



2025 CSR REPORT



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MAKING A COMMITMENT, TOGETHER

Three years ago, we made a **major commitment**: to make **corporate social responsibility** a **cornerstone of our strategy**. Today, as I look back over our history, I can see how this ambition has become a **concrete reality**, driven by the energy and **conviction of our teams**.

2025 was a pivotal year.

We achieved milestones that should make us proud: the **EcoVadis Gold Medal**, **Great Place To Work** certification for all our subsidiaries... These awards are not trophies, but a reflection of our **profound transformation**. They tell us that we have succeeded in combining **performance with responsibility**, **innovation with positive impact**.

Behind these results lie human stories.

I'm thinking in particular of our **teams**, who every morning strive to **reduce water consumption**, optimize washing processes, and devise solutions to **recycle** items that previously would have been lost. I'm also thinking of **our managers**, who have taken the "**Safety Leadership**" program to turn **prevention** into a shared instinct. And I'm thinking of those moments when we celebrated our progress together, because CSR is not an isolated approach: **it's a commitment we make together**.

This report is more than an assessment: it's a milestone.

A milestone that confirms **our determination to move forward with rigor and transparency**, to meet the challenges of our times. A milestone that reaffirms our mission: *Leading the way to better food*.

Thank you to all those who share this vision and are helping to bring it to life. **Together, we can turn commitment into impact.**

Soline Hazebroucq
Marketing and CSR Director



I. 2025 AT A GLANCE



WE'RE MAKING PROGRESS!

ARMOR* has taken another step forward with its CSR program. The company has been awarded the **EcoVadis Gold Medal**, with **8 additional points compared to 2024**, and all its subsidiaries are now **Great Place To Work certified**, a recognition that attests to a culture built on trust and the quality of the workplace experience.

2025 marked a turning point: our CSR culture is improving and coordination is expanding at all levels, bringing greater coherence and scope to all initiatives.

12,951
training hours

82/100
on the gender
equality index

99.69%
recyclable
packaging

A. OCCUPATIONAL HEALTH AND SAFETY

The “**Safety Leadership**” program, which has been rolled out across the entire management team, is transforming our previous approach. Safety is no longer the sole responsibility of the HSE coordinator, but has become a **managerial responsibility**. Expectations are now clear and shared, and a proactive stance is expected at every level.

B. QUALITY OF LIFE AT WORK

A dedicated training course for managers on QLW and psychosocial risks, complemented by a **guide to good managerial practice**, sets common benchmarks and higher standards. Based on the findings of the Great Place To Work survey, this program aims to make **management a concrete lever for quality of life and team-building**.

C. INTERNAL COMMUNICATION

Internal communication is becoming more transparent and regular. Since September 2025, a **monthly CSR newsletter** has fostered ongoing dialogue and highlighted best practices in all our businesses.

D. DISABILITY AND INCLUSION

Our disability policy is scaling up. Now autonomously managed, it follows an **annual action plan**, punctuated by major initiatives throughout the year, and is no longer concentrated on **European Disability Employment Week**. The aim is to **break down barriers and develop a culture of inclusion**. Initiatives include a **systematic follow-up six months** after any workstation modification, and the organization of a **working group** every six months.

E. BIODIVERSITY

ARMOR* is working with the **Office Français de la Biodiversité** to become a “company committed to nature”. Priority has been given to **soil restoration**, with operational progress already observed at several sites.

F. GOVERNANCE AND ETHICS

The **SARA** ethics alert system, previously operated at Group level, has now been rolled out to all subsidiaries. Each entity has an **ethics advisor** to help prevent breaches.

G. CARBON-NEUTRAL MILK

In November 2024, Savencia and Agrial signed a partnership to develop **carbon-neutral milk**. The aim is to commit **100% of producers** to reducing their carbon footprint **by the end of 2026**. The program includes **technical support** and a **climate bonus**, awarded on the basis of each farm’s environmental performance in relation to the national average.

II. WHO ARE WE?

A. OUR CSR COMMITMENT: AWARENESS AND CONCRETE ACTION

At ARMOR*, a subsidiary of the SAVENCIA Saveurs et Spécialités Group, we have always been guided by a clear mission: “Leading the way to better food”. Faced with today’s environmental, social, and economic challenges, we decided to draw up this Corporate Social Responsibility (CSR) report to formalize our commitment and efforts to promote a sustainable, ethical, and caring world.

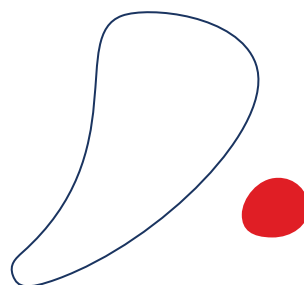
This annual report reflects our **awareness** and our desire to **actively contribute to the common good**. It details the initiatives we have taken to satisfy our stakeholders and **innovate in favor of healthy, sustainable food**. By reassessing our priority issues, such as **climate change, animal welfare, and water management**, we ensure that we remain in line with current regulations and societal expectations.

Our commitment is also evidenced by our membership in international initiatives, such as the **UN Global Compact** and the **Science-Based Targets initiative**, confirming our desire to actively combat climate change. This CSR report reflects our determination to continue building a better future.

B. THE SAVENCIA GROUP AND ITS MISSION

ARMOR* SAS is a subsidiary of SAVENCIA Saveurs et Spécialités, an international family-owned food group. Its strategy is to **create value** by **differentiating** its products and specialty brands.

With its mission “Leading the way to better food” and its **Oxygen CSR** program, the Group is committed to sustainable business, respecting people and the planet.



One group, two entities:



- SAVENCIA Fromage & Dairy is the 13th largest dairy group in the world and the 5th largest cheese maker. Its range of cheeses, butters, creams, dairy ingredients, and nutritional solutions caters to the needs of retail, food service, and industrial customers.



- SAVENCIA Gourmet is an international player in premium food service and sweets. It also supplies French supermarkets with charcuterie, seafood, and chocolate specialties.

SAVENCIA relies on **autonomous**, small-scale subsidiaries, in close proximity to their markets, and on **shared global expertise**. These subsidiaries contribute to **local development** in the regions where they operate, and are in regular dialogue with **their suppliers, customers**, and other partners.

The Group has long taken the view that respect for **human rights, labor law**, and the **environment**, as well as **food safety** and the **fight against corruption**, are strict, unavoidable rules that are compatible with the pursuit of **optimal, long-term economic performance**.



The Group's commitment is reflected in:

- Its **"The Group and its culture" Ethics Charter**, which describes the **principles and rules of conduct** it hopes will inspire, guide, and unite all Group employees in their efforts.
- Its "Oxygen" **Corporate Social Responsibility (CSR)** program (Appendix 2: Savencia CSR Policy - Armor Protéines: Oxygen), whose ambition is to combine **meaningful work and performance** in partnership with **stakeholders** (employees, producers, customers, consumers, suppliers, investors, civil society), to innovate in favor of a **sustainable, ethical, and socially responsible world**, while contributing every day to **healthy eating** and the **common good**.
- Its **reassessment of certain issues** (e.g., **climate change and decarbonization, animal welfare and livestock practices, water management**) following the materiality analysis, which have been brought in line with the core pillars of the **Oxygen** approach. Compliance **with regulations** has also been verified by ensuring coverage of the areas specified by these regulations (**social/societal issues, the environment, human rights, anti-corruption, anti-tax evasion**) and other expected topics (**climate change, circular economy and food waste, precariousness, healthy and sustainable food, animal welfare, diversity and disability initiatives, collective agreements, and physical and athletic activities**).
- **Savencia Fromage & Dairy's commitment** to the **Science-Based Targets** initiative.



Figure 1: Oxygen policy



The initiative confirmed the company's "well below 2°C" **Decarbonization Trajectory**, an effort to keep the increase in global average temperature well below 2°C above pre-industrial levels, by reducing **greenhouse gas emissions** between 2019 and 2030 by:

- > **-27.5%** in absolute terms for **Scopes 1 & 2**
- > **-22.5%** per metric ton of products manufactured within **Scope 3** (commitment made with a scope corresponding to 96% of Scope 3).

This commitment **confirms Savencia Fromage & Dairy's determination to actively combat climate change**, and is in line with the steps to reduce greenhouse gas emissions already undertaken as part of the **"Oxygen" CSR initiative**. A new commitment was submitted in 2025 and is currently being evaluated by the SBTi.

Its **membership in the UN Global Compact**. Every year since 2004, it has renewed its commitment to supporting and implementing the **ten core principles of this compact** within its area of influence.



Figure 2: List of the 10 core principles of the UN Global Compact

ARMOR* is part of the **SAVENCIA Group's CSR "Oxygen"** program (Appendix 3) and upholds its social commitments with respect to **human rights and the fight against fraud and corruption**, in line with regulations.

C. HISTORY AND BUSINESS

1. History of ARMOR PROTÉINES

The story of ARMOR PROTÉINES began in Brittany in 1910, with the creation of a family dairy by the Dépincé family. Their mission was simple: to leverage local resources in the production of milk, butter, and cream. The company quickly stood out, and in 1948 it became Laiterie Mont Saint Michel, firmly establishing itself in the heart of one of Europe's most important dairy regions. But it was in the 1960s that the company made a decisive shift, focusing on innovation in dairy protein processing.

Today, ARMOR* comprises several major entities: **Armor Protéines**, specialized in the production of ingredients and solutions for customers in the food and nutrition industries. **Armor Pharma**, which manufactures and markets a range of pharmaceutical lactoses as excipients in drug formulations, and **Elvor**, a key player in high-quality milk replacers for young farm animals. Their common goal is to offer **innovative and nutritional dairy solutions for better food**.

These subsidiaries belong to the dairy ingredients division of the Savencia group, a world leader in specialty cheeses. Consistent with its local roots, expertise, and reliability, the company constantly strives to reduce its environmental impact while contributing to everyone's well-being.

2. Our solutions and products

Since 1967, ARMOR* has developed a wide range of high-quality, technically advanced dairy ingredients for customers in the food and nutrition industries, becoming an expert in fractionation: bioactive proteins, milk proteins, lactose, milk minerals, etc.



Armor Protéines offers a range of functional ingredients to improve the organoleptic properties of food products (texturizers, emulsifiers, stabilizers, flavoring agents, etc.), as well as nutritional ingredients to enrich products with proteins, minerals, and other components essential to a balanced diet.



Since 1969, the Elvor brand for young animals has set the standard in nutrition for breeding calves, lambs, kids and many other species, thanks to its expertise and innovation.



The Armor Pharma brand has been marketing high-quality lactose for the pharmaceutical industry since 2014. It offers a portfolio of different lactose grades (lactose monohydrate for granulation, capsule and sachet manufacture, inhalation and compression) to meet the requirements of leading pharmaceutical companies.

3. Value Creation

ARMOR* is made up of 6 production sites spread across western France: Saint-Brice-en-Coglès, Pontmain, Loudéac, Surgères, Champdeniers, and Saint-Hilaire-du-Harcouët, each producing ingredients with their own expertise and special equipment.

The **Armor Protéines** brand operates mainly in two private markets with a strong international presence: **health nutrition** and **agri-food**. In the field of **health nutrition**, Armor Protéines meets specific needs at every stage of life, from **infant nutrition to senior and clinical nutrition**, as well as **sports nutrition and women's health**. Its dairy solutions are designed to promote growth, muscle development, recovery, and immune support.



Figure 3: Armor Protéines production sites

In the agri-food sector, the Armor Protéines brand provides long-term support to industries with solutions tailored to several segments: **dairy products, ice cream, baked goods, Viennese pastries, patisseries, chocolate and confectionery, meat and ready-made meals, and beverages.**

The Elvor brand is aimed primarily at **specialist distributors and livestock farmers**, who are looking for high-quality milk replacers to ensure the growth and health of their herds. The brand is also expanding its markets by targeting **pet nutrition**, notably with **food supplements** for dogs and cats. The company operates mainly in France and Europe.

The Armor Pharma brand, with its expertise in pharmaceutical excipients, is a recognized player on **international** markets. Its products cater to the strict requirements of the **medical, paramedical, and veterinary** sectors. These solutions, widely used in **pharmaceutical and nutraceutical** formulations, are valued for their **purity, stability and functional performance**, offering a wide range of applications in the **manufacture of drugs, dietary supplements and veterinary products.**

4. Our upstream dairy chain

Armor Protéines receives its milk supplies from **Savencia Ressources Laitières (SRL)**, a subsidiary of the Savencia Group. SRL is responsible for managing relations with dairy farmers and the entire upstream agricultural chain, with the aim of ensuring **a quality dairy supply** based on sustainable partnerships, food safety, and excellence in finished products.

SRL is rolling out its own **CSR strategy** consistent with Armor Protéines' ambitions. This strategy is based on three pillars:

1. Working toward a responsible social policy

Promoting well-being and commitment among the organization's employees.

2. Everyday action for responsible purchasing

Developing sustainable collaborations with milk producers and other stakeholders.

3. Working together to build the future with "Terroirs de Lait 2032".

Consolidating local supply and building competitiveness by supporting new generations of farmers and reducing environmental impact (emissions, biodiversity, animal welfare, etc.).

5. Our reporting practices

Armor Protéines' CSR report is drawn up **every year**, in line with Savencia Group practices. It covers:

> The period of the previous calendar year

(January 1 to December 31)

> The major steps taken over the past year at Armor Protéines, ensuring complete consolidation of data and communication of up-to-date information.

The report is **drawn up at the end of the year and published in the first quarter of the following year.**

It is freely available on **our website** and **our LinkedIn page.**

For any questions related to reporting or the information communicated, Armor Protéines provides **a contact service** accessible via the official website: armor-dairy.com.

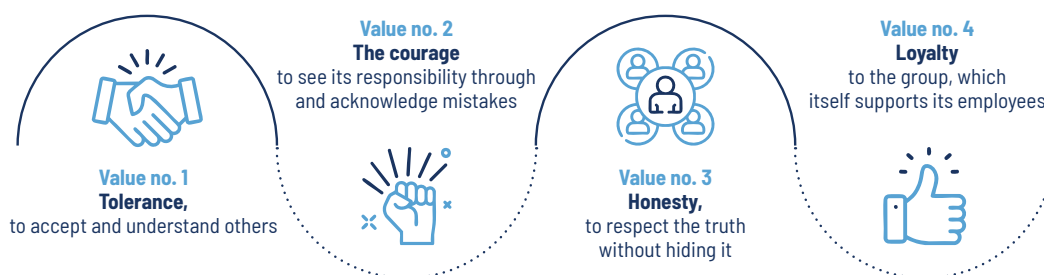
Our policies, objectives, and indicators are reviewed annually.



III. OUR VISION

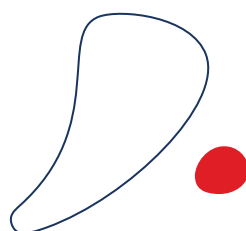
A. DNA & VALUES

With its long history and family tradition, ARMOR PROTÉINES champions a **humanist, people-friendly corporate culture**. Its primary aim is **the social and professional growth** of the men and women who work for the company. ARMOR PROTÉINES is committed to providing **high-quality ingredients** essential to supporting **health** and **well-being** through a variety of applications.



1. Resources

- **HUMAN RESOURCES**
 - > 722 Employees (December 2024 figures)
- **ENVIRONMENTAL AND SOCIAL RESOURCES**
 - > 1.8 billion liters of milk received in 2024
 - > 803 million liters of whey and permeates received in 2024.
- **ECONOMIC RESOURCES**
 - > A majority family shareholding, ensuring stability and a long-term vision
 - > Controlled by Savencia Fromage & Dairy, a listed company
 - > Shareholders' equity: €1,827b (2022 data).



2. Organization

● THE MISSION OF THE ARMOR PROTÉINES CSR DEPARTMENT

- > **Develop and roll out CSR action plans for 2026**, in line with the priority issues that have been identified and integrated into business processes.
- > **Evaluate CSR performance** by tracking key performance indicators (KPIs) and using external platforms such as EcoVadis, with the goal of continuous improvement.
- > **Train and educate all employees on CSR issues** to ensure that objectives are understood and to strengthen collective support.
- > **Ensure structured oversight** via a CSR committee and advisors in each entity, to coordinate actions and monitor progress.
- > **Communicate regularly** on the progress of our plans and the results achieved, in order to foster internal dialogue and promote best practices.

● COMPOSITION AND ORGANIZATION

CSR is coordinated by the **Marketing and CSR Director, who is a member of the ARMOR PROTÉINES Management Committee** and a Savencia Group representative for the Oxygen policy. She is also in charge of CSR reporting for ARMOR PROTÉINES.

CSR organization is a collective effort, enlisting in-house expertise depending on the topics addressed. In 2025, employees involved in CSR work include:

- > Employment and Training Manager (HR Department)
- > Compensation Manager (HR Department)
- > Purchasing Manager (Quality & Purchasing Department)
- > Deputy Quality Manager (Quality & Purchasing Department)
- > System Quality Assistant (Quality & Purchasing Department)
- > Industrial Management Control Manager (Management Department)
- > R&D & CSR Manager (R&D and Marketing/CSR Department)
- > Industrial Manager

This flexible setup allows us to tailor our working groups to the topics and priorities identified, while leveraging the targeted skills of each member.

● GOVERNANCE AND VALIDATION OF CSR INITIATIVES

Since 2024, **decisions relating to CSR initiatives** are mainly discussed at a dedicated **monthly meeting**, organized as part of the **Marketing/CSR meeting**. Attendees to this meeting include:

- > The CEO
- > The Sales Manager
- > The Quality Manager
- > The R&D Manager
- > The Marketing Manager

Additional participants may be called upon **depending on the topics addressed**. These meetings are used to **present ongoing initiatives, monitor progress, and sign off on decisions** with management.

In addition, the **Executive Committee** may also be called upon to **rule on certain CSR issues**, depending on their nature and strategic importance.

All of this relies on the Savencia Group's CSR governance process, which is structured to include top-level management, corporate teams, and subsidiaries.



B. DOUBLE MATERIALITY ANALYSIS

Priority issues were updated in 2024. In line with **CSRD** requirements, between October 2023 and March 2024 the Savencia Group carried out a **double materiality analysis** covering its entire value chain.

This analysis was used to evaluate the following for each issue:

- > **The impacts of Savencia F&D Group's activities** on the environment, people, and society
- > **Risks and opportunities relating to the external environment**, which could influence the Savencia F&D Group's performance.

At the end of this project, **10 ESRS standards** and **22 topics** were identified as priorities (see Appendix 1).

C. THE UN'S SUSTAINABLE DEVELOPMENT GOALS

The **United Nations** has established **17 Sustainable Development Goals (SDGs)** for 2030. These goals set the **overall targets** to be achieved, including **measures to combat climate change**. The aim is to guarantee **peace** and **prosperity** for individuals and the planet— changing the world to ensure a sustainable ecological transition, while eliminating poverty and inequality. To achieve this, it is essential that every organization and every individual commit to these goals.



Figure 4: UN Sustainable Development Goals for 2030

As a company, ARMOR PROTÉINES has pledged to include the implementation of several sustainable development goals in its CSR strategy. We adhere to the United Nations Global Compact. As such, the Ten Universal Principles in the areas of human rights, labor, the environment, and anti-corruption have been aligned with our operations and strategy. This proactive approach to corporate social responsibility allows us to adapt to the 2030 Agenda and the Sustainable Development Goals.

D. OUR CERTIFICATIONS AND AWARDS



*Renewal will take place Q1 2026

IV. ENVIRONMENT



A. OUR MAIN CHALLENGES AND RISKS

Faced with the **challenges of climate change and the depletion of natural resources**, ARMOR PROTÉINES has made **resource management and reducing its environmental impact central to its strategy**. Our actions focus on five main areas:

1. Managing our water resources
2. Reducing our greenhouse gas (GHG) emissions
3. Optimizing energy consumption
4. Managing air pollution
5. Preserving biodiversity and ecosystems
6. Optimizing the use of resources.

These actions reflect our commitments to the Science-Based Targets initiative (SBTi) and the objectives of the Savencia Group.



1. Managing our water resources

ESRS	Topics	IROs	IROs identified
E3 Water resources	Water management	Positive and negative impacts	(-) Increase in the scarcity of water resources due to withdrawals by SAVENCIA and its value chain (upstream agriculture including livestock farming), which may lead to conflicts of use
		Risks and opportunities	(+) Access to financing and reductions in operating costs thanks to the reuse of treated wastewater in Group operations (-) Loss of productivity in the event of water withdrawal restrictions, higher costs or conflicts over water use

Water is an essential element not only for **maintaining the longevity of our business**, but also for **preserving a vital resource for future generations**. ARMOR PROTÉINES is fully committed to reducing its water footprint through a combination of technological innovation, rigorous management, and awareness-raising initiatives among all stakeholders.



● BACKGROUND AND CHALLENGES

The agri-food sector puts a lot of pressure on water resources due to its multiple uses, such as **cleaning equipment, cooling facilities, and preparing ingredients**. ARMOR's activities require the withdrawal and discharge of significant volumes of water, raising a number of issues:

Increasing water stress:

- > With climate change, some regions are facing dwindling water resources, increasing the risk of water shortages.

New regulations:

- > Decree no. 2024-33 of January 24, 2024 imposes strict standards on the use of recycled water in the agri-food industry.

Environmental impact:

- > Poor management of water resources can disrupt local ecosystems.

● OVERALL WATER MANAGEMENT STRATEGY

To meet these challenges, ARMOR PROTÉINES has set up a **water-saving plan** based on three priorities:

Reducing water withdrawals:

- > Limiting the amount of water used in our processes through innovative technologies and optimized practices.

Improving wastewater treatment:

- > Modernizing our facilities to ensure efficient effluent management and safe recycling.

Stakeholder awareness and investment:

- > Developing a water-saving culture within our industrial sites and our ecosystem.

● REDUCING WATER WITHDRAWALS

Over the past four years, significant efforts have been made to reduce our drinking water consumption. Concrete actions include:

Optimizing washing processes:

- > Revising cleaning cycles to reduce duration and volumes of water used.
- > Introducing more efficient cleaning-in-place (CIP) technologies that use less water.

Daily monitoring of consumption:

- > Installing connected sensors and dedicated software for real-time monitoring of water use.
- > Rapidly identifying and correcting faults or leaks.

Reuse of process water:

- > Setting up recycling loops to reuse water from cooling or cleaning processes.
- > In particular, optimizing reverse osmosis has allowed us to reintegrate part of the wastewater into industrial processes.

Indicators	2024	2023	2022	Progression
WATER WITHDRAWAL				
Total water consumption (in m ³)	2,789,083	3,006,775	3,107,033	↓
Total water withdrawn (m ³)	1,976,431	2,140,410	2,259,764	↓
Of which surface water	2%	2%	2%	
Of which groundwater	44%	44%	42%	
Of which mains water	54%	54%	56%	

● IMPROVING WASTEWATER TREATMENT

ARMOR PROTÉINES invests in **advanced technologies** for the **treatment of its wastewater**. The company **not only complies with regulatory requirements** set by prefectural decrees, but also **aims to reduce the environmental impact** of its discharges **as much as possible**:

Modernizing wastewater treatment plants:

- > Our sites are equipped with biological and physico-chemical treatment systems to ensure effective decontamination before discharge.
- > Reduction of organic loads and chemical pollutants thanks to advanced membrane filtration processes.

Effluent recovery:

In partnership with local methanizers, some of the sludge from wastewater treatment is used to produce biogas as part of a circular economy approach.

Indicators	2024	2023	2022	Progression
WASTEWATER TREATMENT				
Total water discharged (m³)	2,100,430	2,518,430	2,254,014	↓
Of which discharged into the natural environment	87%	89%	88%	
Of which discharged into the sewer system	13%	11%	12%	
Total quantity of water recycled and reused (in m³)	805,585	863,704	840,110	↓

● INNOVATIONS IN WATER RECYCLING

ARMOR PROTÉINES is actively exploring innovative solutions to maximize water reuse in its facilities:

Recycled water for non-food uses:

- > Use of treated water to supply cooling circuits or clean non-sensitive areas.

Advanced filtration techniques:

- > Adoption of ultrafiltration and nanofiltration membranes to treat and purify water from industrial processes.

Research on emerging technologies:

- > Analysis of the feasibility of recovering condensed steam and converting it into reusable water.

● RESULTS AND OBJECTIVES

ARMOR PROTÉINES' water management efforts are already achieving results, including:

- > A 5% reduction in total water consumption by 2024, thanks to better control of washing and the recycling of reverse osmosis water.
- > An ambitious goal to reduce our water consumption by a further 4% by 2025.

Thomas Cornu, Sales Director, Fora France

Fora France specializes in water and effluent management for industry. Our partnership with ARMOR* goes back almost ten years.

We are currently working on two projects at the Pontmain site:

> **A water recycling test**, launched at the end of 2025, with results expected in the first quarter of 2026. The aim is to help the group **optimize the use** of water in its products. The milk that arrives on site contains 99% water: the group is interested in the solids fraction, while we're interested in the liquid fraction. This approach is complementary: **reusing** this water **avoids discharging it** into wastewater treatment plants and **limits drinking water consumption**.

> **Optimizing water quality at the end of the wastewater treatment plant**, in order to exceed current standards and anticipate any regulatory tightening.

To date, we have carried out the most recycling trials with the SAVENCIA Group. From our point of view, SAVENCIA is **ahead of its time** on this subject, with a **real awareness** of the limits of **water resources**.

Beyond these projects, our relationship with Armor is a healthy one, founded on **transparency, respect, and ethics**, which is not always the case in private markets. We feel that our suppliers' work is genuinely recognized, with a relationship of trust and partnership that facilitates communication. **That's very valuable for our line of work.**



● STAKEHOLDER AWARENESS AND INVESTMENT

ARMOR PROTÉINES' commitment is not limited to its industrial sites. We work actively with:

- > **Our employees:** organizing in-house training sessions to raise awareness on saving water and the responsible use of resources.
- > **Our partners:** working with local institutions to promote sustainable practices and share best practices in water management.

2025 STATUS REPORT

● CULTURE AND COORDINATION

- > **Before:** Unstructured awareness-raising, occasional inter-site communication.
- > **Since 2025:** Strengthened the culture of information sharing, with a shared file for inter-site initiatives to rapidly disseminate best practices.

Organized educational tours of the wastewater treatment plant for new recruits.

In Saint-Brice

● STEERING AND SCOPE

- > **Before:** Weekly monitoring mainly focused on the wastewater treatment plant.
- > **Since 2025:** Introduced a daily briefing with a water consumption target to be met, now including the entire factory in addition to the plant.

● RESPONSIVENESS AND DETECTION

- > **Before:** Identification of discrepancies could take several days, with limited field signals.
- > **Since 2025:** Analysis reduced to 24 hours thanks to accelerated investigations and improved reporting.

In Pontmain

Studies underway to implement RETW (reuse of treated wastewater) technology.

Julien Audrain, *Environment and Energy Manager (Saint-Brice-en-Coglès)*

I've been working at the **Saint-Brice** site for 18 years, and have held the position of **Environment and Energy Manager** for 3 years. My team and I are tasked with managing **energy** and the **wastewater treatment plant**, as well as **potential pollution**, **waste**, and **water consumption**, while encouraging all employees to take action on these issues.

One of our priorities is to avoid any drift in our **wastewater treatment plant** and to protect the **receiving environment (River: Loisançe)**. In concrete terms, we focus on the plant inlet: by controlling what goes in, we guarantee compliant results at the outlet. The **authorities** regularly **audit** us to verify the reliability of our **declarations**, which encourages us to maintain our high standards. At the same time, we work upstream with **production teams** to limit **material losses** and optimize **water consumption**, thereby reducing the **pollution** load and the volumes that need to be treated.

A number of significant developments took place this year. **Water** has become an everyday concern. We have moved from simple monitoring to **proactive management**. Every morning at 9 a.m., we compare our **consumption** from the previous day with our daily target, and if there's a discrepancy, we immediately identify the cause.

On the **process** side, **cleaning** has been optimized. The culture of **reporting** has improved: teams now report events more quickly and easily, allowing them to be more responsive in managing the **treatment plant** (increasing oxygenation time, slowing flow, etc.). This development clearly shows that **CSR** is not an individual approach, but a **collective commitment** shared by all.



2. Reducing our greenhouse gas (GHG) emissions

ESRS	Topics	IROs	IROs identified
E1 Climate change	Climate change mitigation	Positive and negative impacts	(-) Greenhouse gas emissions linked to direct and indirect emissions (scopes 1,2,3) (-) Energy consumption (especially fossil fuels) (+) Local renewable energy production
		Risks and opportunities	(+) Commercial and financial attractiveness linked to the Group's climate objectives (-) Reputational risk in the event of non-compliance with climate objectives or an unsatisfactory response to stakeholder expectations on climate issues
	Climate change adaptation	Risks and opportunities	(-) Increase in operating costs linked to climate change adaptation (energy and raw material purchases, carbon tax, adapting sites to natural hazards, etc.)

● CLIMATE ISSUES FOR ARMOR PROTÉINES

As part of the energy transition and the fight against global warming, ARMOR PROTÉINES is committed to reducing its greenhouse gas (GHG) emissions across its entire value chain. These efforts are part of the Savencia Group's overall Oxygen policy, with a decarbonization trajectory validated by the Science-Based Targets initiative (SBTi).

Emissions are divided into three categories:

- > **Scope 1:** Direct emissions from fossil fuels used on sites (heating, industrial processes).
- > **Scope 2:** Indirect emissions linked to purchased energy (electricity, steam, heat).
- > **Scope 3:** Indirect emissions throughout the value chain (purchasing, transportation, product end-of-life).

● TARGET FIGURES

ARMOR PROTÉINES and SAVENCIA Fromage & Dairy have pledged to:

- > Reduce their absolute greenhouse gas emissions **from Scopes 1 and 2 by 27.5% by 2030 versus 2019.***
- > Reduce their scope 3 greenhouse gas emissions from purchased goods and services, upstream energy, upstream transportation and distribution, and end-of-life treatment of products sold by **22.5% per product manufactured by 2030 versus 2019.**

*The scope of the target includes land-related emissions and removals from bioenergy feedstocks.

● OUR CARBON FOOTPRINT

For the method used, see Appendix 11: Armor Protéines greenhouse gas emissions assessment method carried out by Carbone 4.

Indicators	2024	2023	2022	Progression
GREENHOUSE GAS EMISSIONS				
Scope 1 (in tCO ₂)	52,302	55,024	53,849	↓
Change vs. 2019	-18.57%	-14.33%	-16.16%	
Scope 2 (in tCO ₂)	20,471	19,157	21,482	↑
Change vs. 2019	-71.41%	-73.24%	-69.99%	
Scope 3 upstream (in tCO ₂)	2,214,972	2,280,042	2,289,879	↓
Scope 3 downstream (in tCO ₂)	63,797	61,009	54,815	↑

● CONCRETE ACTIONS TO REDUCE GHG EMISSIONS

Scope 1 & 2 emissions reduction (direct operations)

> Energy savings:

- Install **heat pumps** to reduce the use of natural gas boilers.
- **Thermal optimization** with heat recovery systems for hot water from production processes.
- Improved **heat exchangers** for maximum energy efficiency.

> Renewable energy:

- Feasibility study to incorporate solutions such as solar thermal and biomass on our industrial sites.
- Develop partnerships to purchase renewable electricity.

> Energy efficiency plan:

- Educate employees on responsible practices and implement closer monitoring of energy consumption.

Scope 3 emissions reduction (extended value chain)

> Transportation and logistics:

- Transition to **hybrid** and **electric vehicles** (24 vehicles already upgraded out of a fleet of 61).
- **Eco-driving training** for all drivers.
- **Optimize logistics routes** to reduce distances traveled and pool loads.

> Responsible purchasing:

- Collaborate with **Savencia Ressources Laitières** to help farmers adopt **more sustainable livestock practices**. For example, a working group is focusing on **reducing methane emissions** by adjusting animal feed or optimizing herd management. At the same time, we are **encouraging** the adoption of **regenerative farming methods**, such as crop rotation, cover crops, and rotational grazing.
- All **non-dairy purchases** are governed by our **responsible purchasing charter**.
- **Help suppliers** improve their **greenhouse gas emissions balance**.

> Stakeholder engagement:

- **Develop products** with a lower environmental impact to satisfy customers who are committed to **low-carbon** initiatives.

> Employee engagement:

- **Actively promote carpooling** to limit the use of individual vehicles.
- **Educate** teams on **climate issues** and their role in reducing emissions on a day-to-day basis.

Jacky Salmon, Supply Chain Manager

Our aim is to improve our **shipping** while reducing our **emissions**. Since March-April 2025, we have switched several **shipping lines** to **vegetable-based fuels**. In Ireland, we have switched to 100% for this type of **fuel**. It's an encouraging first step that has allowed us to get several **carriers** involved in this process. From now on, we'll be asking them for quarterly **carbon statements**. Compiling this **data** remains a complex task, but we are making progress on **road transportation**.

On a daily basis, 80-90% of our **shipments** are made by **full truckload**. To limit **empty mileage**, we have set up **tank filling indicators** for **inter-plant flows**, and are working with our carriers to identify counter-flow opportunities. This approach requires a closer **partnership** than in the past, but the **results** are there for all to see.

For the future, we are continuing to move forward in stages: measuring **the footprint** of our **external storage platforms**, extending the use of **biofuels**, consolidating our **data**, and most of all, **working more** with our **customers** and other **manufacturers** to optimize **deliveries**. When we share the same **storage area** and have difficulty filling our **trucks**, why not pool our **flows** together? Even if we are **competitors** on the sales front, on the **road** we share the same **challenges**. We need to develop a **culture of collaboration** in our sector.

2025 STATUS REPORT

Energy transition and awareness

● LOGISTICS

- > **Since 2025:** Gradually switched over certain shipping lines to plant-based fuels.

● CARBON CULTURE

- > **Before:** Limited communication on environmental impact.
- > **Since 2025:** Increased employee awareness on the company's carbon footprint and their individual impact.

● AGRAL PARTNERSHIP

- > **1 year after launch:** More than 50% of partner farms have completed their assessment, devised an action plan, and begun their transition to more sustainable production.

● FOLLOW-UP AND EXPECTED RESULTS

Every year since 2022, ARMOR PROTÉINES has assessed its **carbon footprint** and product footprints to monitor its emissions trends and adjust its priorities based on the results obtained. These efforts will:

- > **Strengthen competitiveness** in the face of increasingly demanding customers and partners in terms of **traceability** and **reduced climate impact**.
- > Improve the company's **resilience** to **climate change** risks (energy shortages, new regulations, etc.).

This ambitious plan reflects our commitment to set an example in the ecological transition, while maintaining our **industrial performance**.



3. Optimizing energy consumption

The food industry is one of the most **energy-intensive** sectors. At ARMOR PROTÉINES, **energy consumption** is notably linked to various milk transformation processes, as well as the use of industrial equipment to refrigerate and conserve raw materials or treat effluents, for example. This energy use therefore accounts for a significant part of our **carbon footprint**, particularly in **Scopes 1 and 2**. By focusing on **reducing consumption, improving facility performance, and making the transition to renewable energies**, ARMOR PROTÉINES is committed to building a resilient energy model compatible with its climate ambitions.

● ENERGY EFFICIENCY: AN IMMEDIATE PRIORITY

We have adopted an energy efficiency plan focusing on:

Equipment optimization

- > Temperature control for **heating, ventilation, and air-conditioning** equipment.
- > Enhanced maintenance to prevent energy losses, particularly in **steam generation** systems and **cooling circuits**.

Employee awareness

- > **Internal campaigns** to encourage energy-saving practices (switching off unused devices, better lighting management).
- > Train operators to identify and correct sources of **energy waste** in real time.

Consumption monitoring

- > Roll out **digital tools** for real-time monitoring of energy consumption across various facilities.
- > Data analysis to identify **consumption peaks** and adapt our processes accordingly.

Indicators	2024	2023	2022	Progression
ENERGY CONSUMPTION				
Total energy consumption (MWh)	511,727	508,289	533,477	
Share of electricity	26%	25%	24%	
Share of steam	19%	19%	20%	
Share of natural gas	53%	53%	55%	
Share of fuel oil	2%	3%	1%	

Despite the many measures taken to limit energy consumption, consumption has still risen, primarily due to an increase in production volumes. However, this increase has been accompanied by an improvement in the energy mix, with gas and fuel oil consumption declining in favor of electricity and steam.

● ENERGY EFFICIENCY: INFRASTRUCTURE MODERNIZATION

ARMOR PROTÉINES invests in **advanced technologies** to improve the energy efficiency of its facilities:

Heat recovery

- > Implement hot water recovery systems for our industrial processes.
- > **Reuse this heat** to supply **heating** circuits or preheat the water needed for production.

Heat pump installation

- > Replace **gas-fired boilers** with **high-efficiency heat pumps** to reduce direct CO₂ emissions.

Improved heat exchangers

- > Modernize **heat exchangers** to maximize efficiency and reduce primary energy requirements.

● TRANSITION TO RENEWABLE ENERGIES

ARMOR PROTÉINES is actively exploring ways to integrate renewable energies into its energy mix:

Solar thermal study

- > Feasibility analysis to install **solar thermal panels** on our industrial sites to produce hot water for processes and heating.

Biomass utilization

- > Assess the potential for replacing **natural gas** with **wood pellets** or **chips** in certain industrial boilers.



Methanization

- > Study opportunities for recovering effluents and by-products through methanization to produce biogas and reduce dependence on fossil fuels.

Partnerships to purchase green electricity

- > Negotiate **renewable electricity** purchase agreements (wind, solar, hydro) with local suppliers.

● INNOVATING WITH TOMORROW'S ENERGY SOURCES

We keep a close eye on emerging technologies to integrate sustainable solutions in the medium and long term:

Hydrogen

- > Assess the use of **hydrogen** in our energy processes, in partnership with specialized players in this sector.

Cogeneration

- > Study the installation of **cogeneration** systems to simultaneously produce heat and electricity with high efficiency.

● MONITORING OF RESULTS AND ENGAGEMENT

Performance indicators

- > For each site, we track specific indicators such as **energy consumed per metric ton produced and the CO₂/energy ratio**.
- > These indicators are included in our **annual greenhouse gas emissions report** to measure progress.

Stakeholder engagement

- > We involve our **energy suppliers** and industrial partners to develop joint solutions and strengthen our collective impact.

2025 STATUS REPORT

In Pontmain

● ENERGY MIX

- > **Before:** Heavy reliance on gas and steam for plant needs.
- > **Since 2025:** Installed a new heat pump to reduce gas and steam consumption and improve the energy mix.

● OVERALL TREND

- > **Before:** Primarily used fossil fuels.
- > **Since 2025:** Significant shift from fossil fuels to electricity.

4. Managing air pollution

ESRS	Topics	IROs	IROs identified
E2 Pollution	Air, water, soil pollution	Positive and negative impacts	(-) Water, air, and soil pollution linked to upstream agriculture, transportation, and packaging production
		Risks and opportunities	(-) Increased operating costs, legal and reputational risks in the event of non-compliance with regulations and consumer/local community expectations regarding pollution
	Substances of concern	Risks and opportunities	(-) Increase in operating costs, legal and reputational risks in the event of non-compliance with regulations
	Microplastics	Positive and negative impacts	(-) Generation of microplastics from packaging products

In line with Savencia's commitment, ARMOR* strives to limit pollution. Working with our suppliers and partners, we are committed to finding and developing innovative solutions to preserve air quality for everyone's health.

● PARTICLE POLLUTION

Armor Protéines strives to limit air pollution from its industrial facilities and from employee travel.

- > We measure and monitor particulate emissions from our facilities and activities. All our plants comply with local standards set by prefectural decrees:

Indicators	2024	2023	2022	Progression
POLLUTANT MANAGEMENT				
Total weight of air pollutants (metric tons)	86.7	96.6	77.9	↘
Of which N ₂ O	61%	56%	67%	
Of which CH ₄	31%	37%	25%	
Of which SO ₂	5%	4%	5%	
Of which NO _x	3%	2%	3%	

- > Road transportation is also one of the main contributors to air pollution, which is why we encourage and facilitate car-pooling among our employees and partially promote teleworking.

● NOISE POLLUTION

We pay close attention to the noise level of our facilities, which is regularly measured and assessed. In early 2024, a number of technical improvements were made, with the modification of an acoustic liner to limit the noise emitted by one of our plants.

● OLFACTORY POLLUTION

Olfactory emissions from our facilities are also measured and monitored on a regular basis. For example, at one of our sites, an odor monitoring committee is in place to monitor and control odor nuisances from the lagoon. Following its analysis, the aerators were refurbished, and an additional aerator was installed in 2024.



5. Preserving biodiversity and ecosystems

ESRS	Topics	IROs	IROs identified
E4 Biodiversity	Biodiversity	Positive and negative impacts	(-) Contribution to soil degradation, deforestation, habitat destruction, resource depletion, and erosion of animal biodiversity in upstream agricultural value chains (soy, vegetable fats, pulp)
		Risks and opportunities	(-) Risk of non-compliance with regulatory and societal expectations regarding the impact of the Group's activities and value chain on biodiversity (-) Tensions over supplies of strategic raw materials (rising costs/risk of disruption) linked to loss of biodiversity and increasing scarcity of resources

By aligning itself with the **Savencia Group's mission, "Leading the way to better food"**, the company helps to **preserve ecosystems** and is committed to **minimizing its impact on biodiversity**.

Each of our sites is developing **biodiversity initiatives** adapted to their local environment. Most of them have introduced **sustainable mowing practices**, sometimes using **goats** and **sheep**, or have reduced their mowing rate. Some maintain their **local ecosystems** (woods, rivers), while others **introduce biodiversity** to their land.

One site has installed **beehives** to house **pollinating bees**, while another has created a **conservatory orchard** in partnership with the association **Pôle Fruitier de Bretagne** to **safeguard old varieties** threatened by **global warming**.

Collaborative steps have also been taken: for example, **two sites** took part in a **waste collection** drive, collecting **over 52 kg in 2025**. The aim now is to make this a **recurring event** at all our sites.

Biodiversity is particularly important for the company, as the Champdeniers production site owns land in a Zone Naturelle d'Intérêt Ecologique, Faunistique et Floristique (ZNIEFF) type II, i.e. an area of great biological or ecological interest that is home to heritage animal or plant species, including bat breeding colonies. Special conservation regulations are therefore imposed on the management of its two ponds and a portion of its grassed area.

ARMOR* aims to step up its efforts toward biodiversity preservation. To this end, it has joined the OFB's "Companies committed to nature" program, devising a four-year action plan to reinforce and guide its day-to-day environmental action.

Indicators	2024	2023	2022
LAND TAKE			
Artificial surface area for company needs (m ²)	212,000	Not monitored	Not monitored
Planted surface area (m ²)	173,100	Not monitored	Not monitored
IUCN Red List and National Conservation List species whose habitats are located in areas affected by operations	1	1	1

2025 STATUS REPORT

● CHANGES IN BIODIVERSITY PRACTICES

- > **Before:** Poorly coordinated local initiatives, limited visibility within the Group.
- > **Since 2025:**
 - Incorporated biodiversity issues into the inter-site shared file to facilitate the dissemination of best practices.
 - Formal commitment to the French Office for Biodiversity (OFB) through the "Companies committed to nature" program.
 - Created a conservatory orchard (20 apple trees with old Breton varieties) in partnership with the local community of municipalities and the Pôle Fruitier de Bretagne.
 - Changed maintenance practices: used sustainable mowing and sheep to reduce mechanical maintenance.
 - Enlisted employees for waste collection operations (more than 52 kg collected in 2025).

6. Sustainable resource management

ESRS	Topics	IROs	IROs identified
E5 Circular economy	Resource use	Positive and negative impacts	(+) Impact linked to the reduction of food waste through product adjustments (extended shelf life, portion redesign) and the recovery of unsold products (-) Impacts linked to the use of virgin raw materials in packaging and to the management of packaging end-of-life
		Risks and opportunities	(+) Lower raw material costs due to lighter packaging (-) Increased operating costs, legal and reputational risks in the event of non-compliance with regulatory and societal expectations in terms of packaging management
	Waste management	Positive and negative impacts	(-) Food losses (cold chain breaks, product damage) in the supply chain, which could also lead to financial losses for the ecosystem



● OPTIMIZING WASTE MANAGEMENT

ARMOR PROTÉINES generates waste through its activities, mainly from its manufacturing and packaging processes. The majority of **non-hazardous industrial waste (NHIW)**—such as cardboard, paper, glass, steel, or aluminum—is recycled via **recovery** or **recycling channels**. **Hazardous industrial waste (HIW)**, generated in smaller quantities, mainly comes from maintenance operations (used oils, waste electrical and electronic equipment) and is sorted at source before being recycled through **specialized channels**.

Part of ARMOR PROTÉINES' **organic production waste** is also recovered through **methanization**, a process that produces **biogas** by fermenting organic matter. This **renewable energy** contributes to the **circular economy** by replacing fossil fuels on the general grid.

Indicators	2024	2023	2022	Progression
WASTE MANAGEMENT				
Total weight of waste (metric tons)	29,696.05	25,504.61	30,661.57	↗
Of which sludge	78%	89%	78%	
Share of non-hazardous waste	99.10%	99.56%	99.84%	
Share of hazardous waste	0.9%	0.44%	0.16%	
Waste recovery				
Share of waste recovered	97.90%	97.97%	98.61%	
Share of waste disposed of	2.11%	2.03%	1.39%	

● DEVELOPING ECO-DESIGNED PACKAGING

ARMOR PROTÉINES is actively committed to **reducing waste at source** by optimizing its **packaging**. Currently, **99.5%** of its packaging is **recyclable**, with a target of **100%** by 2025. Efforts are underway to reduce the quantity of materials used, particularly for large formats such as **big bags**, where **recycled materials** are incorporated. For certain **pallets**, ARMOR PROTÉINES works with a supplier who uses only **recycled wood**.

Work is also underway to refine palletizing films and thereby limit the quantity of material used. This year, the thickness of these films has been reduced by 13%. In 2026, studies will be initiated to further reduce their thickness.

The Group is also pursuing **eco-design** to reconcile **quality, hygiene, food safety, and environmental friendliness**.

2025 STATUS REPORT

ST BRICE SITE

● WASTE RECOVERY

- > **Before:** Samples or non-conforming powders were treated at a wastewater treatment plant or as CIW.
- > **Since 2025:** These volumes (several metric tons per year) are now recovered through methanization.

● PACKAGING MANAGEMENT

- > **Before:** Kraft and polyethylene packaging was disposed of as CIW.
- > **Since 2025:** Now recovered by a specialized partner.

ARMOR PHARMA BRAND

● ECO-DESIGNED STANDS

- > **Before:** Event stands without environmental certification.
- > **In 2025:** The Armor Pharma stand at CPHI Frankfurt was awarded Better Stands Gold certification, verifying that all components (structure, walls, floors, platforms, furniture, light fittings, backgrounds) were reusable and recyclable.

SURGÈRES SITE

● REDUCING SALT CONSUMPTION

- > We have optimized our processes, cutting our salt consumption by 50%. Analyses are currently underway at other sites to expand the system.

B. SUMMARY AND ENVIRONMENTAL OBJECTIVES

ARMOR PROTÉINES relies on **dedicated teams** and **environmental advisors** to oversee initiatives and assess progress. The Group's **CSR** policy is implemented through several channels. With the help of **communication kits**, **80 employees** were trained in the Group's CSR approach, to give them a long-term vision of our commitments. **Flyers** detailing Savencia's decarbonization plan (**Oxygen Policy**) were also distributed. In 2024, senior executives and managers attended a "**Climate Collage**" workshop, to understand current environmental issues.

Lastly, an annual **greenhouse gas emissions report** allows us to measure results and readjust priorities according to the issues at stake. These collective efforts position the company as a **responsible** player **committed** to the ecological transition, while strengthening its **competitiveness** based on the expectations of its customers and regulators.

2026 ENVIRONMENTAL TARGETS

WATER RESOURCES

- > Water reduction (VS 2022): -24% water consumption.

GREENHOUSE GASES AND ENERGY CONSUMPTION

- > GHG reduction at sites (VS 2019): -17.5% metric tons of CO₂e.
- > Annual certification of greenhouse gas emissions data.

AIR POLLUTION

- > Air pollution target: invest in a process to achieve zero pollution from powder particles on one of the towers at Saint-Brice.

WASTE AND THE CIRCULAR ECONOMY

- > Achieve 100% recyclable packaging.
- > Initiate a process to reduce the thickness of our packaging films.

BIODIVERSITY

- > Develop at least 4 local biodiversity preservation projects in conjunction with the Office Français de la Biodiversité.

TRAINING AND AWARENESS

- > Train all our employees in our CSR policy and any updates to it.
- > Train and educate our employees on environmental issues with the "Climate Collage" workshop.



V. SOCIAL COMMITMENTS

A. OUR MAIN CHALLENGES AND RISKS

The social pillar plays an essential role in ARMOR's CSR program. It reflects our commitment to acting responsibly towards our employees, our communities, and our consumers. This chapter presents the initiatives and steps taken to meet these major challenges. Our approach is structured around three complementary areas:

1. Promoting employee well-being
2. Developing a local presence and working to have a positive impact on our communities
3. Ensuring the well-being of consumers and users of our products.



1. Promoting employee well-being

ESRS	Topics	IROs	IROs identified
S1 Own workforce	Working conditions for Group employees	Positive and negative impacts	(+) Stability and employment conditions contributing to the financial stability, social integration, and well-being of employees (-) Loss of employment in the event of layoffs for employees (-) Exposure of employees to risks of job insecurity due to the automation of activities
		Risks and opportunities	(+) Productivity gains linked to employee development (-) Loss of productivity due to unavailability of seasonal workforce (-) Legal risk in the event of non-compliance with the Labor Code and employee rights, discriminatory practices, or unequal treatment
	Management and development of employee skills	Positive and negative impacts	(+) Enhanced employability by developing employee skills throughout their careers
		Risks and opportunities	(-) Increase in training and recruitment costs linked to changes in the Group's businesses
	Employee health and safety	Positive and negative impacts	(-) Employee exposure to physical or psychosocial risks (including temporary workers and workers on industrial sites) (-) Employee exposure to safety risks in certain Group locations
		Risks and opportunities	(-) Low attractiveness and difficulty in retaining staff due to the constraints of certain positions within the Group, including seasonal workers
	Diversity, inclusion, and respect for employees' human rights	Positive and negative impacts	(-) Employee exposure to the risks of discrimination or harassment
		Risks and opportunities	(+) Capacity for innovation thanks to the diversity of the Group's workforce (-) Legal risk in the event of non-compliance with the Labor Code and employee rights, discriminatory practices, or unequal treatment

Since our employees are the heart of our business, it's only natural that we put people first. At ARMOR PROTÉINES, we believe strongly in protecting the **physical integrity, safety, and health** of all people working in and for the organization. This approach, based on an **Occupational Health and Safety Charter** (Appendix X: Occupational Health & Safety Charter), is implemented at the level of each subsidiary—including ARMOR PROTÉINES—by a local organization supported by a **safety prevention officer**.

Additionally, we want our teams to enjoy a **healthy working environment** that fosters **personal development**. We place particular importance on **social dialogue** and **internal communication** as reflected in our **Great Place To Work (GPTW)** certification, the seal of quality for the employee experience.

In line with the Group's commitments, our priorities are to **maintain and expand our expertise**. We are committed to **developing our employees' skills** and **managing their careers**, allowing them to contribute to our shared success, develop professionally, and maintain their employability. In this way, we offer our employees a clear view of their **career path**, opportunities for advancement in line with their expectations, and the skills they need to develop in order to achieve them.

Finally, **ARMOR PROTÉINES** promotes **equality** and **inclusion** for all its employees, in line with the **SAVENCIA Group Ethics Charter**, which emphasizes that **"equal opportunities"** and **"respect for people"** are the foundations of our culture. As such, we are committed to achieving **gender** equality in all its forms, from training and remuneration to equality in career development. Lastly, the promotion of **equal opportunities** and the fight against all forms of **discrimination** and **harassment** also apply more widely. **ARMOR PROTÉINES** is committed to **including people with disabilities**, in line with the Group's **Disability Action** policy, which is implemented within our subsidiary by a **dedicated advisor**.

● PROTECTING THE HEALTH AND SAFETY OF OUR EMPLOYEES

At the SAVENCIA Group, the **"SAFETY is OUR business"** program was set up nearly fifteen years ago to unite teams around a single approach and work towards the goal of **zero workplace accidents**.

To ensure the safety of our teams, we have carried out a risk analysis to help strengthen prevention and limit health and safety risks. Each site has safety coordinators who carry out regular checks and collect and analyze safety-related feedback from the field. They also lead the safety committees for the employee representatives (CSSCT).

In 2024, a **coordinator** was also appointed to coordinate safety initiatives across all subsidiaries. The latter reports quarterly to the **Executive Committee** on the work carried out and the progress of three working groups: a **chemical risk group**, an **electrical risk group**, and a **lockout/tagout** group. All three groups are sponsored by an Executive Committee member. In addition, a **two-week** review is held with the **Executive Committee**, **plant managers**, and **safety coordinators** to examine **accidents** with and without lost time, as well as **near-misses**. This new setup allows us to react more quickly to accident factors. Appropriate corrective action is then taken at the local and general level.

New team members are given a **"Safety Reception"** by the safety coordinator on the day of their arrival, to ensure that they behave safely. In accordance with current legislation, the employees in question also undergo **compulsory training**, particularly in:

- > Operating forklift trucks and aerial work platforms
- > ATEX risk
- > Electrical certification
- > Working at heights
- > Ammonia safety
- > Boiler room certification

In addition to **regular awareness campaigns** and **regulatory training**, 2025 marked an important milestone in the **rollout of our safety program**:

- > **2024-2026 safety roadmap**: Updated and **co-developed** with **subsidiary safety coordinators**, **plant managers**, and **members of the Executive Committee**, it is based on **four pillars**: **safety culture**, **operational discipline**, **communication**, and **monitoring indicators**. This **collaborative approach** has helped establish a **common foundation** and increased ownership among all stakeholders.
- > **Management training**: All **managers** have been trained in **DUPONT's Safety Leadership Culture**, a recognized approach to developing a **proactive culture** where everyone feels responsible for their own safety and that of their colleagues. This training, initially given to **Executive Committee** members in 2024, was **extended to all management staff** in 2025. At the same time, **almost 200 managers and supervisors** have taken this training course, with **very positive feedback** and **concrete personal commitments** to improve their practices.

- > **Safety Bulletin:** Since the **fourth quarter of 2025**, **Safety Bulletins** have been organized **live with management**, bringing together **all managers and supervisors** to **maintain momentum and boost collective commitment**.
- > **The 10 Safety Essentials:** Since **September 2025**, these **10 Essentials** have been **rolled out to all departments**. Every month, an “**Essentials**” meeting is **led by the manager and/or the safety advisor**, in order to incorporate best practices into the day-to-day work of the teams.
- > **Bimonthly briefing:** Each site shares its **analysis of accidents** that have occurred in the **last two weeks**; the **best practices** identified are then **circulated to all managers**.
- > **Working groups:** Several teams are carrying out **in-depth work** on technical aspects and methodological improvements.

These efforts complement our existing programs:

- > **A dedicated safety training plan**, including **Occupational Health and Safety (OH&S)** training.
- > **Behavioral safety visits** carried out at least once a year for each employee, with observation, discussion, and continuous improvement.
- > **An annual occupational health and safety week** to raise awareness of risks and best practices.
- > The provision of **standard PPE** (helmets, goggles, earplugs, ventilated helmets).
- > Agreements and arrangements for **occupational risk prevention, a provident fund, and measures to ensure well-being at work**, including physical and psychological health.

Lastly, we have set **ambitious targets**:

- > **TF2i* < 16 from 2026**
- > **TF2i < 10 from 2032**

Indicators	2024	2023	2022	Progression
HEALTH				
Overall absenteeism rate, including sickness	14.95%	Not monitored	Not monitored	
Total number of days absent	10,295	12,898	10,796	
SAFETY				
TF2i	30	27	40	↗
TRAINING				
Average number of hours of safety training provided per employee	8.87	7.46	6.36	↘
Percentage of workforce trained in safety during the year	63%	51%	46%	↘

*TF2i measures the number of occupational accidents reported (including temporary workers) per million hours worked. It is calculated by dividing the number of accidents by the total number of hours worked, then multiplying by 1,000,000.

Damien Hochet, Safety Coordinator

I've been in charge of safety coordination at Armor for over a year. The idea was to have a single point person who could unite the entire community around a common vision.

One of the **top projects** was to **update the 2024-2026 safety roadmap**, which was **co-developed** with the **subsidiary safety coordinators, plant managers, and members of the Executive Committee**. This **collaborative approach** allowed us to establish a **common foundation** and increase **ownership among all stakeholders**. The **roadmap** focuses on **four areas: safety culture, operational discipline, communication, and monitoring indicators**.

Specifically, **nearly 200 managers and supervisors** attended a **Safety Leadership Culture training course** in 2025. **Feedback** was very positive: **participants connected with the material** and left with **concrete personal commitments** to improve their practices.

We also introduced a **bimonthly briefing**, during which **each site** shares its **accident analysis** for the **past two weeks**. The **best practices** identified are then **disseminated to all managers**. In addition, a “**10 Safety Essentials**” campaign was **launched in October** to **increase everyone's knowledge of certain basic rules**. At the same time, several **working groups** are carrying out **in-depth work** on **technical aspects** and **methodological improvements**.

We use the **Great Place to Work survey** as an **additional indicator**. I am convinced that **well-being at work** and **good teamwork**—in particular the **ability to exchange frank ideas**—directly reinforce **safety**, leading to **better listening, better understanding of feedback from the field**, and ultimately, **more effective action**.

● IMPROVING QUALITY OF LIFE AT WORK

At **ARMOR PROTÉINES**, our priority is to offer our employees a **working environment that is conducive to long-lasting performance and personal development**.

As such, a **working group** meets quarterly to devise **well-being initiatives**.

In 2025, our teams took part in the **Great Place to Work survey**, a global benchmark in employee experience. With a **score of 69% and 88% participation**, we achieved **GPTW certification**, notching a **10-point improvement** since 2022 and achieving our 2029 target. We are now aiming for **70%** in future assessments.

We believe that a **welcoming environment** strengthens **cohesion**:

- > **Social events** and celebrations are held regularly across the various sites, with milestone celebrations every 100 days without incident.
- > **Seniority is recognized at the annual New Year's address**, including with a **medal** ceremony.

Finally, we're proud to be included in **Happy to Meet You's 2025 list of the best companies in Brittany to work for**, which highlights organizations with a **strong managerial culture** and a **genuine focus on quality of life at work**.

● INTERNAL COMMUNICATION AND SOCIAL DIALOGUE

To foster a **harmonious and respectful working environment**, **ARMOR PROTÉINES** relies on **participatory governance**:

- > Each site has its own **Social and Economic Committee (CSE)**, led by **plant management** and supported by **HR officers**.

> Two **central works councils**, staffed by employees from various sites, are held **three times a year** to strengthen **inter-site dialogue**.

> **Agreements** are regularly negotiated with **union representatives** (profit-sharing, gender equality, risk prevention).

We also greatly value **internal communication** as a vehicle for **corporate culture** and **commitment**:

> An **in-house newsletter**, "**Graine de Poudre**", is published every quarter.

> **Information screens** and bulletin boards are installed in plant break rooms to disseminate news and highlights.

> Monthly **CSR newsletters** are released in video format, covering the various pillars of our strategy.

Our aim is to inform employees about the company's various practices across all its operations. The idea is to strengthen our employees' sense of commitment to the company and their support for various positive steps taken within the organization. We believe that information-sharing and dialogue are key to constructive engagement.

● OFFERING ATTRACTIVE BENEFITS

To **reward employees for their commitment and loyalty**, **ARMOR PROTÉINES** offers a range of benefits:

- > **Remuneration and savings**: **incentive bonus**, **profit-sharing**, **extra month's salary**, **Group savings plan** and **retirement savings plan** (tax-free), with **matching contributions**.



- > **Financial benefits:** vacation bonuses, vacation vouchers via the CSE, meal allowances for continuous work.
- > **Well-being and health:** family mutual insurance, provident fund, free assistance center for psychological support.
- > **Quality of life:** low-cost canteen at one of our sites, additional vacation days depending on status and seniority, time savings account.
- > **Sports and social activities:** funding for one sports session per month at one site, sponsorship budget for employees participating in external races.

By law, all our employees are entitled to retirement and parental leave after one year's service.

● DEVELOPING EXPERTISE

Maintaining and expanding expertise is essential for ARMOR PROTÉINES. We encourage our employees to express their needs and offer à la carte training.

At plant level, technical training courses (maintenance, drying) are organized every year. To encourage inter-site dialogue, in 2023 we launched an internal trainers' program: a dedicated day where employees from different sites share their production and packaging practices.

We also offer the opportunity to obtain a Certificate of Professional Qualification (Automated Facility Operators) via a 150-hour milk program recognized by the dairy industry. Between 2021 and 2024, 19 employees underwent this training. In addition, an e-learning platform offers modules on nutrition, milk, and personal development.

Individual interviews are held every year, and professional interviews every three years, to assess performance, identify training needs, and map out career prospects.

Lastly, we ensure that new employees are properly onboarded using dedicated monitoring tools. New managers receive special training to acquire the key skills required for their role.

Indicators	2024	2023	2022	Progression
TRAINING				
Total hours of training provided	12,951	9,793	8,119	↗
Average number of training hours per employee	17.94	13.72	11.60	↗
Amount of training expenses incurred by the company	773,425	596,058	506,414	↗
Percentage of employees who've received training	90%	80%	77%	↗
Percentage of payroll allocated to continuing education	2.51%	1.96%	1.85%	↗

● PROMOTING INCLUSION, DIVERSITY, AND EQUALITY

ARMOR PROTÉINES is committed to promoting inclusion, diversity, and equality in the workplace. We regularly calculate our gender equality index and have a dedicated agreement in place. While parity has been achieved at Group level, we are continuing our efforts internally, in particular by raising awareness among production teams to encourage the recruitment of women.

We actively combat harassment, with two sexual harassment officers at each site.

Equal opportunities and the inclusion of people with disabilities are an integral part of our policies. A trained disability advisor leads the way on this issue and organizes an annual Disability Week, with conferences, awareness workshops, role-playing exercises (e.g., blind soccer, virtual helmets) and testimonials, including one from a Paralympic champion.

With Agefiph, we carried out an assessment of invisible disabilities, encouraging workers with disabilities to come forward and making modifications to workstations (ergonomic chairs, adaptive mice). Our HR teams are trained to adjust their recruitment, onboarding, and professional development processes to make the most of each talent.

Finally, every year we offer a €300 voucher to disabled workers and parents of disabled children.

Indicators	2024	2023	2022
EMPLOYEE PROFILES			
Gender			
Share of men	66%	66%	67%
Share of women	34%	34%	33%
Age			
Share of under-25s	8%	6%	3%
Share of 25-50 year-olds	69%	68%	69%
Share of over-50s	23%	25%	27%
DIVERSITY			
Share (%) of women on the Executive Committee	22%	22%	20%
Gender Equality Index	85.31	78.20	90.31
Share (%) of disabled workers	4.43%	2.24%	2.29%
Share (%) of disabled workers on the Executive Committee	0%	0%	0%



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● HEALTH & SAFETY

> Since 2025:

- "Safety Leadership" program launched as an extension of the DUPONT program to strengthen empowerment and promote a proactive culture.
- Best practices shared and feedback improved.
- "10 Safety Essentials" campaign launched in October: 1 month = 1 essential until 2026, with a communication kit for managers to increase awareness of the rules.
- "Manager's Compass" developed to show what to do in a safety situation.

● QUALITY OF LIFE AND WORKING CONDITIONS (QLWC)

> Since 2025:

- Program for managers on QLW and psychosocial risks.
- Guide to good managerial practice published, based on the findings of the Great Place to Work survey, to build cohesion and awareness of the manager's role.

● DIVERSITY AND INCLUSION

> Since 2025:

- Independently managed disability policy with a 2025 action plan led by a working group.
- Ongoing communication with monthly topics to foster a culture of inclusion and break down barriers.
- Systematic follow-up six months after each workstation modification.
- Participated in health and inclusion initiatives: "Daffodil Against Cancer" campaign, Pink October, Movember, Disability Week.



2. Developing a local presence and working to have a positive impact on our communities

ESRS	Topics	IROs	IROs identified
S3 Affected communities	Local presence and impact on communities	Positive and negative impacts	(-) Impact on the living conditions of local communities in agricultural and livestock value chains (population displacement, economic insecurity, limited access to resources) (-) Impact on local residents and communities near farms (health risks, noise, odor, and light pollution)
		Risks and opportunities	(-) Legal and reputational risk in the event of failure to respect the fundamental rights of local communities (-) Reputational risk if the social license to operate is challenged (infringement of fundamental rights of local communities)

For the **third year running**, ARMOR PROTÉINES took part in the “Daffodil Against Cancer” initiative organized by the Institut Curie.

- > **33,776 km** were covered by **480 employees + 912 km** on **bikes** during in-plant events.
- > **€34,684** was donated to the association in **2025**.

We also supported **Pink October**: our employees decorated **fabric pouches** and donated them to sick women via the Institut Curie.

The company has partnered with **Vaincre Noma**, with an **annual donation of €7,000** for **prevention** and **medical care** for sick children.

Each site now has a **sponsorship budget** to support **local initiatives** (charities, athletic associations, schools, fire departments). **By 2025, 19 initiatives** had been completed, and plans are in place to increase the use of this budget.

Finally, via the **Savencia Solidarity** platform, our employees can get involved in **volunteer programs** (skills sponsorship, local or online initiatives). One **day of volunteer work** is offered to each employee. This year, some of them took part in the **Banques Alimentaires food drive** to help people in need.

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● CHARITY WORK

- > **Since 2025:**
 - **Implemented a monitoring tool to centralize charity work** (employees + plant sponsorship budgets), allowing us to identify levers for improvement and disseminate best practices across all sites.
 - **Started a structured partnership with Banques Alimentaires** via the Savencia Solidarity platform, with the goal of involving more employees each year

3. Ensuring the well-being of consumers and users of our products.

ESRS	Topics	IROs	IROs identified
S4 Consumers and end users	Consumer information and responsible marketing	Positive and negative impacts	(-) Impact on the protection of consumers' personal data (particularly in relation to marketing and sales practices) (+) Consumers educated and encouraged to eat healthily and sustainably (including on issues related to food waste)
		Risks and opportunities	(-) Increased costs and legal/reputation risk following potential product withdrawals/recalls and in the event of claims inconsistent with product characteristics
	Access to healthy and sustainable products	Positive and negative impacts	(+) Access to healthy, sustainable, and affordable products (dairy products, chocolate products, pork, fish, poultry, and dried fruit) (+) Promotion of traditional and local know-how, in particular by pushing labelled products and local products and origins
		Risks and opportunities	(+) Market share gains linked to the development of healthy, sustainable, and affordable product offerings that meet the growing expectations of consumers (-) Loss of revenue if consumers switch to more affordable products
	Product nutritional quality	Positive and negative impacts	(-) Impact on consumer health related to product safety and nutritional composition
	Food safety	Positive and negative impacts	(-) Impact on consumer health related to product safety and nutritional composition
		Risks and opportunities	(-) Increased costs and legal/reputation risk following potential product withdrawals/recalls, and in the case of claims inconsistent with product characteristics

● QUALITY IN THE FOOD INDUSTRY

Quality in the food industry isn't just about standards and compliance. Its main function is to ensure **food safety** and **consumer health**. It is essential to take these issues into account in order to prevent risks and ensure the longevity of our business.

To ensure proper control, each production site has a **quality department**, with a **quality manager** and **quality assistants**. At the subsidiaries and head office, a quality team serves as the backbone for this division. **Analyses** are carried out throughout the entire process, from raw material to finished product. **The working environment** is meticulously designed.

At the plant, quality comes in many forms:

- > Keeping **buildings clean**
- > Rigorously training **teams**
- > Complying with standards, **hygiene** rules, and procedures
- > Ensuring the **conformity of quality documents**
- > Delivering **safe, quality products**

● QUALITY AT ARMOR PROTÉINES

The fourth pillar of the "**Oxygen Plan**" concerns "**Healthy and Responsible Enjoyment**". For many years, we have been committed to improving the **nutritional quality** and **design of our products**. Promoting **responsible consumption** is part of our DNA, which is why we have implemented a number of measures.

At **ARMOR PROTÉINES**, product safety is a top priority. **All our sites are FSSC 22000 certified** based on the **ISO 22000** standard, which includes **food safety** requirements for distributors and manufacturers. This certification attests to the robustness and performance of our **Food Safety Management System**.

Each site has **specific traceability procedures**. All sites follow a **contaminant monitoring plan**, with regular checks on **liquid mil** and **finished products**.

Products intended for **animal feed** are **Oqualim** certified, ensuring **food safety, quality, and traceability**.

For **pharmaceutical excipients**, we have the following certifications:

- > **ISO 9001** - Quality management
- > **ISO 22000** - Food safety

Lastly, some products from the **Surgères** site are certified **organic**, and some of the **butter** is **PDO (Protected Designation of Origin) certified**, as it is made from **local Poitou-Charentes milk**, pointing to its **traditional know-how** and **guaranteed origin**.

● OUR RAW MATERIALS

The quality of our products depends primarily on our **raw materials**. This is why ARMOR PROTÉINES sources its raw materials from **Savencia**. Our milk suppliers comply with **animal welfare charters**, and the milk is systematically tested to ensure that it meets our expectations. Our milk is entirely **French**.

Lastly, since quality is ensured **by our employees**, it is essential to provide the best possible working and safety conditions. This is highly important to us, and we make every effort to provide an optimal environment for those who ensure the quality of our products.

As part of this process, three ARMOR PROTÉINES sites have been assessed against the **SEDEX/SMETA** standard. The audit, carried out by Intertek, consisted of interviews with staff in small groups. Social, well-being, safety, and health issues were examined.

In other words, this independent assessment certifies that ARMOR PROTÉINES uses responsible working practices in line with the principles of ethical business.

● HEALTHY, RESPONSIBLE, AND NUTRITIOUS PRODUCTS

Our **Armor Protéines**, **Armor Pharma**, and **Elvor** brands design products to contribute to human and animal health, combining nutritional quality, safety, and responsibility. All our ingredients are derived from milk, a raw material renowned for its natural nutritional benefits, in particular its high-quality proteins, calcium, minerals, and vitamins. Our approach is to develop specific ingredients through rigorous processes, strict controls, and constant innovation. The objective: **to optimize the nutritional and functional benefits of milk ingredients**.

As such, Armor Protéines produces functional and nutritional ingredients derived from milk and whey. Notably, we extract:

- > **Proteins**: these contribute to the body's development and protection, and reduce certain health risks. Bioactive proteins also have antioxidant, antimicrobial, and wound-healing functions. Lactoferrin and lactoperoxidase, for example, play a key role in immune support.
- > **Minerals**: essential for skeletal and cellular development, they help prevent bone disorders and ensure proper muscle function, hydration, and the transmission of nerve impulses.
- > **Lactose**: recent studies highlight its role in the absorption of minerals such as calcium, copper, and zinc. It also promotes the growth of intestinal bifidobacteria, which are important for maintaining certain immune functions.

Armor Pharma, for its part, extracts a highly purified lactose for the formulation of pharmaceutical products. This natural ingredient, easily metabolized by the body, is valued for its inertness, which ensures the stability and safety of the end products.

Elvor produces high-quality feeds for young livestock, formulated to support growth, muscle development, and nutritional balance. The brand also offers dietary supplements tailored to their health needs.

Finally, our brands also offer **certified organic** ingredients and products, derived from sustainable farming practices that respect both animals and the environment.

Our extraction processes make the most of all milk components, limiting material losses and enhancing the various properties of each milk fraction.

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- > We're maintaining various certifications that guarantee the quality and affordability of our products.
- > A food safety awareness week has been set up for all employees to prevent risks and involve them in the company's practices.

B. SUMMARY AND SOCIAL OBJECTIVES

ARMOR PROTÉINES places **people** at the heart of its **CSR strategy**, with **dedicated teams** and **HR advisors** to **oversee initiatives** and **monitor progress**.

Our **social policy** is based on several **levers (awareness-raising, training, and dialogue)**, with particular attention paid to **safety** and **well-being**.

Efforts to train managers and **roll out specific tools** are continuing in order to **strengthen our managerial culture**.

Concrete steps are taken on a regular basis, **including health and safety programs, awareness events, support for training courses, and indicator monitoring to measure the impact of initiatives and adjust priorities**.

We're stepping up our community-oriented approach, **participating** in a growing number of **local** and **charitable initiatives**. Teams are enlisted to make a positive impact on our communities, and financial support is given to various initiatives supported by the company.

Finally, **Armor Protéines** strives to ensure **consumer well-being** by implementing **strict practices** regarding **food safety** and by making its products **affordable**, with **high-quality standards** thanks to various **certifications**.

2026 SOCIAL OBJECTIVES

SAFETY

- > Reduce work-related accident frequency rate to TF2i = 16.
- > Continue to raise awareness among all site employees and visitors. More support for managers.

DIVERSITY

- > 100% of employers and harassment officers on CSEs trained within a year of their appointment.
- > 80% of managers trained and 80% of employees educated on preventing the risks of sexual harassment and gender-based violence by 2028.
- > 80% of managers, recruitment, and internal mobility officers trained on the gender equality in recruitment policy (combating stereotypes, principles of non-discrimination, striving for gender diversity in recruitment, etc.) by 2028.

QLW COMMITMENT

- > Define and commit to a timetable and action plan in 100% of subsidiaries by 2026 to meet the following objectives:
 - Develop a consistent, considerate managerial approach.
 - Offer a safe, pleasant, and collaborative working environment through our internal ambassadors.

LOCAL PRESENCE AND COMMUNITY IMPACT

- > Renew our commitment to the Institut Curie and its "Daffodil Against Cancer" initiative.
- > Renew and develop our commitment to the Banques Alimentaires food banks.
- > Sponsor local initiatives to have a positive impact on the region.

QUALITY AND CONSUMER HEALTH/SAFETY

- > No product recalls.
- > 0 complaints for dangerous foreign bodies.
- > 0 complaints for pathogens.

VI. ETHICS



A. OUR MAIN CHALLENGES AND RISKS

To avoid any risk of unethical practices, the company has set high standards for itself. As a subsidiary of the SAVENCIA Group, ARMOR PROTÉINES is committed to:

- > **Fighting all forms of fraud and corruption.** This is more than just a regulatory requirement, but a priority cemented in our corporate culture.
- > **Protecting the data of our stakeholders,** by taking several steps described in our “Personal Data Protection Charter”, such as the implementation of an information system security policy and an information system security management system.
- > **Purchasing responsibly.** Incorporating social, environmental, and ethical criteria into our relations with suppliers and partners is an essential lever in our CSR policy. This approach aims to ensure sustainability and create shared value throughout our supply chain.
- > **Respecting and protecting the welfare of animals is central to our business.** The SRL subsidiary is committed to guaranteeing respectful practices, in collaboration with producers.



1. Ensuring business ethics and developing corporate culture

ESRS	Topics	IROs	IROs identified
G1 Business conduct	Business ethics	Positive and negative impacts	(+) Impact on employees due to a sense of recognition and belonging in line with the Group's family model, long-term objectives, culture, and values (+) Sense of security for all players in the value chain due to the existence of a whistleblowing mechanism and the protection of whistleblowers (+) Consumer satisfaction due to offerings adapted to their needs and expectations (-) Economic impact on suppliers and farmers due to the Group's influence in negotiations and/or payment practices (-) Higher costs related to cyber attacks
		Risks and opportunities	(+) Market share gains that strengthen the longevity of the business model by innovating and adapting product offerings to the needs and expectations of stakeholders. (-) Loss of market share or reputational risk due to geopolitical instability
		Risks and opportunities	(-) Legal and reputational risk in the event of non-compliance with regulations on ethics, corruption, animal welfare, and stakeholder commitments

● CORRUPTION, FRAUD, AND MONEY LAUNDERING

The **Risk Management & Compliance Department** oversees the monitoring, evaluation, and effectiveness of measures and ensures that all teams are trained on **ethics** and **fraud** issues. As part of the **Sapin II law**, the Group has mapped out **corruption and influence peddling risks** to ensure an effective and appropriate **compliance program**. Several measures are in place:

- > The **Anti-Corruption Code of Conduct** sets out the principles and rules to follow in terms of ethics and the fight against corruption within the Group
- > Anti-corruption **e-learning awareness courses** are provided and mandatory
- > A **Purchasing Code of Conduct** details the rules of ethics and integrity that buyers must follow
- > A **whistle-blowing system** (see Appendix 4) has been set up, with a dedicated telephone number and e-mail address, to report any cases of corruption, influence peddling, or behavior contrary to the principles of the Code of Ethical Conduct
- > A **corruption risk analysis** is updated annually.

● FAIR COMPETITIVE PRACTICES

Honesty, fairness, trust, and mutual interest are among the values and foundations the Group seeks to build in its relationships with partners. To achieve this, suppliers are selected according to these principles and through **open and competitive tenders**. As such, ARMOR PROTÉINES is committed to prohibiting and punishing **all anti-competitive practices**.

● RESPONSIBLE INFORMATION MANAGEMENT AND DATA PROTECTION

In accordance with current **laws and regulations**, the **Data Protection Officer (DPO)** is responsible for implementing the General Data Protection Regulation (GDPR) and overseeing its enforcement within the Group.

As a subsidiary, ARMOR PROTÉINES has appointed a **GDPR representative trained by the DPO**. In addition, employees who may be involved in data processing receive **digital training**. Annual **GDPR/Compliance Cafés** are organized once a year by the **DPO**, who invites all GDPR representatives. New and updated procedures are discussed to ensure compliance with the **duty of care** and the **Sapin II law**. To ensure **effective security, audits** are carried out at subsidiaries. Finally, physical and virtual **"Clean Up Day"** events are held once a year, during which **confidential documents** are shredded and obsolete online files deleted. The group has drawn up a **special procedure** for website data. An **HR handbook** also guides teams through compliance and data security issues.

Indicators	2024	2023	2022	Progression
ETHICS				
Percentage of employees trained in anti-corruption policy*	28%	0%	0%	⬆️
Percentage of employees trained in the duty of care, cumulative with the 2 years preceding the year under review*	29%	22%	5%	⬆️
Percentage of employees trained in the General Data Protection Regulation (GDPR), cumulative with the 2 years preceding the year under review*	31%	23%	Not monitored	⬆️
Percentage of sites with an anti-corruption management system	100%	100%	100%	⚖️

*Only employees with connected devices have access to this training, i.e. 55% of our employees in 2024.

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- > The SARA alert system, previously operated at Group level, has been rolled out to all subsidiaries. Each entity has its own contact person, thereby improving the prevention of ethical breaches.
- > Each new employee with a connected device follows an onboarding program that includes mandatory training in ethics, anti-corruption, GDPR, and competitive practices. This system ensures that compliance rules are taken on board as soon as the new employee takes up their post.

2. Responsible purchasing: a sustainable agricultural sector

ESRS	Topics	IROs	IROs identified
G1 Business conduct	Responsible purchasing	Positive and negative impacts	(+) Dissemination of ethical practices within all Group subsidiaries and influence on the ecosystem in favor of more responsible supply chains (-) Environmental and social impacts in the agricultural and dairy supply chain due to a lack of visibility/traceability
		Risks and opportunities	(+) Relationships with suppliers strengthened and extended through support and upskilling programs, particularly in organic farming and agroecology (-) Increase in operating costs, legal and reputational risks in the event of ESG controversies related to Group procurement
E2 Pollution	Air, water, soil pollution	Positive and negative impacts	(-) Water, air, and soil pollution linked to upstream agriculture, transportation, and packaging production
		Risks and opportunities	(-) Increased operating costs, legal and reputational risks in the event of non-compliance with regulations and consumer/local community expectations regarding pollution
	Substances of concern	Risks and opportunities	(-) Increase in operating costs, legal and reputational risks in the event of non-compliance with regulations
	Microplastics	Positive and negative impacts	(-) Generation of microplastics from packaging products

● PURCHASING POLICY

In line with the guidelines adopted by the SAVENCIA Group, ARMOR PROTÉINES is committed to developing **more sustainable sourcing** with its **raw material suppliers**, incorporating **climate** and social **issues** while ensuring **fair and equitable commercial relations** (see [2022 Savencia Vigilance Plan online](#)).

ARMOR PROTÉINES is committed to the highest **ethical standards** and to treating all its partners with **transparency** and **honesty**. In addition, we are committed to **prohibiting** and **condemning the exploitation of children and forced labor** by carefully selecting our suppliers. Similarly, we agree to respect **the fundamental rights of our external and internal stakeholders**.

● OUR ECOSYSTEM

In line with the Group's mission, we have made a commitment to **present and future generations** to offer them a **sustainable, ethical, and caring world**. To ensure **sustainable agricultural supply chains**, we are co-developing **more sustainable, value-creating sourcing** with our agricultural raw material suppliers.

In addition, ARMOR PROTÉINES is a signatory to the **"Code of Best Practices for Livestock Farming"**, which governs relations with its suppliers. The aim is to ensure these relationships are **sustainable**, fair, and respectful of **people and the environment**.

Finally, we also participate in **the social economy** by **collecting milk from local producers**. Eventually, we hope to develop products based on **more resilient agricultural models**, along the same lines as our **organic range**.

● CHOOSING SUPPLIERS

The Savencia Group develops **long-term relationships** with its main suppliers in order to create opportunities for **improvement**. At ARMOR PROTÉINES, there are two types of suppliers:

- > **Group suppliers** (entities owned by Savencia)
- > **Local suppliers**

Each new partner is evaluated via a **comprehensive questionnaire**, which asks for their **certifications, HACCP studies, allergen declarations, contaminant plans**, and technical data sheets. Suppliers and purchased materials are classified according to **criticality indicators**:

- > **Criticality 1** applies to **the ingredients in the product**
- > **Criticality 2** applies to **the primary packaging**
- > **Criticality 3** applies to **secondary packaging and pallets.**

Every year, supplier assessments and **audits** are carried out according to certain criteria, including the latest audit results. Our main partners are located in **Europe** and are **certified**. For example, for **chemicals** with a high environmental impact, we use low-carbon **soda** produced with renewable energy. The batches are certified by the **ISSC (International Sustainability and Carbon Certification)**.

To conduct its strategy over the **long term**, ARMOR PROTÉINES is committed to including all its **stakeholders** in its **CSR** program. At Group level, one of our **purchasing** objectives is to have **suppliers** with sales of over €1 million sign the **Responsible Purchasing Charter**. By the end of 2025, all suppliers with sales in excess of 500,000 euros will be required to sign the charter. This document details **ARMOR PROTÉINES'** expectations with regard to **social, environmental, and societal issues**. Getting an assessment from **EcoVadis** or another **CSR** organization is one of the first things the company expects.

In other words, **ARMOR PROTÉINES** sets high **CSR standards** for its **suppliers**. In fact, the average **EcoVadis** rating for our **local suppliers** is **64 out of 100**. This figure illustrates our company's aspiration to select suppliers who ardently incorporate **respect for the environment and people into their activities**.

Indicators	2024	2023	2022	Progression
RESPONSIBLE PURCHASING				
Percentage of sales from direct materials, consumables, additives, and packaging with a signed purchasing charter	83%	84%	Not monitored	⬇️
Percentage of sales from direct materials, consumables, additives, and packaging with an ECOVADIS evaluation	85%	88%	81%	⬇️

● FUNDAMENTAL HUMAN RIGHTS OF OUR EXTERNAL STAKEHOLDERS

ARMOR PROTÉINES ensures that its activities comply with the **conventions of the International Labour Organization** and uphold **human rights and fundamental freedoms**. We are committed to rigorously fulfilling our **duty of care** towards our **value chain** and **relevant stakeholders**, and to firmly combating **child and forced labor**. In every country where we operate, we are committed to upholding the **rights of our stakeholders**, including the **right to a safe and healthy workplace**, the **right to non-discrimination**, and **freedom of association**.

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- > This year, Savencia Ressources Laitières signed an amendment to its contract with the producer organization France MilkBoard Ouest et Normandie that addressed volume management, the method for setting the base price of milk, and changes to certain bonuses. This amendment signals further progress in favor of local, competitive, and sustainable milk.
- > The Savencia × Agrial partnership continued in 2025 with the rollout of the agreement signed in 2024, aimed at achieving carbon neutrality in the milk sector with **1,300 producers and 1 billion liters of milk**. More than half the farms have already carried out a carbon audit and drawn up an action plan, confirming the positive momentum of this program.



3. Ensuring animal welfare

ESRS	Topics	IROs	IROs identified
G1 Business conduct	Animal welfare	Positive and negative impacts	(-) Impact on animal welfare in the meat and dairy sectors

SRL employs a structured animal welfare policy through its Milk Supply Development Department (DDAL). This department provides training and technical support to local teams to ensure the animals' health, well-being, and longevity and the quality of the milk collected.

Its efforts are based on the **five fundamental freedoms of animal welfare**, developed by the *Farm Animal Welfare Council (FAWC)*:

- > **Physiological well-being (freedom from hunger and thirst):** permanent access to fresh water and suitable feed, ensuring good health and vigor.
- > **Well-being and comfort (freedom from discomfort):** appropriate environment including shelters and comfortable rest areas.
- > **Health (freedom from pain, injury, or disease):** prevention, early detection, and appropriate treatment.
- > **Behavioral well-being (freedom to express normal behavior):** availability of space, conditions appropriate to the species, and social contact with conspecifics.
- > **Psychological well-being (freedom from fear or distress):** livestock practices that do not cause unnecessary suffering or stress.

This internationally recognized definition now includes a sixth principle (**opportunities for positive experiences**), developed with the INRAE, to ensure that animals can express emotions that are beneficial to them.

Relying on the expertise of the international NGO **Compassion in World Farming (CIWF)**, the subsidiary has also committed to an approach structured around the four pillars of the *Savencia Charter for Animal Welfare*:

- > **A greater focus on health**, by using reasonable treatments and continuously improving care protocols
- > **Quality, sustainable, local food** that meets the requirements of the various sectors
- > **Guaranteed access to the outdoors**, in particular by promoting grazing where conditions allow
- > **Comfortable housing**, including space, bedding quality, and buildings appropriate to the species.

To implement these commitments, the teams at Savencia Ressources Laitières carry out **regular farm assessments**, based on recognized standards such as the *Code of Best Practices for Livestock Farming* and the *Sustainable Dairy Production* assessment. These assessments establish a **structured dialogue with farmers**, enabling them to analyze their practices objectively and identify appropriate levers for improvement.

The action plans drawn up following these assessments may be supported by the subsidiary through **technical or organizational assistance**, in order to consolidate existing best practices and support the progress of these farms over the long term.



B. SUMMARY AND ETHICAL OBJECTIVES

Ethics and compliance are a key part of ARMOR's strategy to ensure transparency and integrity in all its activities. Ethics and compliance advisors are enlisted to oversee initiatives and ensure compliance with internal and regulatory rules, and training and alert systems are rolled out for all employees to reinforce our corporate culture. This is backed up by a range of communication tools (posters, intranet, newsletters) that reinforce this approach and ensure shared vigilance on a daily basis.

Since our purchasing processes account for a major part of our business, they also incorporate social, environmental, and ethical criteria, with oversight of supplier practices. Milk is collected locally, and producers are supported in reducing their carbon footprint and ensuring animal welfare.

2026 ETHICAL OBJECTIVES

- > Formalize objectives for upholding human rights in the Savencia Group's value chain (providing decent working conditions to workers, excluding all forms of forced labor, human trafficking, and child labor).
- > Update our training materials on ethical practices and compliance.
- > 100% of suppliers with sales in excess of 500,000 euros must sign our Responsible Purchasing agreement.
- > Continue to train 100% of new recruits in corruption risks and information security measures.
- > Keep the number of incidents related to corruption and information security at 0.
- > Continue to ensure the exclusion of all forms of forced labor, human trafficking, and child labor.

VII. OUTLOOK

A. NEW AMBITIONS FOR A SUSTAINABLE FUTURE

We are pursuing our commitment with clear, ambitious objectives and increased transparency, as illustrated by several strategic priorities:

- > Ensuring the safety and well-being of our employees, by making the reduction of occupational risks a top priority
- > Maintaining FSSC 22000, ISO 9001, and ISO 50001 certifications for our sites to operational excellence.
- > Strengthening our position on all CSR criteria and having it assessed by a standard, as evidenced by the ECOVADIS gold medal we won this year.
- > Taking action on climate change, by completing the 2026 greenhouse gas emissions assessment and providing ongoing training to our employees through the "Climate Collage" workshop, in order to turn them into responsible stakeholders.
- > Pledging to preserve biodiversity around our industrial sites through concrete actions supported by specialized partners.
- > Involving our employees in our CSR program through information campaigns and by enabling their participation in positive-impact initiatives.

These objectives reflect our overall vision of CSR, which thoroughly incorporates non-financial issues into our strategy and management.

B. THE FOUNDATION OF OUR CSR STRATEGY: THE 5 OXYGEN 2025 PILLARS

Our aim is to put CSR at the heart of our business model, creating value for our planet, our community, and our stakeholders, while maintaining solid financial performance to guarantee our independence. Rigorous monitoring of non-financial indicators, such as greenhouse gas emissions reductions or improvements in workplace safety, will enable us to measure our concrete progress.

We will also continue to innovate our processes and products to meet consumer expectations while minimizing our environmental impact.

Finally, we hope to be a leading player in supporting education and employability, by strengthening our internship, mentoring, and career exploration programs.



● The 2026 CSR pillars:

> SOCIAL COMMITMENTS: Cultivating shared responsibility and strengthening our positive local impact

- Reduce the accident frequency rate.
- Continue to train our managers on a regular basis to reinforce our positive managerial culture.
- Improve quality of life at work.
- Continue our efforts in favor of diversity, inclusion, and our policy for people with disabilities.
- 100% of sites involved in our partnership with the Institut Curie.
- Invite 9th and 10th graders to visit our sites.
- Organize food drives (Banques Alimentaires) and mentoring programs (resume writing, job interview preparation).
- Develop career exploration days with local stakeholders.
- Develop ingredients combining nutrition, clean labels, and positive impact.

> ENVIRONMENT: Protecting the climate and resources; supporting sustainable industries

- Renew our “well below 1.5°C” commitment to the SBTi and aim for carbon neutrality by 2050.
- Significantly reduce our water consumption by 2032.
- Accelerate the energy transition by encouraging energy conservation and conversion.
- Develop projects for renewable energy sources.
- Carry out 4 biodiversity projects at our industrial sites by 2029.
- Combat the decline in dairy farming and support producers in achieving carbon-neutral milk via Savencia Ressources Laitières.

> ETHICS: Doing business sustainably and responsibly

- Have 100% of farms sign the Animal Welfare Charter by 2029.
- > Formalize objectives for upholding human rights in the Savencia Group's value chain (providing decent working conditions to workers, excluding all forms of forced labor, human trafficking, and child labor).



With these steps, we are reaffirming our goal to combine economic performance with positive impact, providing a sustainable future to our stakeholders.



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