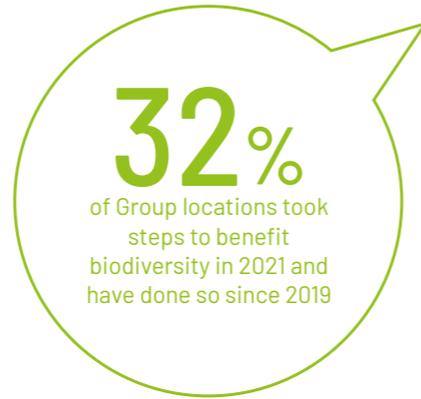
Minimise our footprint

INDICATOR 13

Share of plants having conducted or pushed a biodiversity programme

Contributing to biodiversity is a longstanding LDC Group tradition: with our partner farmers we preserve a broad array of poultry and other species including chickens, turkeys, muscovy ducks, guinea fowl, pigeons, quails, geese, rabbits and traditional farm livestock, i.e. Label Rouge, AOP Bresse and Bourbonnais organic farm poultry, certified free-range poultry, capons, fattened hens and so forth, which are specific to French poultry farming. Most of our partner poultry farmers in fact are mixed crop-livestock farmers, who mainly grow cereals and/or farm cows. They have multi-use chicken coops so they can breed several bird species, chickens yes, but also turkeys, guinea fowl and others too.

The Group's upstream centre urges its poultry farmers to let their poultry roam in the countryside and to plant local tree species and hedgerows around their land. This programme already has over half of farmers signed up. At farms with outside access, farmers grow trees and hedgerows so their poultry cannot escape.



Within our production operations, there are countless ongoing programmes at all locations:

- ✔ Develop and manage wildlife habitat like pools, ditches, embankments, grass strips, single trees and so on, with diverse plants and species that belong locally, which makes our units blend in better to the surrounding countryside;
- ✔ Ensure upkeep of green areas avoiding reproduction, nesting seasons... and develop alternatives like communal grass livestock grazing and more; ;
- ✔ Install wildlife hosting kit like insect houses, hives etc;) ;
- ✔ Educate our partner farmers in wildlife-friendly practices eg agroforestry, egroecology etc; ;
- ✔ Educate our staff and consumers in wildlife preservation including avoiding food waste.

The Group aims all manufacturing plants to have undertaken at least one wildlife-friendly project by 2025.



focus

acteurs



Corinne Knyszewskiali
Farmor Guingamp
safety supervisor
Group employee since 1994



As Farmor wanted to do its bit for environmental and wildlife preservation, in 2011 we installed three beehives on our location's land near flowers. Every year, we harvest some 50kg to 65kg of honey. To label honey pots, we held a drawing competition among staff children. In 2014 and 2015 we sold our honey harvest to staff and all profits arising were paid over to the charity Kangouru and the Saint-Brieuc hospital, in order to improve conditions for hospitalised children and adolescents.



Juliette Thibaud
Mairet quality & environment manager
since 2021

Wildlife is a hot topic for us at Mairet given that normally, our environment-benefiting activities are more production related like waste sorting and energy management. To please staff and take advantage of the plant's immediate surroundings, a picnic table with 4 red maples, bin and ashtrays was set up last year. Not far from this picnic area, we've also installed an insect house. These measures will diversify wildlife habitats. Although we're in the countryside, they give further shelter for wildlife in the local environment.





02

OBJECTIVE

Act on our packaging

INDICATOR 14

Share of recycled ecofriendly packaging



- ✔ Recycle: use recycled materials (e.g. PET tubs containing some rPET);
- ✔ Reuse: design packaging that consumers can reuse (e.g. mustard pot reused as a glass etc.);
- ✔ Renew: use materials from renewable resources (e.g. paper, cardboard etc.);
- ✔ Compost: use compostable / biodegradable materials. To date, there is no compost industry in France.

In 2019 we issued in-house plastic material eco-design guidelines that we update following new regulations, packaging material technology and sorting/recycling know-how advances for relevant materials.

We prefer issuing sorting instructions about production packages.

The Group targets 100% recycled packaging by 2025. à horizon 2025.

We care about environmental impacts of packaging used to sell our produce. Produce packaging is a crucial factor in consumer satisfaction and safety.

We work closely with packaging manufacturers and government agencies in order to determine optimum packaging materials:

- ✔ prioritising closed-loop recycling solutions;
- ✔ that are partly or totally made of recycled materials;
- ✔ with technical features maintaining food taste and quality; recycling must not harm the environment overall or food safety.

To support packaging eco-design, our procurement, R&D and marketing staff adopt the following method: The following three steps are essential in all LDC packaging eco-design programmes:

- ✔ Reject: remove superfluous material (e.g. forks, wrapping etc.);
- ✔ Reduce: use less or lighter materials; set correct size and apply tailored packaging thickness;



focus

acteurs



Thierry Vallet
Marie SAS R&D director since 2020

Our eco-design programme is underpinned by two goals: (1) cut packaging at source by reducing thickness and quantity and selecting eco-friendly and recycled materials whenever possible. (2) Old packaging disposal: we pledge that 90% of our packaging will be recyclable by 2025. We have launched many projects including for personal ready meals aiming to slash our environmental impact beyond 2025.



Camille Caron
Ready-meal division packaging manager, Group employee since 1998

I work every day with my five team members to serve 12 sites and many ready-meal manufacturing processes. Lately I've witnessed a big surge in eco-design packaging starting off by merely making packaging lighter or thinner. Now we've moved on to new material projects that enable component parts to be separated and recycled. We've done our bit for taskforces that draw on our know-how and make progress with our suppliers on far-reaching packaging roadmaps for our brands.

The procurement environment has been hit hard over the last two years due to shortages and price hikes that we have had to cope with to serve our manufacturing plants, and above all to guarantee secure food supplies, on which there can be no let-up.





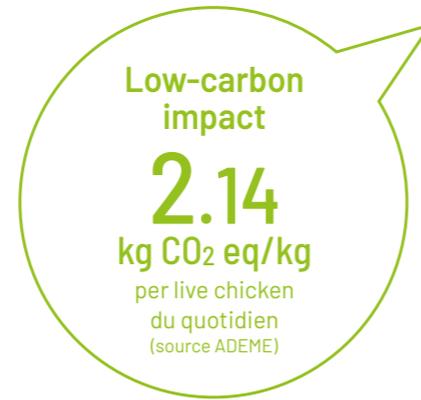
Take climate change action

Poultry and eggs are known to be climate friendly.

What is more, we push our local manufacturing plants to produce and sell poultry produce as ready meals.

In so doing, we contribute to the climate change challenge by furthering food sovereignty in our communities.

We also reduce our footprint via action plans targeting lower water and energy consumption and waste, packaging and scrap recycling, and rolling out biodiversity-friendly programmes.



Our upstream partner poultry farmers contribute too by generating renewable energy - wind, solar and biomass power - planting trees or adopting sustainable farming practices.



To go further, in 2021 the Group carried out a carbon audit measuring all direct and indirect greenhouse-gas emissions (scopes 1, 2 and 3) arising from its operations.

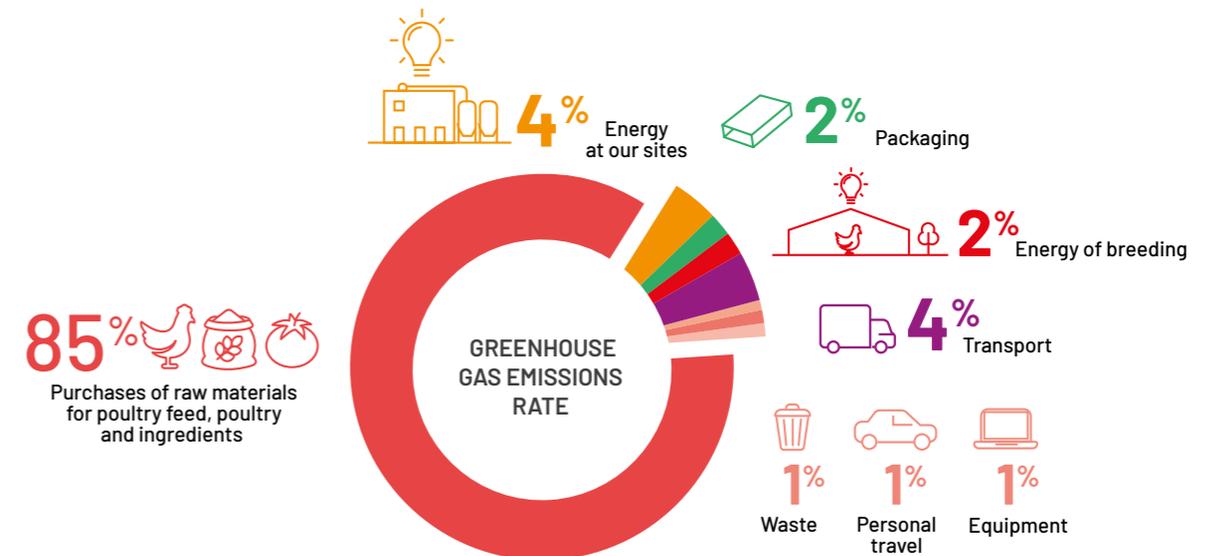
Based on a 2019 (pre-covid) benchmark, the Group now knows the status of the main carbon emitting operations where decarbonising actions are most needed.

Farm raw materials forming part of our poultry-based food and food ingredients for our produce manufacturing are the top priorities (85% of emissions) where we have to take action. Work carried out by our buyers makes a big contribution to these efforts. We continually relocalise farming raw material sourcing (already 79% of food is sourced domestically), and we choose to select domestic meats in our ready meals.

Our logistics staff optimise our goods freight. Our technical and maintenance departments optimise energy efficiency of our facilities and support installation of our capex machinery. Our environment department checks compliance, runs and advises all our locations about best practices and procedures to adopt.

In 2023, the Group set up a taskforce tasked with preparing a climate strategy, which will establish our operations' greenhouse gas reduction roadmap so as to help achieve national climate pledges to save the planet.

We take action to step up to the plate regarding national climate goals by rolling out our CSR strategy, continuing to innovate together to mitigate risks, curb our emissions caused by travel: everyone doing their bit via lots of small changes in habits that cumulatively will make a big difference.



Introduction

We strive to offer healthy, safe and reliable food that meets consumer needs. Our policy focuses on domestically-produced food comprising poultry raised and prepared in countries where the Group operates, or ready meals in France cooked with entirely French pork and beef. What's more we're French no. 1 officially quality-certified poultry audited by independent organisations like Label Rouge, Bio, and AOP.

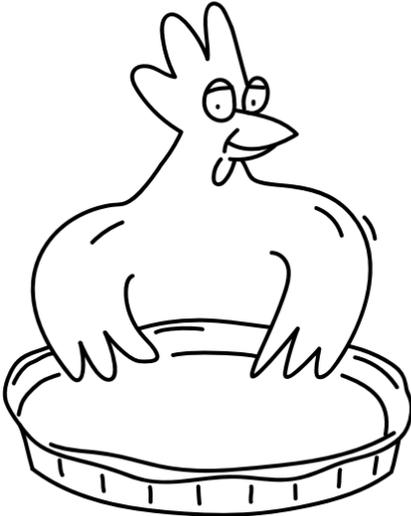
Committed to controlling food safety, the Group invests in secure and efficient production machinery and quality control. It provides total food traceability so that customers and consumers can view all production processes. Four microbiology laboratories, including one COFRAC-certified and another soon to be so, and a 320-staff quality control department.

We change our produce to satisfy consumer demand by innovating and diversifying our offering - ready-to-cook poultry, poultry pieces, prepared food and ready meals. Every day, 130-plus R&D or Research & Innovation staff invent tomorrow's food. Our people study some 2,000 projects per year and launch 200 branded foodstuffs every year!

We prepare regulatory compliant recipes pursuant to customer specifications. What's more, we improve recipes based on nutrition pledge charters for our brands. Accordingly, we commit to reduce fat, salt and sugar content in our foodstuffs, and to increase fibre based on Nutri-Score, while also making ingredient lists simpler by removing colouring, artificial flavours, flavour enhancers and preservatives. We develop alternatives for ingredients deemed ultra-processed and enhance existing recipe instructions to improve food quality.



PROVIDING *Healthy Food*



Did you know?

Rolled pastry dough
Wholly natural, additive-free, palm oil-free, fully butter-based and simple ingredients et 0% huile de palme.



Isabelle Bottner
Tregalette R&D manager
Group employee since 2003

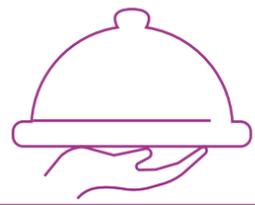


Clémence Valognes
Maître CoQ prepared foodstuffs head of marketing since 2015

The company Régalette pursues a strategy to grow its presence on French supermarket ready-meal shelves via a branding approach. Recipes comprising ingredients strictly selected on quality and Nutri-Score improvement criteria drove Régalette's growth. So, we have reviewed the fibre content in our foodstuffs while paying close attention to recipe organoleptics. They began to develop the range in 2018 and launched sales in April 2020. There was no major difficulty to improve Nutri-Score scores given measurement devices we have that measure nutrient proportions for each improvement simulation. Having factored in constraints early on during development, we also attained top-class Nutri-Score scores for our Tregalette family..

Maître CoQ, a brand, over many years has striven to improve the nutritional content of its produce based on nutritional charters, including by cutting its salt and additives content, and since 2020 in posting its Nutri-Score score on its food.. I expect further foodstuffs to come along while considering the nutritional impact of selected ingredients.. R&D staff offer me improvements to current recipes that do not hamper taste. The 2018-2021 charter reveals that our fried foodstuffs covered by Nutri-Score have improved from 22% to 70% of A+B foodstuffs. As of Dec 2021, we had completed 70% of the Clean Label programme recipes.





01 OBJECTIVE

Act on food safety

INDICATOR 15

Share of IFS, BRC or FSSC 22000 health-certified plants



We believe health control means anticipating, offering and overseeing introduction of health and regulatory rules so as to guarantee food safety and the quality of French poultry.

We treat all ingredient and meat selection including raw materials and packaging as extremely important. Apart from close partnerships forged over many years with our suppliers, including farmers, annual assessments are carried out resulting in tailored food safety actions on delivered produce.

Controls including the H.A.C.C.P. programme (Hazard Analysis Critical Control Point) are applied throughout production. Moreover, staff involved are trained in their food safety duties.

Staff training, simulation exercises and laboratory testing are regularly conducted to maintain a high level of responsiveness. Depending on customer expectations and specific market features, our locations



comply with Global Food Safety Initiative (GFSI) requirements, largely based on international certifications like BRC or IFS. First class logistics mean we can assure rapid distribution of our produce in France and Europe, while also assuring strict quality and refrigeration standards. In 2019, Group logistics platforms were IFS-certified for the first time.

So, our locations strive to improve their certification level on an ongoing basis.

The 2025 target is to have 95% of locations IFS, BRC or FSSC 22000 health-certified.

focus

acteurs



Lucie Parisi
Quality manager Guillot Cobreda, Group employee since 2012



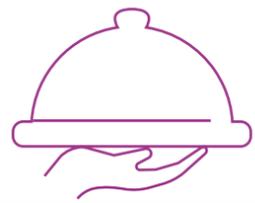
To assure consumer food safety, we check that all staff involved are aware of the risks and their essential duties on a daily basis. Our goal is that all staff involved acquire a true food safety mindset. At our location, we have introduced workshop tours jointly by quality control staff and production line supervisors so that findings can be made and added to best practices together and to build team spirit. At the next workshop tour we together check whether corrective action has been properly implemented. This is an effective continuous improvement method as confirmed by various external audits as a strength.



Nathalie Chapeleau
Maitre CoQ logistics platforms quality control manager since 1999



Based on various indicators that we monitor daily, one of the goals of our quality commitment of our logistics platforms is to guarantee health safety throughout the supply chain in order to satisfy all consumers and customers. We have begun a monthly operational audit of all our workshops. These audits give us a view of all key food quality issues pursuant to our IFS logistics certification. Our key challenges are to ensure traceability and safeguarding of the refrigeration chain. This is another continuous improvement procedure in our workshops because it lets us make progress on our long and short-term projects.



V
focus

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acteurs



02 OBJECTIVE

Satisfy our customers and consumers

INDICATOR 16

Consumers satisfied via brand image and -awareness



We ensure we constantly listen to our customers, consumers, and generally the community at large so as to meet their expectations everywhere and at all times.

In 2020, Marie, Le Gaulois, Maître CoQ and Loué marketing staff prepared a Group non-financial strategy and their Brand Manager Strategies, transparently listing their respective current and future commitments, which can be viewed on the relevant brand websites.

Our study, oversight and audit strategy every year involves regular testing of in-progress consumer innovations, concepts and foodstuffs. We regularly read pollster surveys and polls to keep a close eye on consumer trends. Apart from traditional reputation and awareness of each brand, we often change polls to assess consumer perceptions.

We also receive customer reviews directly about our food and services, our innovation and dynamism, so as to stay listening to their needs and improve accordingly.

Every brand's satisfaction scores are consolidated and reported.

Consumers satisfied via brand reputation and awareness in respect of Marie, Le Gaulois, Maître CoQ and Loué improve every year.

The 2025 target is to have 60% satisfied consumers via brand reputation and awareness.



Philippe Le Hors
"Le Fournil de la Martinière",
in Sablé-sur-Sarthe



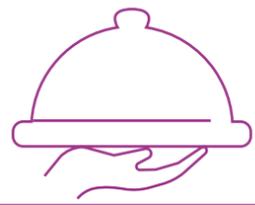
Eight years ago I opted to source ingredients locally to make my viennoiseries and sandwiches. Why's that? To meet demand of my customers who were keen to know the source and quality of my produce, and just because I'm proud and wanted to show off the work and professionalism of local producers and farmers. My Le Gaulois chicken sandwiches and my Loué egg-based cakes are a big hit. I highlight where my produce comes from in my shop window and I'm pleased I do because my customers are loyal and know their baker delivers top-notch food. The local source boosts their trust. They tell us so on a daily basis.. That's what they expect from their baker and the rise in my sales since then tells me they really do appreciate local food!



Romain Caillère
Guillet RHD key account manager,
Group employee since 2011

I've worked for LDC Group since I was 11 and for the last three years I've taken care of the RHD LDC key account including managing national retailers. Our CSR policy has taken shape over the last few years especially since we launched our Nature d'Éleveurs programme. CSR has become a strategic issue for our nationwide customers. It reassures them about our pledges in respect of our various RHD brands: Le Gaulois Professionnel, Poule et Toque, Maître CoQ Professionnel and Loué Professionnel. Our core achievements and indicators are enough tangible evidence to keep customers and consumers happy about future ESG challenges. Our business no longer just involves price and food quality, we now have to think about commitments and services too. Our CSR team talking often with our customers is a good way for us to stand out from the crowd so as to lock in our long-term partnerships.





03

OBJECTIVE

Act for our product's nutrition and health

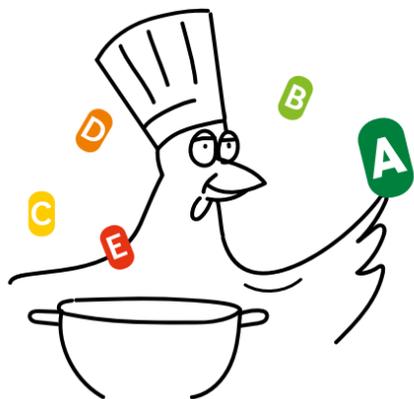
INDICATOR 17

Share of A, B or C -scored product in the Nutri-Score® ranking

Food underlies public health. Poultry and eggs stand out given their undeniable nutritional strengths: low fat, high in proteins and vitamins etc. They're easy to cook and people of all ages like them.

Indeed the French national health nutrition programme recommends meat, poultry and eggs.

What's more, our research & innovation unit and our marketing people keep a close eye on our food's nutritional content, including that of our prepared food and ready meals. We are backed by scientific experts, who offer ground-breaking foodstuffs that always match consumer demand. They come up with tomorrow's foodstuffs that, based on government science-based recommendations, contain less salt, fat and sugar, and more fibre.



The regularly updated 2014 nutritional charters lay down our produce's nutritional attributes and quality. In 2019, our brands signed up to the nutritional ranking Nutri-Score®. Our improvements can be seen in both the number of Nutri-Score A, B and C-ranked foodstuffs, and in the higher proportion of A and B foodstuffs.

We adopt a continuous improvement approach for our recipes.

Given that we achieved our 84% goal in 2020, our goal now is to continue to raise our produce's score year in year out.



focus acteurs



Lisa Besnier
Maître CoQ R&D group manager since 2014



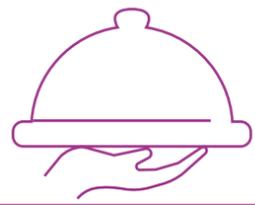
Over the last three years, my team and I have been working on improving our fried food's nutritional score under Maître CoQ's rating. A balanced diet is a big issue for public health. The Nutri-Score ranking has become extremely important in our everyday jobs. Our challenge now is to cut sugar, salt, saturated fatty acids and increase fibres, proteins, vegetable oils... while retaining our food's delicious taste. To do so, we ramp up tasting trials. I'm pleased to see changes in our recipes and I'm proud that now 70+% of our fried foodstuffs score A or B with Nutri-Score. The ongoing challenge... our goal is to get to 90% of Maître CoQ-rated fried foodstuffs score A or B by 2025.



Brice Corsaletti
Marie Surgelés R&D cook since 2015



Having written my own recipes for my restaurant, I'm now writing Marie recipes hunting for flavours while bearing in mind all Nutri-Score criteria. In order to reach a Nutri-Score A or B, I have to define the best mixture of herbs and seasonings that I add to various dairy produce like cream and white cheese in order to get to a lighter taste in the mouth. All cooked meals I develop have less than 0.7g of salt per 100 grammes. My goal is to offer consumers food that combines delicious taste with nutrition.



03

OBJECTIVE

Act for our product's nutrition and health

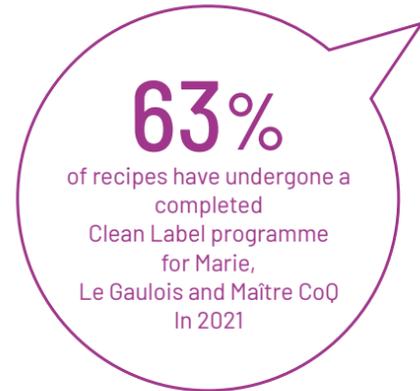
INDICATOR 18

Share of completed recipes including Clean Label programme



Our Clean Label programme consists of shortening ingredient lists and doing away with additives.

Use ingredients when creating our foodstuffs are strictly selected based on quality criteria, source and function. We prefer totally unprocessed ingredients and we restrict ingredients to what is strictly necessary.



We have set a food additives strategy by turning to toxicology and nutrition experts. As such, we established for our brands a reduced list of permitted additives (170 out of the 315 listed by the European Commission), on which we work to improve our food's content, as well as writing pledges for 2022-2025 nutritional charters.

The goal is to exceed 80% completed recipes including the Clean Label programme by 2025.



focus
acteurs



Laetitia Gin
LDC nutrition manager since 2013

With Le Gaulois, Maitre CoQ, Marie and Poule et Toque nutritional charters, staff work to cut or do away with food additives. We at LDC have done a comprehensive job to assess toxicology risk of additives permitted under EU regulations and we've ranked them. To keep things simple for everyday work, we shorten our recipes' list of ingredients and develop alternatives.



Maeva Morel
Le Gaulois Cuit group manager since 2010



Meeting consumer expectations is a permanent challenge for marketing staff especially given that they constantly change. For prepared food, consumers expect transparent nutritional details, source but also ease of cooking, lovely taste, while still being affordable. Nowadays 6 out of 10 French buy fried chicken. So in the last few years, we have ramped up improving our food, including by shortening the ingredients list and curbing or eliminating additives. Thanks to R&D's efforts, we now offer latest additives-free, preservatives-free, colouring-free and artificial taste-free fried food that packs a punch of delicious taste.

Our 2021/22 Key Figures

1
France and one top European country, labels, duck, turkey, prepared food

Poultry



Ready Meals



2
France
No. 1 in cooked meals
No. 1 in Asian meals
No. 2 in sandwiches, pizzas and quiches, cold and frozen

93
locations
14 logistics platforms and 10 manufacturing plants

€5.1bn
revenues



23,500
headcount incl. 3,914 abroad



€220+m
annual capex



€41m
2021 staff incentives, profit share and PEPA



7,500
farmers
Incl. 6,200 in France



Brand CSR

SUSTAINABLE FARMING

- Guarantee local or organic French cereal.
- Animal well-being labels : 100% rated A for Fermiers de Loué food .

LIVING AND WORKING TOGETHER

- Keep young farmers in business

RESPECTING NATURE

- Grow number of farm beehives.
- No. 1 climate-friendly industry: 11 wind turbines 50,000 sqm of solar panels.

GIVE AS MANY PEOPLE AS POSSIBLE HEALTHY FOOD

- Mass Loué food take-up by growing affordable offers.

BE TOP FULLY FRENCH FOOD BRAND

- Born, raised and prepared in France.

FARM SUSTAINABLY

- More animal well-being via poultry facilities, e.g. music, substrates to peck at and more).

PROVIDE ALL FRENCH HEALTHY FOOD

- 76% of Le Gaulois foodstuffs Nutri-Score A or B,
- Malin Programme sponsorship: financial aid for families in food poverty.

LIVE TOGETHER BETTER VIA SPORT

- Charitable sports challenge with Mécénat Chirurgie Cardiaque.

RESPECT NATURE

- Zero Deforestation Pledge
- 83% of farmers within 150km from our sites.

VOLAILLER INSPIRÉ

MIEUX ÉLEVER

- ✓ Objectif **100% DE VOLAILLES** nées et élevées en **FRANCE**
- ✓ Pour plus de **BIEN-ÊTRE ANIMAL**, Maître CoQ accompagne ses éleveurs pour ouvrir demain leurs poulaillers à la **LUMIÈRE NATURELLE**

MIEUX NOURRIR

- ✓ Nos recettes sont préparées dans le respect d'une **CHARTÉ** visant à **AMÉLIORER LEUR QUALITÉ** nutritionnelle

NUTRI-SCORE
A B C D E

MIEUX PRÉSERVER

- ✓ Gérer **DURABLEMENT** les ressources
- ✓ Assurer demain la **RECYCLABILITÉ** de tous nos emballages

MIEUX VIVRE ENSEMBLE

- ✓ Objectif **SANTÉ, SÉCURITÉ** et **QUALITÉ DE VIE** au travail
- ✓ Faire de nos **COLLABORATEURS** les premiers **AMBASSADEURS** de la marque

VENDÉE GLOBE 2024

Un projet d'entreprise partagé avec les collaborateurs, qui porte notre démarche "Inspiré pour Demain"

Act to eat healthily

S'APPROVISIONNER durablement

mieux VIVRE ensemble

RESPECTER la terre

bien NOURRIR

- Cooked in France since day 1
- 100% France-sourced meats
- Colouring-free preservative-free recipes
- 0% palm oil
- More recyclable, less plastic packaging
- 10% lower water, gas, electricity consumption by 2025
- H&S continuous improvement programmes per site!



Design: izardcréation - December 2022 - Photo credits: Studio Mixture - Collaborators - Freepik - Schoenmueller - Jean-Michel Regoin - Shutterstock copyright images utilized



To learn more,
view our 2021/22 Annual Report
at www.ldc.fr

Papier PEFC
et encre végétale.

