



ANNUAL AND SUSTAINABLE DEVELOPMENT REPORT







E

Even,
a cooperative
dairy group
founded
in Brittany.



Interview with

Jean-Michel Gac and Christian Griner

HOW DID 2024 SHAPE YOUR MISSION IN THE DAIRY SECTOR?

CHRISTIAN GRINER

Like much of the agri-food industry, the dairy sector is facing margin pressures driven by escalating costs at both farm and downstream levels. Global milk supply contracted in 2024, while demand remained at moderate levels.

JEAN-MICHEL GAC

Even has delivered on its dairy mission. It was a positive year overall, with the base milk price remaining consistent at €435 per 1,000 litres, the same as in 2023. Even's annual milk collections increased by 4%, contrasting with declines seen in other regions of France and globally. The energy of the cooperative's installations underscores the ongoing vitality of the dairy profession in Brittany, which retains a bright future despite agricultural abandonment.

HOW ARE THE OTHER BUSINESS DIVISIONS PROGRESSING?

CHRISTIAN GRINER

The distribution business was hit by unfavourable weather conditions, which had a negative impact on commercial catering. Purchasing power constraints, deflation, and competitive pricing pressures are all taking their toll. Nevertheless, Even Distribution held its ground in terms of customer numbers and business volume. The division continues to develop and grow, with the creation of So Breizh and the acquisition of Colmar Frais within Réseau Krill, as well as the launch of Argel's e-commerce site. The same observation applies to our Development Division. We welcomed Méchinaud and invested in a new production site for Glacière Narbonnaise.



In these turbulent times, our Cooperative serves more than ever as a bulwark against instability. Deeply rooted in its region, it serves as a point of reference for cooperative members and employees who share its values and project. ”

JEAN-MICHEL GAC
Chairman of the Board of Directors

JEAN-MICHEL GAC

Even Upstream is dedicated to fulfilling farmers' expectations through enhanced service and innovation aimed at boosting farm profitability and reducing carbon footprint. This is the aim of the Even CSR fund and Laïta's Passion du Lait® initiative. Simultaneously, we are deepening the connection between cooperative members and their cooperative through the "Bien dans ma Coop" (good in my co-op) programme, alongside training sessions, informational meetings, and participation in specialised committees.

WHAT KEY EVENTS STAND OUT FROM THE PAST YEAR?

JEAN-MICHEL GAC

Changes in governance: I want to express my heartfelt thanks to Guy Le Bars for his dedicated and impactful 17 years as chairman of Even, as he entrusts us with the leadership moving forward. A new page has also been turned with the signing of a new agreement between Laita's shareholders. It gives us the opportunity to welcome new producers who identify with our values and our cooperative project. We intend to seize this opportunity to grow together.

CHRISTIAN GRINER

I would like to emphasise that Even is increasingly appealing to cooperative members, employees, customers, partners, and the wider public. Our cooperative model is an appealing one through its clear purpose and reliable delivery on commitments across milk prices, products, services, working conditions, and CSR initiatives. As one of two examples, the Group's recent job dating event drew close to 250 participants, marking a significant success. And in 2025, we are renewing Even'Up, the call for projects targeting start-ups in agriculture, nutrition, distribution, and new technology sectors committed to sustainable agriculture and food systems.

WHAT IS THE OUTLOOK FOR 2025?

JEAN-MICHEL GAC AND CHRISTIAN GRINER

Confidence. Even continues to invest heavily, despite these uncertain times. We allocated €107 million to development in 2024. 2025 will build on our ongoing efforts to sustain and modernise our businesses. A portion of these investments will support our transition policies, reflecting the collective commitment of our cooperative members and employees.



“Despite these uncertain times, Even continues to invest heavily, supporting its cooperative members, strengthening local communities, and securing a sustainable future.”

CHRISTIAN GRINER
CEO



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Even,

a cooperative dairy group founded in Brittany

Even, is a cooperative dairy group founded in Brittany in 1930. With more than 1,000 cooperative member farmers and almost 6,500 employees, it is now a recognised player of the French food industry, in particular thanks to its Paysan Breton brand. Even is structured around its parent company, the Even Cooperative, and four complementary business divisions: the upstream agricultural sector, milk and dairy products, food product distribution, and a diversification division. Even is firmly attached to

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



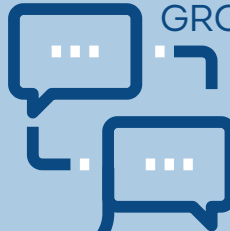
Key figures

1,030
COOPERATIVE
MEMBER FARMERS



6,480
EMPLOYEES

A COOPERATIVE
GROUP



FOUNDED IN
BRITTANY IN
1930

€2.7bn

TURNOVER
IN 2024

CUSTOMERS IN
OVER 110 COUNTRIES



MILK
SOURCE
OF EVEN

4 COMPLEMENTARY
BUSINESS DIVISIONS

104
SUBSIDIARIES



Governing bodies

Even is built on cooperative values and belongs exclusively and collectively to Breton milk producers, i.e. its cooperative member farmers. Its mission? To collect and process the milk produced by its cooperative members in a sustainable way, in order to secure the long-term future of the farms on its territory. At Even, the cooperative members are its shareholders, milk suppliers and users of the Cooperative's services. The Board of Directors is made up of 16 of them elected by their peers. Led by Even's Chairman, Jean-Michel Gac, seven of them make up the Board of Directors. The Executive Committee is made up of CEO Christian Griner and six directors. This system fosters a non-speculative, distinctly human type of capitalism which is focused on the long term.

EXECUTIVE COMMITTEE



**Christian
Griner**

Group CEO



**Catherine
Abautret**

Group Director of
Social Relations
and Transformation



**Jean-Marie
Arnal**

Even Distribution
CEO



**Dominique
Cloarec**

Group Legal
and Compliance
Director



**Jean-Marc
Le Roy**

Even Upstream and
Even Development
CEO



**Thierry
Millet**

Group Financial
Director



**Fabien
Russias**

Laïta
CEO

BOARD OF DIRECTORS



**Jean-Michel
Gac**

Chairman of the Board of Directors, farmer in Hénanbihen (Côtes d'Armor)



**Yves
Kermarrec**

Chief Vice-Chairman, farmer in Drennec (Finistère)



**Pierre-Yves
Jestin**

Vice-Chairman, farmer in Lannilis (Finistère)



**Yann
Landin**

Vice-Chairman, farmer in Plédran (Côtes-d'Armor)



**Ronan
Le Bras**

Treasurer, farmer in Plounévez-Lochrist (Finistère)



**Jean-François
Saluden**

Secretary, farmer in Mespaul (Finistère)



**Yohann
Hervo**

Board of Directors member, farmer in Allineuc (Côtes-d'Armor)



**Ludovic
Madec**

Board of Directors Member, farmer in Hanvec (Finistère)



**Hélène
Barbu**

Board Member, farmer in Plurien (Côtes-d'Armor)



**Sandie
Coz**

Board Member, farmer in Plouezoc'h (Finistère)



**Sébastien
Gouérec**

Board Member, farmer in Plounévez-Lochrist (Finistère)



**Hubert
Le Coz**

Board Member, farmer in Plouarzel (Finistère)



**Bernard
Saliou**

Board Member, farmer in Saint-Thonan (Finistère)



**Yvon
Tourmel**

Board Member, farmer in Commana (Finistère)



**Soizic
Trotel**

Board Member, farmer in Saint-Cast-le-Guildo (Côtes-d'Armor)



**Maria
Uijterwaal**

Board Member, farmer in Saint-Thégonnec (Finistère)

Key events

2024



JANUARY

PARTNERSHIP

That's sport!

As well as partnerships with farming professionals, Even has long-standing links with associations and institutions that share its values, first and foremost team spirit and solidarity. The Group has been supporting the Landerneau Bretagne Basket (LBB) women's team for five years. Connections were built not only during matches, but also at informal gatherings, such as Cooperative Members' Day, where professional players introduced women farmers to their sport.

FEBRUARY

SUCCESS

Paysan Breton: from podiums to our screens

Paysan Breton got off to a strong start in 2024, winning the Prix d'Excellence from the Concours Général Agricole (CGA) in recognition of the quality of its products. Three of which in recent years: semi-salted moulded butter, Madame Loïk Nature whipped cheese with Sel de Guérande, and thick crème fraîche 30%. At the last CGA, the brand also won four silver medals and one bronze for other products sold in France and abroad.

To celebrate its 55th anniversary, the ever-conquering brand is launching a campaign to highlight its cooperative DNA. It encourages consumers to play a part in the long-term future of dairy farms with a meaningful slogan: *"Preferring the taste of what's good today, guarantees the taste of what's good tomorrow"*.

APRIL

BETTER LIVING, TOGETHER

Sponsorship for inclusion

Since 2023, Even has also supported Ildys which works to promote inclusion. Thanks to the Group's sponsorship, the Foundation brought the Breizh Fabribus project to fruition. This mobile laboratory, which creates personalised technical aids improve the daily lives of disabled people, was inaugurated on 16 April 2024 on the site of the Université de Bretagne Occidentale (UBO).

MARCH

TERRITORY

So Breizh: a new regional player

On 1 March 2024, SovéFrais (Ploudaniel, Finistère) and A2S (Kervignac, Morbihan) merged to form So Breizh. This new 100% Breton company intends to become the regional leader in food distribution for the out-of-home catering sector. The new centrepiece of the Réseau Krill, So Breizh has 320 employees serving more than 5,000 customers in the collective and commercial catering, delicatessen and convenience sectors. It generates sales of almost 100 million, differentiating itself with a wide range of products, most of which are produced locally and developed under the eponymous So Breizh brand.





MAY

ATTRACTIVENESS

Laïta pulls out all the stops

Recruiting and building loyalty are two major challenges that Laïta has taken on to ensure the long-term future of its business lines. The company has formalised its Integration and Training Programme (AIF). It harmonises internal induction and training practices and training of employees, whatever their position department or site. The programme includes a structured induction process, managerial tools, a mentoring system, training schemes, etc. In addition, the cooperative dairy company is strengthening its employer brand by multiplying its original initiatives, such as the Laïta Job Tour. From 28 May to 14 June, Laïta's recruitment teams travelled the roads of Western France in a converted van to meet candidates in the heart of the business basins.

JUNE

GOVERNANCE

Change in continuity



600 cooperative members, employees and guests gathered at the Quartz in Brest (Finistère) on 28 June, for an exceptional General Meeting: an opportunity to pay tribute to Guy Le Bars who is handing over the reins after 17 years of commitment as Chairman of the Cooperative. *"People change, the project remains"* declared the man whom his fellow travellers describe as *"a visionary pathfinder, a man of his word and conviction who has always strived for fairness for his members"*. On 1 July, the Board of Directors elected Jean-Michel Gac as head of the Cooperative. The new chairman of Even is based in Hénanbihen in the Côtes-d'Armor. He has been a director of the Cooperative since 2006. Together with his brother, he runs a dairy and pig farm which produces green energy. Jean-Michel Gac is the 6th chairman of Even since the creation of the Ploudaniel Cooperative in 1930.



JULY

DIVERSIFICATION

Méchinaud joins Even Development

Even Développement welcomes a new company with specific expertise. The Méchinaud family business specialises in packaging and marketing aromatic herbs, baby vegetables, forgotten vegetables, edible flowers, young shoots, exotic fruits, etc. Founded in 1989 by the Méchinaud family, the company employs 150 people and is based in Rezé in the Loire-Atlantique department. It is developing a range of niche fresh products for wholesalers and supermarkets. Thanks to this acquisition, Even is entering a buoyant market to create value for its co-operate members and territories.



AUGUST

COMMUNICATION

The Even saga in the public eye

The “Even: l’aventure d’une coopérative laitière finistérienne” (Even: the adventure of a Finisterian dairy cooperative) exhibition, based on the book published by Ouest-France and inaugurated General Meeting 2024, is now on the road. First stop: the Cap Stream conference centre in Landerneau (Finistère), where the public will be able to discover it until April 2025. The exhibition recounts the highlights of Even’s history since its creation in 1930. It is accompanied by a visitor’s booklet of around one hundred pages. It deciphers the keys to the success of a cooperative enterprise that is “sustainable by nature”, with the aim of meeting the needs of the present without ever mortgaging the future.



SEPTEMBER

TRANSITION

Even Upstream creates its Climate Fresco

The Even Upstream technical sales teams met for their return to work after the summer holiday seminar to discuss the major issues affecting their activities. During a collaborative workshop dedicated to the Climate Fresco, employees the complexity of climate change. They then reconstructed a visual fresco, illustrating the interactions between the causes of global warming, and its social, economic and environmental consequences. This exercise encouraged them to explore concrete solutions that Even Upstream could incorporate into its practices to better support farmers through the climate transition.





OCTOBER

DIGITALISATION

Argel launches its e-commerce site

The French pioneer in the distribution of frozen food products to the home is taking a new step towards modernisation with the launch of its e-commerce site. This additional sales channel is aimed primarily at working customers who are already familiar with online shopping. Argel's online store has a complete and detailed range of products, promotions of the moment, ideas and recipes with, of course, the guarantee of secure payment. At the same time, the company is extending its catchment area to the whole of mainland France, thanks to a partnership with ChronoFreeze. Deliveries are made within 48 to 72 hours after validation of the order by the customer, in urban areas previously not served by Argel.



NOVEMBER

DEVELOPMENT

Welcome to Colmar Frais

Even Distribution is pursuing its strategy of expanding its network across France with the acquisition of Colmar Frais in the Haut-Rhin department last 1 November. The company employs 55 employees and generates sales of €24 million. It specialises in catering, and stands out for its range of meats, which are much appreciated by chefs and customers at the best restaurants in Alsace. We would like to welcome all the company's employees, and assure them that Even Distribution will be maintaining and developing the model that has made them so successful for 25 years now.



DECEMBER

OPENING

Discovering Even's business lines

As part of the "Bien dans ma Coop" (good in my co-op) series of events, young cooperative members are invited to a stay with a focus on openness and conviviality, on 12 and 13 December. The dynamic troop discovered the Laïta site at Ancenis (Loire-Atlantique), before heading off to Les Herbiers, in the Vendée, to visit the meat-cutting workshop and warehouse of Achille Bertrand, one of the nine entities of the Réseau Krill within Even Distribution. The opportunity for young co-operative members to get away from their everyday lives, explore new horizons and develop relationships through exchanges and fun activities.

Business lines and brands

International coverage

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

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

Even encompasses national and international flagship brands such as: Paysan Breton, Régilait, Mamie Nova, Gamm Vert Argel, and Réseau Krill, as well as equally emblematic regional and specialist brands.

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



LAÏTA

CONSUMER PRODUCTS



HEALTH NUTRITION PRODUCTS



DAIRY INGREDIENTS



YOUNG MAMMAL FEEDS



EVEN UPSTREAM

FARMING MANAGEMENT



DAIRY PRODUCTION



CROP PRODUCTION AND SELF-SERVICE SUPPLY STORES



ANIMAL NUTRITION, SWINE GENETICS



EVEN COOPERATIVE DAIRY GROUP FOUNDED IN BRITTANY



EVEN COOPERATIVE FARMER MEMBERS

EVEN DEVELOPMENT



AGRI-FOOD SMES



EVEN DISTRIBUTION



HOME DELIVERY



OUT OF HOME CATERING



Even Upstream



MILK PRODUCTION



CROP PRODUCTION AND SELF-SERVICE SUPPLY STORES



ANIMAL NUTRITION AND SWINE GENETICS



Our mission

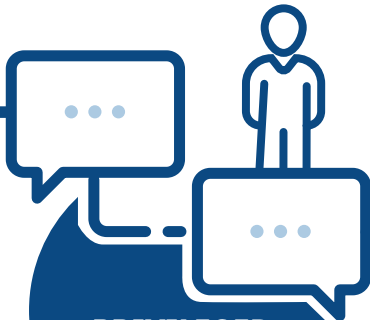
Supporting farmers with innovative products and high-tech services to optimise the operation and competitiveness of their farms.



EXPERTISE

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

130 EMPLOYEES



PRIVILEGED CONTACT
for Breton farmers



€130m
TURNOVER



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



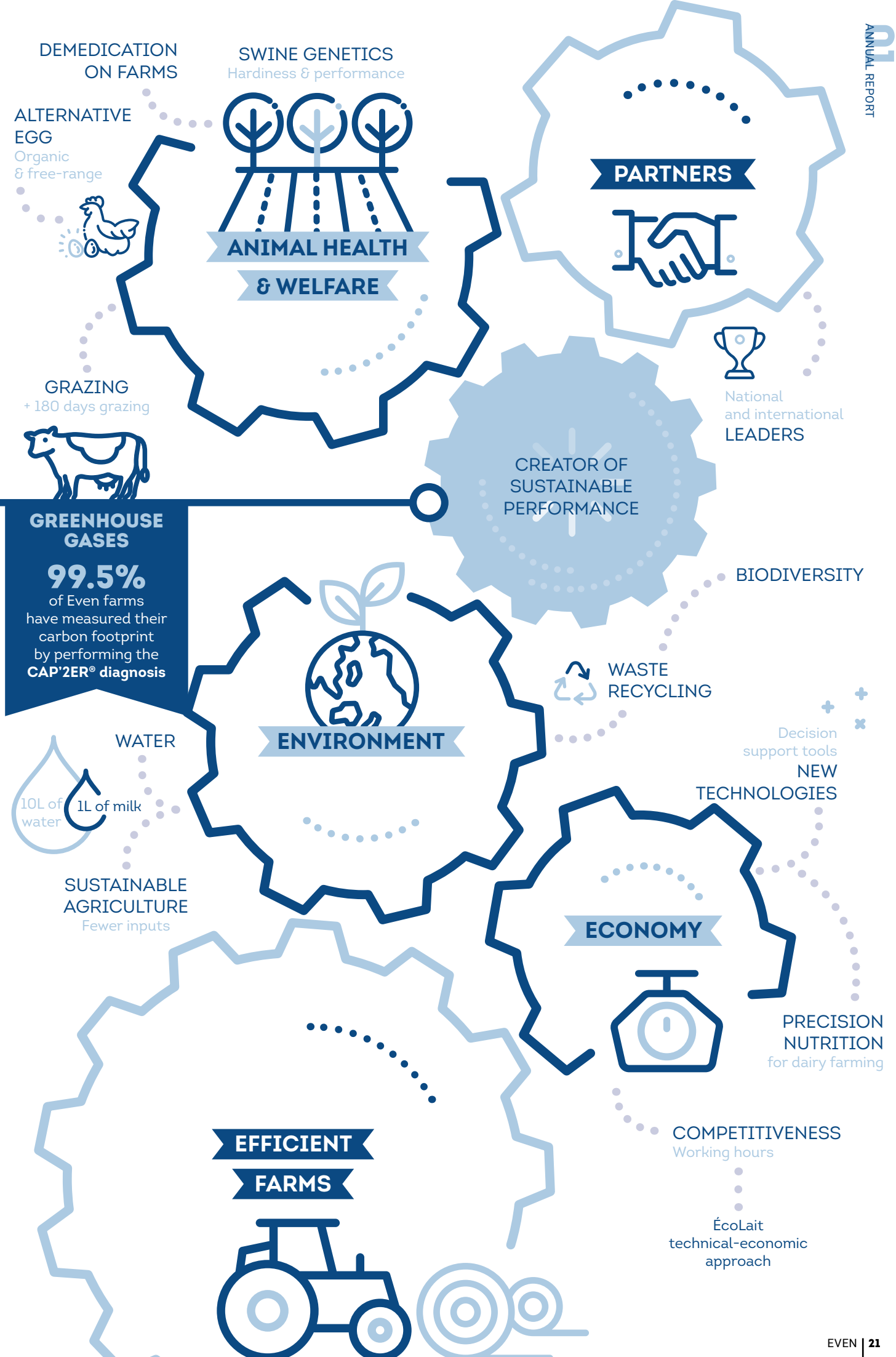
Dairy production
UNIT



13
Agri-supply and self-service
SUPPLY STORES



2
Animal nutrition
FACTORIES



Even Upstream

a cluster of expertise serving Breton farmers

30 October 2024 marks an important milestone in the Cooperative's history. The change in the organisation of milk deliveries to Laïta has given it the opportunity to welcome new cooperative members. Upstream teams are stepping up their presence in eastern Brittany to provide the best possible support to producers who choose to join Even.

NEW HORIZONS FOR EVEN

In late October 2024, Laïta's three partners signed an amendment modifying the organisation of milk deliveries. Up until then, Even's input to Laïta was limited to 440 million litres. This volume is now uncapped. This enables Even to consolidate the milk supplied to Laïta, in line with its status as majority shareholder. Since this agreement was signed, the Cooperative has strengthened its upstream services to offer the best possible support to new co-operators who identify with Even's values and project. The Milk, Even Agri and Even Animal Nutrition departments are expanding their local coverage by reorganising their sectors and recruiting new staff. By the end of 2024, several dozen farmers who had previously contributed milk to the LNA-Silav producer organisation had already decided to

join Even. This partly explains the 4% increase in net new money in 2024 compared with 2023. In addition, the rainy year was favourable to forage production and grazing systems. This has contributed to an increase in milk production in Western France, unlike other regions of Europe and the world, where production is falling. The average price of milk paid to Even cooperative members (depending on fat, protein, milk quality and premiums) remains attractive. It stands at €459.62 per 1,000 litres, 0.95% lower than in 2023.

EVEN AGRI. SERVING FARMING FOR THE FUTURE

Always with a view to creating sustainable performance for the benefit of farmers, **Even Agri** is continuing its work around agronomy, soil fertility, precision plant nutrition and adaptation to climate change. These themes were at the heart of the 3rd "Agronomy and Innovations" day, which welcomed 400 farmers and students to Plouisy (Côte d'Armor) on 5 September. This trial platform is a real life demonstration of the relevance of the Even Agri strategy, which for the second year running, Even Agri has continued to grow, with a 7% increase in the area monitored. In the network of self-service agricultural shops,

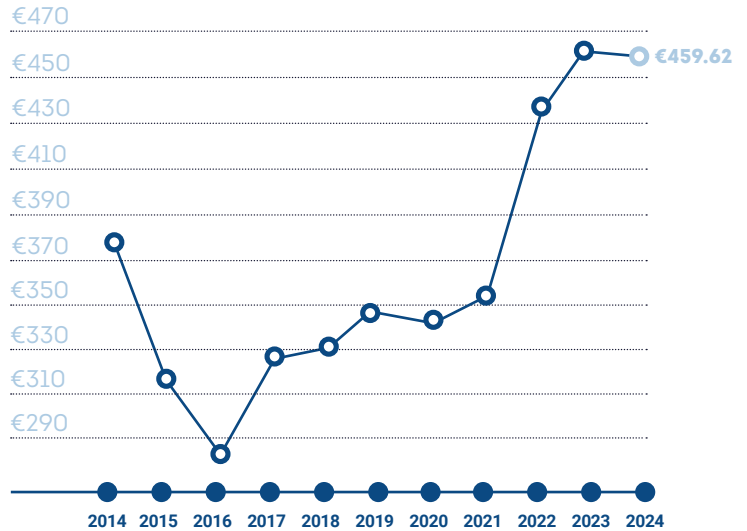


renovations based on the Gamm vert Village concept are continuing. The modernisation of the Plouigneau (Finistère) outlet, which reopened in March 2024 following the works, has resulted in a 40% increase in sales.

A WINNING STRATEGY IN ANIMAL NUTRITION

The animal nutrition business is holding up well on its positions in a shrinking overall market. Volumes of ruminant feed sold are up, thanks in particular to growth in the Côtes d'Armor region. Volumes of feed for laying hens were also up by 6.2%, while the market as a whole grew by just 1.6%. Tecnor's complete feed business for pigs was down slightly as a result of lower volumes produced in response to tenders. However, in the Tecnor branded business, volumes rose by 2% in a market down 2.5%, reflecting the strong sales momentum of our teams. The farm-made feed (FMF) business continues to grow. Overall, the volume of reconstituted feed, including supplements, FAF and minerals, will increase by 5.8% compared with 2023.

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



In swine genetics, **Topigs Norsvin** France can pride itself on being the leader in France, with 30% market share in female lines thanks to the TN 70 sow. The male line development plan is bearing fruit, with sales of doses up 17%. This growth is set to continue in 2025 with the launch of the TN Rex, a new boar suitable for all types of breeding and end markets.

Total volume collected January-December, in millions of litres

EVEN

- ◀ 2024: 421.4
- ◀ 2023: 406

+3.7%

LAÏTA

- ◀ 2024: 1,419
- ◀ 2023: 1,404

+1%

“We support farmers in their drive for higher-performance farms”

Jean-Marc Le Roy,
Even Upstream CEO



SCAN
to go even further...



Laita

CONSUMER PRODUCTS



HEALTH NUTRITION PRODUCTS



DAIRY INGREDIENTS



YOUNG MAMMAL FEEDS



Our mission

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



3,150
EMPLOYEES



€1.7bn
TURNOVER

33%
of export turnover

Laita is among the top 10 dairy cooperative companies in Europe

INDUSTRIAL SITES

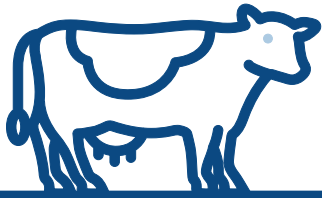
- 1 Ancenis (Loire-Atlantique)
Butters, soft cheeses, dairy ingredients
- 2 Créhen (Côtes-d'Armor)
Whipped cheeses, dairy ingredients, infant milk
- 3 Lanerneau (Finistère)
Young mammal feeds, butters, dairy ingredients
- 4 Lanfains (Côtes-d'Armor)
Hard cheeses, ultra-fresh products
- 5 Ploudaniel (Finistère)
Crêpes, hard cheeses, health nutrition products, ultra-fresh products
- 6 Yffiniac (Côtes-d'Armor)
Milk cracking, creams, milk, dairy ingredients

PARTNER INDUSTRIAL SITE

- 7 Pont-Scorff (Morbihan)
Soft cheeses

7 industrial SITES
5 European SUBSIDIARIES
8 Global OFFICES





3,670
PRODUCERS

100%
of Even farms
involved in
the
Passion du Lait®
initiative

Animal
WELFARE

51
new consumer
products
placed on
the market



... **2,060**
farms

COLLECTION

1.4bn
LITRES OF
MILK COLLECTED

INNOVATION



Milk
MULTI-
SPECIALISTS

PROCESSING



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

Employee
safety

€41 million
of tangible
investment to
support growth



EFFICIENCY

Provide a guarantee
of origin

INVESTMENT



MARKETING



**FLAGSHIP
BRANDS**



Traditional butter with
the **Paysan Breton**
Mould

Yoghurt with fruit
Premium
with **Mamie Nova**

**No.1
IN FRANCE**

Grocery milk
with **Régilait**

Fermented milks
with **Paysan Breton**

**LAÏTA'S
CARBON FOOTPRINT**



2
Mt CO₂ eq per year
87% of which relates
to purchases

*milk purchases (74%),
purchases of packaging, ingredients,
products and services (13%)*



INTERNATIONALISATION
Laïta exports to more
than **110 countries**

Laita

a cooperative dairy company on a European scale

In 2024, challenging global dairy market conditions had an adverse impact on Laita's dairy ingredients business lines. Domestic markets, particularly in French supermarkets, were marked by further price rises and contrasting volumes. Health nutrition and milk replacers for young mammals are making significant progress.

SHAPING THE FUTURE OF MILK

World milk collection and demand lacked dynamism over the past year. In addition to the drop in production due to the vagaries of the weather in various parts of the world, Chinese imports have slowed sharply as a result of a less prosperous economy and developing local milk production. The result is a regular alternation of periods of firming and slowing milk powder prices in the wake of the €2,450 per tonne mark, which is unfortunately insufficient in relation to the price of milk paid. Even so, Laita continues to develop its Epi Ingredients brand premium milk powders with key international accounts, which are admittedly demanding, but which make it possible to mitigate the volatility of these prices somewhat. For a number of years

now, the observation has been the same: world markets for fat appear to be more balanced than those for milk protein.

On domestic markets, Laita was again able to renew tariff increases brought about by the Egalim law. This is good news for the trajectory of milk prices, especially as the global economy has proved less buoyant. Although inflationary pressures have subsided, shifts in consumption patterns appear to be lasting. Private labels continue to grow. Premium and branded products are in decline. There are more promotions and competition from first-price products from European competitors. Against this complicated backdrop, Laita has managed to stem the loss of volume in Paysan Breton brand butter and has continued to develop its Madame Loik spreadable cheeses. The cooperative has also been able to seize private label opportunities, such as the development of oval-shaped soft cheese.

In 2025, the challenge is to continue to develop tariffs for customers in order to support the trajectory of milk prices, while meeting growing expectations in terms of decarbonisation.





These requirements call for economic support to be integrated into commercial and industrial strategies.

The CSR approach of Laïta, Passion du Lait®, continues to be consolidated to enable the sector - from upstream to downstream - to reduce its environmental impact and thus meet the challenges of climate change.

CUTTING-EDGE EXPERTISE AND PROMISING PRODUCT MIXES

The development of our health nutrition branch is coping with the fall in births in China, which is weighing globally on the infant formula powder market. This will have an impact on Laïta Nutrition’s infant formula powder business. Fortunately, at the same time, double-digit growth is being recorded in liquid clinical nutrition, a booming segment. This momentum has accelerated discussions on a new investment programme dedicated to the liquid process, to support the growth of the buoyant adult nutrition markets. Year after year, Laïta’s teams build on their cutting-edge expertise with complex, high-tech nutritional products for the most sensitive populations, particularly infants and the elderly.

Finally, **nutritional products for young mammals**, such as Celtaït brand milk replacers and colostrum-based solutions, are also continuing to develop. In 2024, Laïta underwent a major transformation, exiting the veal production business - the last remaining French dairy player in this market. This business line was transferred to the Van Drie group, marking a strategic refocusing on animal nutrition.

Thanks to the resilience of its brands, its cutting-edge nutritional expertise, its buoyant product mix and the operational drive of all its teams, Laïta is in a strong position to continue to add value to its producers’ milk and boost their incomes.

Every day we work with more than 2,000 dairy farms”

Fabien Russias,
Laïta Ceo



SCAN to go even further...



HOME DELIVERY



OUT OF HOME CATERING



Even Distribution

Our mission

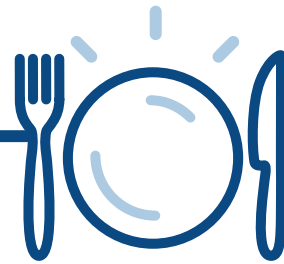
Make it easier for our customers to prepare tasty and balanced meals at home every day.
 Help catering professionals satisfy their customers.



270,000 individual customers



50,000 business customers



€765m
 TURNOVER



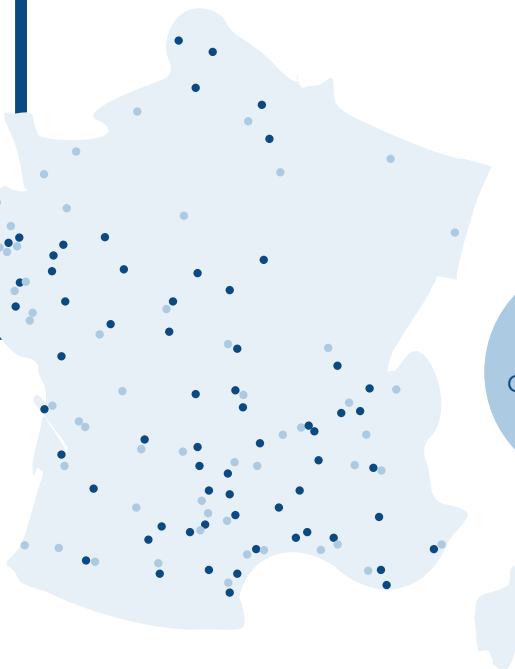
2,850
 EMPLOYEES

22
 COMPANIES



144
 SITES

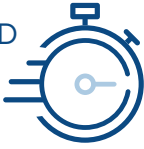
- Home delivery
- Food service sector



Companies with a strong local presence

86% OF FRENCH SUPPLIERS

FAST FOOD & FINGER FOOD



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



MEAT OFFERING less but better



KNOWING CONSUMER EXPECTATIONS AND LOOKING FOR THE BEST PRODUCTS

PURCHASING & MARKETING

TRUST to create the innovations that our customers need



Priority to LOCAL SOURCING

SEARCH FOR MEANING



HEALTH well-being, naturalness



READY TO EAT

PRODUCERS

CONSUMERS



SUSTAINABLE FISHING

ICE CREAMS less sugar, more fruit and Organic



New purchasing and consumption habits

LOGISTICS & COMMERCE

SERVING THE BEST PRODUCTS TO OUR CUSTOMERS

COMMERCE people close to their customers



CUSTOMER SERVICES



Multi-channel

Digitalisation

Confidence

EVEN DISTRIBUTION'S CARBON FOOTPRINT



850

kt CO₂ eq per year 92% of which relates to purchases

3,200 CERTIFIED REFERENCES

Even Distribution

a specialised French distributor

In 2024, Even Distribution remained solidly positioned in the face of deflation and the decline in the traditional restaurant sector, impacted purchasing power and unfavourable weather conditions. The cluster continues to develop at a steady pace. The CSR dynamic, accelerated thanks to the strategic project, continues with a new roadmap to 2030.

After two exceptional post-covid years, Even Distribution is back at cruising speed in a complex market. On a like-for-like basis, sales in the out-of-home catering sector fell by 3.9% due to deflation, competitive price wars and the crisis in purchasing power. It is nevertheless holding its ground, with a number of customers and a volume of business comparable to that of 2023.

STRUCTURING CONTINUES

Réseau Krill experienced two significant developments in 2024. On 1 March, SovéFrais and A2S merged to create So Breizh. The 100% Breton company is aiming to become the regional leader in food distribution for the out-of-home catering (OHC) sector. It has 320 employees serving more than 5,000 customers, and stands out for its wide range of local products. On 1 November, Colmar Frais, based in the Haut-Rhin region of France, joined the Réseau Krill. It is renowned for its range of meats, which are much appreciated by chefs and customers at some of Alsace's finest restaurants. This acquisition adds to Even Distribution's already strong presence in the region with Gastronomie Service. At the same time, €7 million has been invested in modernising the meat workshops that are one of the special features of the Réseau Krill. Local supply chains from producer to consumer have been set up, such as the partnerships with Viande Angevine and Ma Normande Locale. Another source of pride for the teams: Réseau Krill was awarded the Ecovadis bronze medal. This places it in pole position among the Accor Group's suppliers, and opens up opportunities for it with the chain stores that are expanding in France.

Alliance Atlanterra has held the line on profitability. It is growing thanks to the major diversification and commercial development work carried out in the catering and takeaway business lines. This development has been supported by the adaptation of our ranges. The range of tasty, premium products that are easy to use has expanded considerably. In terms of environmental issues, Boncogel'Adour benefited from the renovation of its two cold rooms to replace its refrigeration units with a more virtuous CO₂ system. The same arrangements have been made in two Kenty branch warehouses. The company also ran the À fond la caisse! (Full steam ahead!) pilot operation, aimed at replacing delivery boxes with reusable crates. This experiment, carried out on the island of Ushant, will be extended to the other Ponant islands in 2025.



LOOKING TO THE FUTURE

The frozen food home delivery business, led by **Argel**, performed well in a tough overall market. The number of customers has risen from 229,000 in 2023 to 260,000 in 2024, thanks to the development of the Place du Marché customer file, the assets of which were taken over by Even in April 2023. Argel has continued to modernise, with the launch in mid-November of its e-commerce website aimed at attracting a younger, more urban customer base. The company has also signed a partnership agreement with ChronoFresh, enabling it to serve the Ile-de-France and Alsace regions. The company is continuing to restructure its logistics in order to improve its service levels and carbon footprint. The Mapo solution is currently being deployed. It will enable delivery rounds to be optimised, thereby reducing the number of kilometres travelled and fuel consumption.

The Capella network, specialising in bakery and pastry-making, represents a coherent group of six companies and 320 employees. After hosting SAF in 2023, the Capella network set about structuring common product ranges in 2024 to boost its competitiveness. A key account position has been created to respond to the shift in the bolt-on market towards independent mini-chains. To support its growth,

the Even group is investing in its property assets. Paviot’s expansion at Saint-Jacques de La Lande (Ille-et-Vilaine) is due for completion in spring 2025. Another project that will shape the future of the Capella network is the Artos project, dedicated to the change of ERP*. The launch of the pilot is scheduled for spring 2025.

Over the coming months, Even Distribution will be pursuing pragmatic actions that serve its customers, its business model and the environment.

* ERP: software system for managing activities, in particular the automation and processes related to purchasing functions, commercial management and supply chain.

“**The creation of value in our activities must serve the income of the farmer-members**”

Jean-Marie Arnal,
Even Distribution CEO



SCAN
to go even further...







Even Development

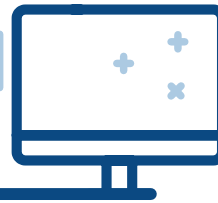
AGRI-FOOD SMES



Our mission

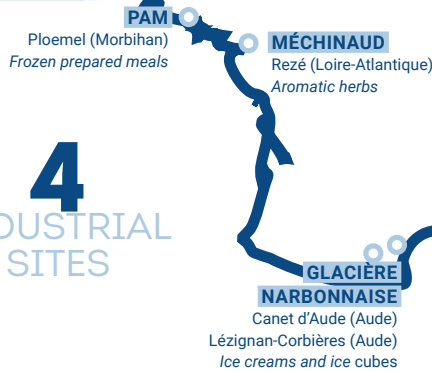
Participate in the development of innovative agri-food SMEs that create value.

€55m
TURNOVER



350
EMPLOYEES

DIVERSIFICATION DIVISION



4
INDUSTRIAL
SITES

DIVERSIFICATION DIVISION
IFS certified
production
sites

NEW
OFFERINGS
meeting
consumer
demands



FEEDING THE FUTURE
through precision nutrition
and tailored food solutions

CALL FOR
INNOVATIVE
& SUSTAINABLE
SOLUTIONS

CONNECTING THE
AGRICULTURAL WORLD
to improve crop
and livestock production
while respecting
the environment

RETHINKING
THE INDUSTRIAL
AND LOGISTICS
TOOLS
through disruptive
innovation

ADOPTING
NEW USES
in line with new
production methods,
distribution, food
e-commerce,
customer intelligence

Even Development

diversification division with strong added value

In 2024, Even Development grew its markets thanks to its strategy of niche positioning. Subsidiaries are seeing sales growth of between 1% and 10%. External growth continues with the acquisition of Méchinaud, an aromatic plant trader based in Loire-Atlantique (Loire-Atlantique).

A PARTNER YOU CAN TRUST

In 2024, **PAM** confirmed its development and innovation dynamic. With a loyal customer base looking for tasty, organic, local and innovative products, the company is doing very well, with sales up by 5%. Acknowledged for the quality of its crêpes, scallops, traditional puff pastry and cooked fillings, PAM has gradually diversified its product lines and create new business by developing new tasty recipes. The family of puff pastry products, which is particularly popular, is one of the driving forces behind the steady growth of recent years. In an effort to reduce its environmental footprint, PAM selects as many local raw materials as possible from the Brittany region. Thanks to this high-quality offering and the flexibility of its IFS (International Featured Standard) certified industrial tool, organic farming, MSC and ASC (sustainable fishing and aquaculture), many French and European customers have made PAM a trusted partner.

NEW TERRITORIES TO EXPLORE

La Glacière Narbonnaise and its team of 18 employees are preparing to write a new page in their history. This SME, founded in 1894, is France's largest ice cube production plant. To support the growth of its business, it is building a new plant in Lézignan-Corbières (Aude), eight kilometres from its historic production site in Canet d'Aude. The project, including construction and equipment, will involve an investment of €12 million. The new unit, with a production capacity of 130 tonnes of ice per day, covers an area of 3,500 m² on a 2.3 ha site. It should enable Glacière Narbonnaise to achieve sales of €10 million in the medium term, compared with €6 million today.





Since July 2024, Even Development has welcomed a new company from the Loire region with a specific market and expertise: **Méchinaud**, a specialist in packaging and marketing aromatic herbs and niche products: mini vegetables, forgotten vegetables, edible flowers, leaves, young shoots, red fruit, exotic fruit... This 30-year-old SME, based in Rezé in the Loire-Atlantique region (Loire-Atlantique), employs 150 staff and is IFS Food V8 certified. A guarantee of excellence for its wholesaler, distributor and retailer customers, who are keen to offer consumers the very best in flavour culture*. Thanks to this external growth, Even is pursuing its strategy of differentiation in buoyant agri-food segments.

CALL FOR INNOVATIVE AND SUSTAINABLE SOLUTIONS

Against a backdrop of evolving consumer and distribution practices, Even is emphasising its wish to open up to the world and to the new market trends in its main areas: farming, nutrition, industrial innovation and distribution. To deploy this strategy, it relies on combining skills, both internally and externally. In partnership with Le Village by CA Finistère, the Valorial competitiveness cluster and, for the first time, Supernova Invest, Even is launching

the 3rd season of **Even'Up**, dedicated to the start-ups shaping the future of agriculture and food. This call for projects, backed by the Group, aims to support the development of innovative solutions that respond to the major transitions in the sector. Applications are open until 25 April 2025 on the even-up.bzh platform. As in previous seasons, Even wants to build a win/win partnership with the winning start-ups! These collaborations have consolidated the project and the professional network of the young talents, while providing Even with an opening onto different ways of working and a fresh look to imagine the future.

* Méchinaud slogan.

We participate in the development of innovative agri-food SMEs that create value ”

Jean-Marc Le Roy,
Even Development CEO



SCAN
to go even further...

02 SUSTAINABLE DEVELOPMENT REPORT



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2,060
FARMS



FARMERS
Know-how · Expertise
Best practices

Learn +
p.24

TOP
EMPLOYER
within
the Even group

7 Industrial
SITES
including a partner site

5 European
SUBSIDIARIES

8 Global
OFFICES

1.4bn
LITRES OF MILK
All the milk is collected
in Western France

LAÏTA

Consumer products
Health nutrition
products Dairy ingredients
Young mammal feeds



3,150
EMPLOYEES

€1.7bn
TURNOVER

CONSUMERS

INTERNATIONALISATION

PRODUCTS
Innovation
Investment
Efficiency

EVEN

**COOPERATIVE
AGRI-FOOD GROUP**

13
Agri-supply and
self-service supply
STORES



2
Animal nutrition
FACTORIES

**PRIVILEGED
CONTACT POINT**
for Breton
farmers



130
EMPLOYEES



EVEN UPSTREAM

Learn +
p.20

Milk production
Crop production and self-service supply stores
Animal nutrition
Swine genetics

**CREATOR OF
SUSTAINABLE
PERFORMANCE**

Health
Expertise · Animal welfare
Economy · Environment
Efficient farms



€130m
TURNOVER



**DAIRY
PRODUCTION
UNIT**

Our mission

Provide good, healthy food
for all and create
sustainable human
and economic wealth
for member farmers,
employees, Brittany and
the other areas that operate
our business lines.

EVEN'S CARBON FOOTPRINT



3

Mt CO₂ eq per year
of which 46% are linked
to milk production





LOGISTICS AND SALES
Serving the best products to our customers

MARKETING PURCHASING
Knowing consumer demands and seeking the best products



2,850
EMPLOYEES



EVEN DISTRIBUTION

86%
OF FRENCH SUPPLIERS

OUR PRODUCTS ON A MILLION PLATES EVERY DAY

Learn + p.28

Home delivery
Out of Home Catering

270,000
INDIVIDUAL CUSTOMERS



50,000
BUSINESS CUSTOMERS

22
COMPANIES

144
SITES



€765m
TURNOVER

SHARED GOVERNANCE

A Board of Directors and a Management Committee

1,030 COOPERATIVE MEMBER MILK PRODUCERS

205 YOUNG FARMERS INSTALLED since milk quotas ended

6,480 EMPLOYEES

4 COMPLEMENTARY BUSINESS DIVISIONS

104 SUBSIDIARIES

3 DEVELOPMENT STRATEGIES
Dairy • Nutrition • Services

CLIENTS IN OVER **110** COUNTRIES

€2.7bn TURNOVER in 2024



€55m
TURNOVER

350
EMPLOYEES



EVEN DEVELOPMENT

Learn + p.32

agri-food SMEs

4 Industrial SITES

EVEN'UP SEASON 3



Increasingly structured CSR policies

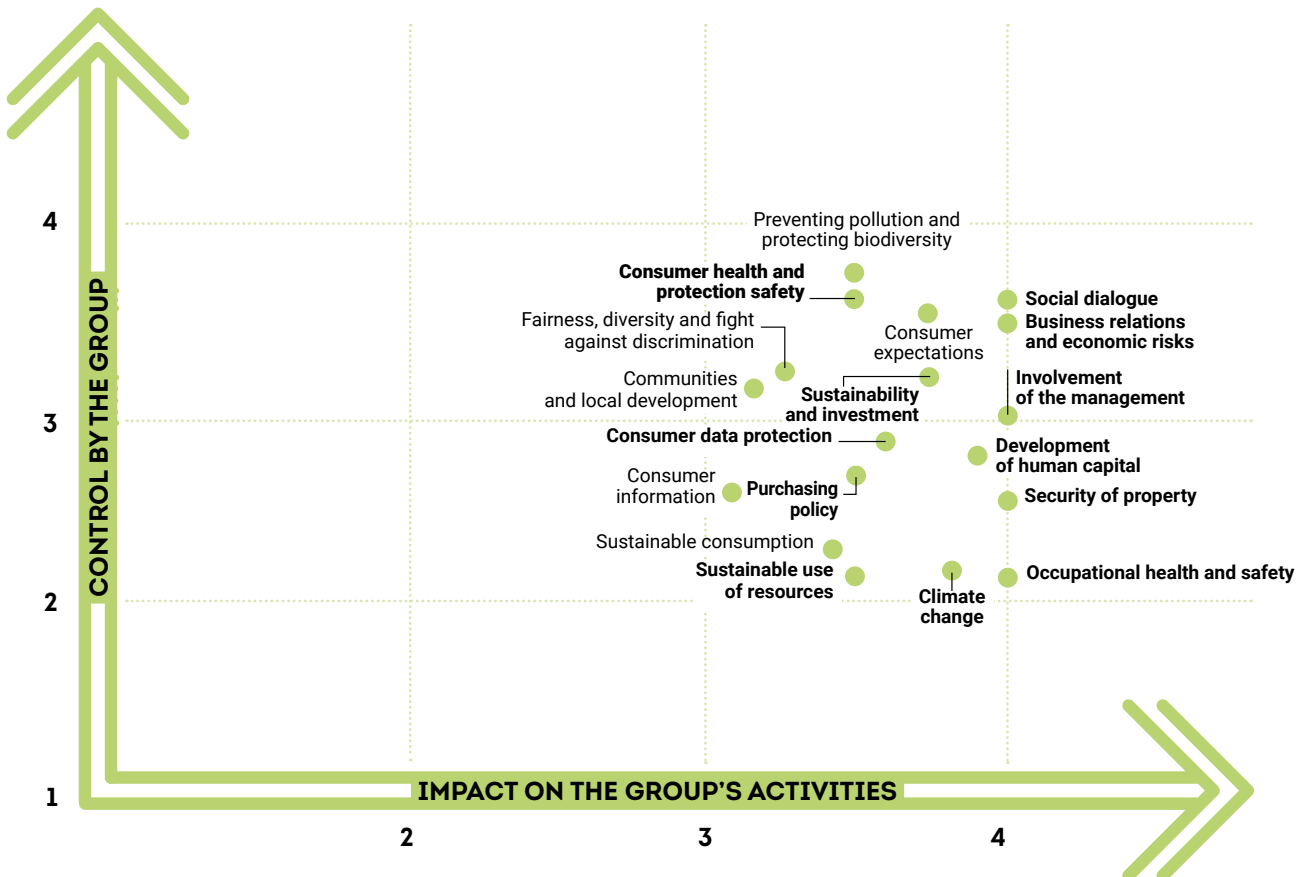
The corporate social responsibility (CSR) of the Even group with regard to its stakeholders is both a meaningful opportunity and a response to a risk to its economy. The cooperative members and the employees, like all citizens, are experiencing the consequences of a human activity that has to make progress and better manage its social and environmental impacts. The energy transition, the new relationships to work, the expectations of consumers... are all issues that fall within the social responsibility of the Even group. Through its cooperative identity, its local anchorage and its values, the Even group is responsible for the footprint of its activities in its territories which form the environments in which its cooperative members and employees live and work.

In an inflationary context marked by tensions, the CSR policies in the divisions are continuing to become more structured with the establishment of dedicated committees. For Laita, this committee is entitled Passion du Lait® and is composed of a dozen coordinators. The CSR committee of the Distribution division is chaired by the CSR manager, in liaison with Senior Management and the subsidiaries' management committees. The Even Upstream committee is built around the departments of its subsidiaries. In addition to the systems set up in

the divisions, a CSR Group Steering Committee, strives to ensure the coherence of the policies implemented in the divisions and guides a Group CSR, in accord with the expectations of the stakeholders and Even's cooperative DNA. A number of CSR initiatives were carried out in 2024, including the organisation of cross-company working groups (on energy, transport and purchasing) to structure and define the paths to be followed and the action plans to be implemented to meet the requirements of the European CSRD (Corporate Sustainability Reporting Directive) regulation, i.e. the publication of a sustainability report incorporating the European Sustainability Reporting Standards (ESRS).

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

MAPPING OF EVEN RISKS





Joint interview

with Catherine Abautret & Jean-Paul Linet

Group Director of Social Relations and Transformation
 Laïta Quality and CSR Director and Group CSR Coordinator

“ CSR gives meaning to actions ”

HOW DID THE CSR PROGRESS IN 2024?

CATHERINE ABAUTRET

We used the measurement of the Group’s carbon footprint, carried out in 2023, to define Even’s decarbonisation objectives and roadmap to 2030.

JEAN-PAUL LINET

This roadmap sets out the four priority areas on which we are working to reduce our greenhouse gas (GHG) emissions: upstream dairy activities, non-dairy purchases, energy and transport.

CATHERINE ABAUTRET

Cross-company working groups have been set up to address these issues. They defined the action plans and checked that they were consistent with the projected objectives of reducing our short-term GHG emissions by a third. After all, 2030 is just around the corner.

WHAT CSR EVENTS HIGHLIGHTED THE YEAR?

JEAN-PAUL LINET

Laïta’s decarbonisation objectives and trajectory were validated by the Science-Based Targets Initiative (SBTi) on 30 September 2024. SBTi considered that Laïta’s reduction targets and the means of achieving them are part of a collective approach to limiting the rise in the Earth’s temperature to +1.5°C in 2100 compared with the pre-industrial era, in accordance with the 2015 Paris Agreements. This recognition formalises Laïta’s public commitment to the fight against global warming.

WHAT ARE THE OBJECTIVES SET BY LAÏTA AND EVEN?

JEAN-PAUL LINET

By 2030, Laïta is committed to reducing GHG emissions from upstream dairy activities by 30%; reducing GHG emissions from industrial facilities by 42%; reducing GHG emissions from its non-dairy purchases by just over 25%, i.e. packaging, ingredients, detergents, etc. We are also aiming for a 4th objective: zero deforestation by the end of 2025.

CATHERINE ABAUTRET

Although Even's other divisions are not involved in the SBTi approach, the Group as a whole has adopted the method to define its decarbonisation targets.

APART FROM THE CARBON FOOTPRINT, ARE YOU WORKING ON OTHER ENVIRONMENTAL ISSUES?

JEAN-PAUL LINET

Yes. The dairy industry uses a lot of water. We currently use 2.5 m³ of water for 1 m³ of milk collected. Reducing this ratio is essential if we are to save a precious resource and draw less drinking water from the public network that supplies the population. Two working groups were set up in 2024 at Laïta. They set out the trajectory for reducing water consumption at each site. They are studying the possibilities of reusing ECML, i.e. water from milk. They are working to optimise clean-in-place operations, which accounts for 50-70% of our plants' water consumption.

CATHERINE ABAUTRET

We are also looking at another crucial issue: maintaining biodiversity. Thanks to our partnership with the Bretagne Vivante association, we have trained employees in biodiversity and carried out an initial assessment at the Ploudaniel site (Finistère). Further diagnostics will follow on the other Even sites, with ecological developments to encourage local flora and fauna.



CAN YOU GIVE US ANY FURTHER DETAILS?

CATHERINE ABAUTRET

In addition to the subjects we have just mentioned, we have organised ourselves internally so we can update our carbon footprint annually and monitor our action plans. We're taking advantage of this to carry out some in-depth work on data, structuring it to make it easier to collect and update. At the same time, the Legal and Compliance team, in collaboration with the CSR Even Committee, is preparing the Group for the sustainability reporting that will enable us to comply with the framework set by the European CSRD* Directive.

JEAN-PAUL LINET

Governance of all corporate social responsibility issues is structured by the Even CSR Committee, in liaison with the Group's Executive Committee and the management committees of the 4 divisions, which implement the action plans on the ground. The best way to achieve our objectives is to ensure that our activities and business lines take practical, pragmatic ownership of the approach.

CATHERINE ABAUTRET

The creation of the carbon trajectory was a major project in the 2024 roadmap of the Group's CSR Committee and involved the business teams in the divisions. At the same time, they have continued to build momentum around the 3 pillars of our CSR strategy: People, Territories and the Environment. It is in the field of shared progress that we continue to contribute to a sustainable future, in line with the values dear to Even: responsibility, simplicity, teamwork and sustainability.

* CSRD: the Corporate Sustainability Reporting Directive aims to provide a framework for non-financial reporting at the European level, i.e. to harmonise the way in which companies report on how they take into account environmental, social and governance issues.

Fostering the cooperative spirit

Cooperative by nature, Even has been promoting a virtuous business model that favours responsible development for almost a century. More than just an agri-food group, Even is a community of interests that unites its two social bodies, cooperative members and employees, around a shared project. It is supported by the Board of Directors, chaired since 1 July 2024, by Jean-Michel Gac, a dairy farmer from Hénanbihen in Côtes-d'Armor.

UNITING AROUND A SHARED PROJECT

Le Quartz, the national theatre in Brest (Finistère), was the venue for an exceptional general meeting on 28 June 2024. Nearly 600 co-operators, employees and guests paid tribute to Guy Le Bars. After 17 years at the helm of Even, the Chairman has decided to pass on the baton, and is confident: "People change, but the project remains." Immediately afterwards, the Board of Directors elected Jean-Michel Gac, until then Deputy Chairman, to succeed him.

In almost a century of existence, Even has had just six chairmen and three managing directors. This stability in governance and in the vision of a shared project is undoubtedly one of the reasons for its success. This human and entrepreneurial adventure is retraced in the exhibition "Even: l'aventure d'une coopérative laitière finistérienne" (Even: the adventure of a Finisterian dairy cooperative), based on the book of the same name published by Ouest France. Inaugurated at the 2024 General Meeting, the exhibition recounts the highlights of Even's history since its creation in 1930. It is accompanied by a visitor's booklet. It deciphers the keys to the success of a cooperative enterprise that is "sustainable by nature", with the aim of meeting the needs of the present without ever mortgaging the future.



1,030
milk producers Even members



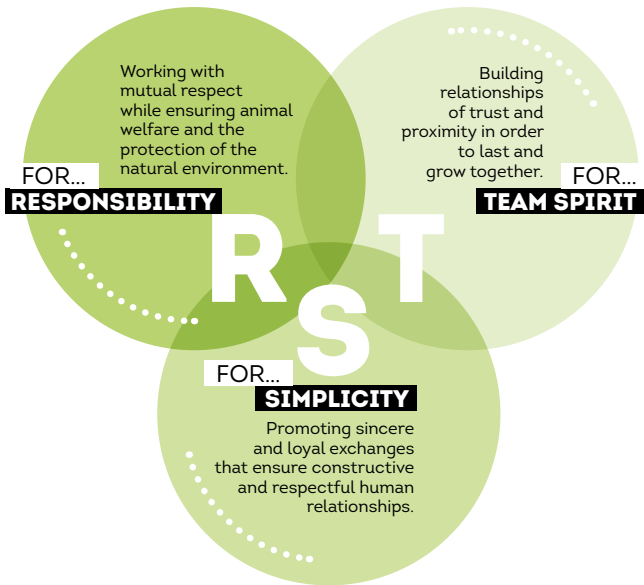
Once upon a time Even

The exhibition "Even: l'aventure d'une coopérative laitière finistérienne" (Even: the adventure of a Finisterian dairy cooperative), inaugurated at the 2024 AGM, is now touring Brittany. First stop: the Cap Stream Convention Centre in Landerneau (Finistère). The public is invited to discover the values, the people and the strategy that have enabled the Even group to become, in the space of a century, the No. 1 dairy company in Brittany and one of Europe's top ten dairy cooperatives. It tells the story of how the founders of the Ploudaniel Cooperative in 1930, and the generations that followed, showed curiosity, imagination and discernment in adapting to a changing world. By opening this exhibition to everyone, Even aims to establish itself as a major player in the life of the region and strengthen its employer brand.

CULTIVATING STRONG VALUES

Transmitted down the generations for more than a century, Even's cooperative values are a factor in the Group's individual and collective successes and help it forge ahead. Four strong values that are responsibility, simplicity, team spirit and sustainability, the key prerequisite of current and future economic development, relying on our team's ability to ensure innovation and performance.

- **R** for **responsibility** which commits everyone to carrying out their missions, taking initiative and making decisions, and working intelligently as a team.
- **S** for **simplicity** to promote honest dialogue that ensures constructive and respectful human relationships.
- **T** for **team spirit** to build relationships based on trust and closeness so that we can act and grow together.





MILK PRODUCER, EVEN MEMBER  PLAINE-HAUTE (CÔTES D'ARMOR)



PULLING TOGETHER IN THE SAME DIRECTION

I've been a partner since 2003 in a Gaec with Pascal, my partner, on a farm with 85 dairy cows milking is robotised. We recruited an employee last year to improve our working conditions. Until then, the investments required to modernise the farm and the price of milk wasn't always up to scratch. We hung in there because we've always believed in our profession and in the future of dairy farming in our region. Today, we're calmer, because the dairy situation has improved. We were lucky enough to join Even in 2015, when it merged with Armoricaïne Laitière de Lanfains (Côtes d'Armor), of which we were members after Pascal's parents. Even is a strong, solid and reassuring cooperative. The directors speak our language and share our concerns. As a director of a cooperative of a cooperative and a local elected representative, I can appreciate the extent of their commitment to the farmers they represent. For my part, I trust them to defend our interests to the best of their ability, particularly in the face of supermarkets. We must continue to invest to remain competitive and pull together in the same direction to make a success of our cooperative project while respecting our values. I believe in this because Even is a modern, recognised company that took an early interest in important issues such as sustainable development. Every year we use the Even CSR fund, which supports good farming practice, and have financed spreading services with a landfill and building improvements to improve animal welfare, including the installation of an electric curtain.

A RESOLUTELY MODERN MODEL

Even is built on resolutely modern cooperative values and belongs to its cooperative members: the dairy producers of Brittany. The Cooperative's two social groups are driven by a shared corporate project that gives meaning to their activities: provide the best, healthy food for our fellow citizens at every stage in their lives, by creating wealth in the service of agriculture, territories and society. However, feeding humanity in a context of population growth and scarcity of resources requires producing more and better, with less. These challenges motivate Even's workforce who take on sustainable development issues with determination and energy

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

SUCCEEDING TOGETHER

Even Cooperative, the group's parent company, belongs exclusively and collectively to its cooperative members who hold the members' shares. Based on trust, Even Cooperative's operation calls mutual commitments into play. Farmers are required to deliver all their milk to the Cooperative. This is an exclusivity agreement. In return, the Cooperative undertakes to collect, process and pay for all the milk that it is offered. As a Cooperative, Even cannot be sold or transferred. It may not be relocated or offered for public sale. Its own capital may not be sold or shared. Part of the Cooperative's profits are redistributed to the cooperative members, in particular through the Even CSR fund. This fund encourages sustainable practices by cooperative producers: actions to reduce the environmental footprint of their farms, for their well-being and for animal welfare. Another part is reinvested. The remainder is placed in reserve for projects.



A highlight of cooperative life

The Cooperative is keen to forge strong links and create opportunities for sharing with its members. Even's Annual General Meeting on 28 June 2024 was an exceptional moment of unity and emotion, with the former directors, and in particular Guy Le Bars, the outgoing chairman, being held in high esteem. The summer continued in a convivial vein, with 520 cooperative members taking part in the Fêtes Maritimes in Brest on 13 July. Every effort is also made to ensure that the youngest members of the family feel at home in their Coop. "As part of this dedicated programme, the new recruits were invited to an induction day, a team-building evening at the 'Petites Folies' Festival, and an immersive trip to discover the Group's subsidiaries.





Even is a strong, solid and reassuring cooperative. The directors speak our language and share our concerns.

1ST CHALLENGE

Guaranteeing the future of the farms

The future of Even is first and foremost assured by its producers who are the members. Faced with a declining farming population and a fall in French milk collection, the Cooperative is stepping up the pace of its pro-active installation and openness policy. It is preparing to welcome new cooperative members, thanks to an agreement reached within Laita, which modifies the milk supply.



PRIORITY FOR INSTALLATION

At Even, 41% of cooperative member farmers are over 55 years old. This demographic decline has gone hand in hand with a fall in European and global milk collection. Aware of the urgent need for encouraging young farmers to set up in business, the Cooperative has a long-standing scheme to assist them. In addition, it created the “Bien dans ma Coop” support programme at the end of 2022. For all new members, it includes an induction day to find out about the Cooperative and its subsidiaries, as well as more informal and convivial meetings. These collective highlights are punctuated by individual exchanges thanks to a personalised integration programme. The dairy technician provides enhanced support, including a visit from the sector delegate and/or administrator. This is followed by a meeting between the young farmer and the Even Agri and Even Nutrition Animale technical sales staff, to identify the young farmer’s specific needs and to inform them of any help he may be entitled to for his feed purchases and supplies.

This upstream support is in addition to the grant awarded by the Cooperative, the total amount of which was re-evaluated at €12,000 in 2024 to take account of inflation and the real cost of taking over a farm. Technical and economic support is provided by an expert engineer from the Technical Bureau for Dairy Promotion (BTPL). It enables young people to use progress levers to improve their practices and secure the profitability of their business during their first years of operation.

Since the end of milk quotas in 2015, 205 young people have joined the Cooperative, 15 of them in 2024. The average milk benchmark on the farms which Even’s young cooperative member farmers operate is close to a million litres of milk. In 2024, the assistance allocated by the Cooperative to young cooperative members totalled €90,000.

SECURING AND IMPROVING COOPERATIVE MEMBERS’ INCOME

In addition to technical and economic support, such as Écolait, which enables producers to compare and improve their results, the Cooperative is committed to helping its members by offering training courses. Delivered in the form of face-to-face sessions and e-learning, they aim to improve the performance and quality of milk production by addressing issues such as changes to fodder systems, reducing inputs, controlling feed costs, animal welfare, reducing the carbon footprint, etc. The animal nutrition and agronomy workshops offered by Even Upstream at farm open days and field meetings are also educational.



421 ml

Volume of milk collected from Even Cooperative members

For three years, Even Agri has been offering crop insurance in partnership with Atekka to help farmers secure their revenue in the face of unforeseen weather conditions. This is triggered by a yield loss of 15% compared with the average for the previous five years, in the event of drought, storms, excess water, etc. All these climatic accidents are becoming more frequent over the years.

SHARING PROFITS

In 2024, Even paid the milk of its 578 member farms the same price as the major French dairy generalists: €459.32/1,000 litres. Better still, the Cooperative supports its producers beyond the base price by allocating, each year at the end of the General Meeting, a substantial return on result, the fruit of a sharing of the added value created in the sector. This year, producers should receive on average, €26 per 1,000 litres of milk delivered. This price supplement totals nearly 11 million euros at the level of the Cooperative.

Every member of the cooperative who joined Even subscribes to a share capital equal to 10% of their annual milk contribution. This sum remains blocked in the Cooperative, which pays the member interest on the share capital every year. This can be released when the producer leaves the Cooperative, in particular to retire.



Open to LNA and Silav producers

On 30 October 2024, Laïta’s three partners signed an amendment modifying the organisation of milk deliveries. Until this date, Even’s input to Laïta was limited to 440 million litres. This volume is now uncapped. This will enable Even to consolidate the milk supplied to Laïta, in line with its status as majority shareholder. The Cooperative has set about preparing to welcome new producers; meetings have been organised for producers who supply 280 million litres of milk a year to LNA and Silav (subsidiaries of Laïta). During these meetings, the Board of Directors and General Management explained Even’s cooperative project once again. So it’s in a spirit of openness and sharing that the Cooperative is resolutely heading east of Brittany.



MILK PRODUCER, EVEN MEMBER  PLOUVIEN (FINISTERRE)

ENCOURAGING INSTALLATION: A PRIORITY

I set up on 1 April 2022, when my father retired. Before that, I had worked for four years as an accountant. The farm is home to 75 dairy cows, which are out on pasture for around 300 days a year and a 350-place contract piggery. Anthony, a full-time employee, helps me in my day-to-day work. I involve him in performance monitoring and consult him on investment projects such as the modernisation of our buildings. However, I remain the decision-maker. This autonomy and the desire to be an entrepreneur motivated me to become an entrepreneur, as did the more favourable dairy market situation. I'm also attached to the family farm as the son and grandson of farmers. Our family has been members of Even since 1967! When I set up business, I had the choice of going elsewhere, but I didn't feel the need. Our Cooperative is attached to the region. That makes me feel better. In addition, the Group is developing diversification activities, helping to strengthen the Cooperative's economic health. I'm counting on the Board of Directors to ensure that our milk gets the best possible value in the years ahead. I would like to see composition criteria better remunerated, as well as the possibility of premiums on quality criteria. Improvements in animal welfare and decarbonisation are, in my opinion, not sufficiently recognised for their true value by supermarkets and consumers. To ensure the long-term future of Even's farms and our great dairy region, we also need to pursue a policy of encouraging young people to set up, with volumes of opportunity and a dynamic cooperative life. In this respect, I particularly appreciated the welcome day and the immersive "Bien dans ma Coop" (good in my co-op) trip which opened up new horizons for me.

ENRICHING COOPERATIVE LIFE

To ensure that its cooperative model endures, Even is committed to keeping the flame of internal democracy alive by creating links between directors, cooperative members and employees. This is the purpose of bodies such as the Board of Directors, the General Assembly and specialised committees: milk, environment, young people, Agriculteurs Solidaires [farmer solidarity], women member farmers. Other highlights of cooperative life are the section meetings and the winter meetings, which have just been streamlined and modernised to give pride of place to discussion.

To strengthen the feeling of belonging to the Group, Even publishes an in-house magazine every

two months, which is distributed to cooperative members, employees and partners. Its central feature and news items give the Cooperative's two social groups a better understanding of the environment in which they operate. The technical specifications contribute to the ongoing training of cooperative members. The same applies to information distributed via the Even extranet, which underwent a complete overhaul in 2024.

LIVING PASSION DU LAIT®

The Passion du Lait® Upstream CSR approach is evolving to meet the challenges of tomorrow's dairy production and to allow each farm to sign up to it as part of a continuous improvement drive. It includes three commitment fields corresponding to three gradual bonus levels. These different levels help to promote the good practices implemented on farms. The total amount of the premiums paid to milk producers was almost 1.2 million euros in 2024. The Passion du Lait® Amount committee is considering changes to this remuneration scale, in particular to speed up the move towards decarbonisation, with the help of Idele. Besides the technical support and financial incentive, the commitment of the farms to Passion du Lait® has a positive impact on their performance. Indeed, those farms with the best practices in terms of animal welfare and carbon footprint obtain better technical and economic results. A number of levers have already been identified to help the upstream dairy industry reduce its carbon footprint: choosing concentrates that do not cause deforestation, reducing the turnover rate of dairy cows, reducing the age at calving, managing and planting hedgerows, increasing the duration of temporary grassland.



Services on a digital platform

Cooperative life is being modernised, in particular with the overhaul of the Even cooperative members extranet at the end of 2024. From now on, all members can consult their documents and access personalised services at the click of a button: milk price, situation in the milk year, milk pay, milk quality results, purchasing account. They can declare and identify calves, place a pick-up order with Ouest Élevage, consult Passion du Lait® audits, etc. The Even extranet is also open to all farmers who are customers of Even Nutrition Animale and Even Agri, who can use it to find their invoices, water, forage and soil analyses, the Even Agri Gamm vert online shop, news, etc.





My grandparents became Even cooperative members in 1967. My father followed and here I am after him!

2ND CHALLENGE

Developing human capital

Downstream from the farms, Even generates more than 6,500 jobs. The Cooperative and its subsidiaries have created over a thousand net jobs in the last ten years. People remain central to the Group's priorities, aware that collective success is conditional on the personal fulfilment of its employees. At a time when the employment market is particularly tight, Even is committed to recruiting, integrating and retaining new talent through exemplary initiatives. Among them, the Integration and Training Programme (AIF) supports each new recruit as soon as they join Laïta. This commitment is also illustrated through the job dating event organised by Even in Landerneau (Finistère) at the end of January 2025. More than 250 candidates had the opportunity to meet human resources teams and business line experts, while discovering the world of the Group and its many opportunities.



COMBINING SOCIAL RESPONSIBILITY AND ATTRACTIVENESS

Proud of its Breton roots, the Even maintains its head office in Ploudaniel (Finistère) and ensures, through its activities, the presence of decision-making centres in rural areas. The Group maintains and creates jobs wherever it operates. It has 6,480 employees, including around 4,300 based in Brittany and Pays de la Loire. These jobs, 89% of which are open-ended contracts, also include 376 paid apprenticeships and traineeships, making Even a major player not only in employment but also in training.

At the start of the year, Even organised a job dating event in Landerneau (Finistère). The event was open to all and provided an opportunity to find out more about the career opportunities offered by the Group. The fifty or so permanent, fixed-term and work-study vacancies to be filled at this time in the Finistère were aimed at a variety of profiles, including those with no previous experience of the farming or agri-food sectors, but who were keen to find out more about life sciences.

With the job market under pressure, the Group and its subsidiaries are stepping up their presence on social networks and maintaining career sites. On the ground, the subsidiaries forge partnerships with local educational establishments and organise site visits to showcase the diversity of careers in the para-agricultural, agri-food and distribution sectors. In 2024, Laïta's human resources teams travelled around their catchment areas - Loire-Atlantique, Côtes-d'Armor and Finistère - as part of the "Laïta Job Tour". This innovative initiative has resulted in the recruitment of three permanent staff and two temporary staff, as well as expanding the pool of candidates. Very positively received by partners and candidates, it reflects Laïta's local commitment and the development of local human potential.



FACILITATING INTEGRATION AND SKILLS DEVELOPMENT

By 2024, 61% of the Group's employees had received training, notably provided by Even Formation, an in-house training organisation that has renewed its Qualiopi certification for the next three years. This represents almost 70,000 hours of training over the year. 45.4% of sessions have been about workplace safety and road safety awareness. Technical occupational skills have accounted for 28% of training activities, and 10% of managerial practices. In this regard, a management framework common to all Laïta sites has been deployed with all the managers. It is now accompanied by training to ensure that each new manager adopts good management practices. At the same time, training courses on the dairy industry are being finalised in collaboration with the National Dairy Industry Schools (ENIL). All employees will be eligible from this year.

Launched at the beginning of 2024, the AIF programme involves all business lines, departments and sites in welcoming and supporting each employee from the moment they arrive. This support helps new employee to become autonomous in the job quickly, while facilitating integration with colleagues and managers. It also supports employee skills development throughout their career. In the space of a year, a number of tools have been deployed: welcome booklets, manager guides and induction days. This system is gradually being enhanced with the addition of job-specific training.

At Even Development, Pam has set up an in-house training programme to develop the team leaders into team leaders.



A digital safe for everyone

The digitalisation of HR processes has begun with the dematerialisation of pay slips. The first stage, completed in November 2024, will enable all Even Group employees to benefit from a personal digital safe via Digiposte. With this secure solution, every employee can easily receive and store their pay slips.

Karine and Quentin

HUMAN RESOURCES DEVELOPMENT MANAGER, LAÏTA 📍 PLOUDANIEL (FINISTÈRE)
AND INDUSTRIAL ACTIVITY MANAGER, LAÏTA 📍 YFFINIAC (CÔTES-D'ARMOR)

AIF: WHAT A PROGRAMME!

The Accueil Intégration Formation (AIF - Integration and Training Programme) is a truly cross-company project, supported by Laïta' Management Committee. It involves all jobs, departments, sites and activities. New recruits want to feel welcome and expected. They need reference points to acquire the skills they need to be autonomous in their jobs and then, if they so wish, to progress. For its part, Laïta is determined to enhance its attractiveness, renew and retain its workforce. With this in mind, a group of employees, from different sites and professions have shared their best practices to harmonise them and create common tools for welcoming their future colleagues. They have co-constructed the foundations of the AIF programme, which is evolving in line with feedback and the needs of our businesses. For example, since January 2024, we have been running an induction day to enable new recruits to discover Laïta, its products and the site where they work with a fun approach. The welcome to the company has also been formalised, with a welcome booklet for the site and the HR booklet, which contains all the information you need to understand the working environment and the rights and obligations of employees.

A pilot phase was launched in 2025 to test a guide that managers and their teams can use to prepare for the arrival of any new employee in their department. At the same time, a working group (WG) is looking into ways of harmonising induction and training for shift workers, of whom there are 1,600 at Laïta in around fifty activities. The various cross-company WGs set up can rely on the support of the three coordinators (one per basin) who devote all of their working hours to implementing and development of the programme. AIF is a real asset for us all! Sharing practice, feedback and the improvement of common tools have created really strong human relations internally. Eventually, all Laïta employees will be included in this initiative.



Happy Trainees 2025

At the end of 2024, Laïta was awarded Happy Trainees 2025 certification by ChooseMyCompany. This award recognises the commitment of our teams to welcoming, integrating and training interns and work-study students. Just like the impressions gathered from work-study students and trainees: 88.5% would recommend Laïta for an internship, work-study or VIE (programme allowing young professionals to work abroad for French companies); 92% appreciated their integration; 89.7% highlighted the quality of human relations; 85.1% were able to develop their skills; 89.7% felt they had acquired new soft skills and 88.5% were proud of the company's products and services. These positive results demonstrate Laïta's commitment to providing an enriching experience for its young talent.

DEVELOPING WORK-LINKED TRAINING

In a few years, the number of apprenticeships has doubled within Even's teams. In 2024, 376 young people were recruited for apprenticeships, professional training contracts and paid internships within the Group in France. A number of young globetrotters are also recruited by Laïta under the Volontariat International en Entreprise (VIE) scheme to support international development. The most recent of these joined South Korea in spring 2024.

The Group is committed to welcoming and integrating these young people with care, offering them a genuine opportunity to become permanent employees. In addition to the tutoring and individual support that each work-study student receives, a group day is dedicated to them so that they can meet each other and learn more about the Group. Organised internally, this day combines information, discussion and conviviality, with fun workshops and a tasting of home-made products.

In the Dairy Division, this commitment is illustrated by the fact that ChooseMyCompany awarded the "Happy Trainees 2025" certification in 2024. This distinction underlines the commitment of our teams to welcoming, integrating and training interns and work-study students, with the aim of turning them into future employees.



Sharing best practice in welcoming, integrating and training new employees
Laita has created strong human relations across business activities, departments and sites.

**PRESERVING EQUALITY
OF OPPORTUNITY**

Even strives to preserve equal opportunities by promoting access to employment and job retention for disabled workers. The direct employment rate of disabled workers within the Group is 6.1%. As part of Disability Week, the Even Group took part in the national DuoDay operation in November 2024, forming a dozen duos between people with disabilities and volunteer employees. Over the course of the day, they shared their professions and worked in pairs with the participants, promoting professional discovery and inclusion. Teams were also made aware of the issue of disability through a game organised in collaboration with Agefiph, and by posting testimonials from disabled employees on the Group portal.

Following the disability diagnosis carried out within the Distribution division, a “disability advisor” was appointed, with the task of coordinating the inclusion policy and promoting the recruitment, integration and continued employment of employees with disabilities. To support it, they rely on an internal network of disability relays.

Even Distribution and Laïta are also partners of Up Intérim. Thanks to this agency, which puts employment at the service of disability, a number of people have been recruited. Finally, since 1997, the operators of ESAT, which supports disabled people through work, assisted by a specialised technical instructor, have worked in one of Laïta Nutrition’s packing workshops. The team adapts fully to the company’s requirements, while providing a different perspective and enriching human relations.



89/100

Gender equal pay index
for the Argel scope

94/100

Gender equal pay index
for the Laïta scope





PROMOTING COOPERATION

All of these actions favour fulfilment and well-being at work. They are accompanied by changes in managerial practices and processes: digitalisation and the virtualisation of work meetings. In order to adapt and respond sustainably to new uses, the Even group deployed its new collaborative platform. Accessible to all employees, it provides easy, fast, and mobile access to the applications and information the teams need every day to increase individual and collective efficiency.

At the same time, Laïta's IS Digital unit is developing digital tools. They improve operational efficiency and meet the need to automate repetitive tasks or data processing. They also facilitate collaborative exchanges and simplify employees' day-to-day work.

LEVERS FOR WELL-BEING

Through initiatives such as Quality of Life at Work, company concierge services and appropriate internal agreements, the Even group is working to improve working conditions. Many of the Group's sites offer well-being workshops for employees, including an introduction to sophrology, and workshops on sleep, nutrition and sedentary lifestyles.

Since 2022, a company concierge service has been set up on seven Laïta sites for all employees on permanent, fixed-term and apprenticeship contracts. It offers a wide choice of food products, including Paysan Breton products at preferential rates, as well as services that facilitate everyday life: childcare, shoe repairs, sewing, etc. After two years in operation, nearly 700 employees have already used the concierge services. This success has made it possible to extend the services opening times and choice of products.

During annual negotiations within the various divisions, numerous collective agreements are signed, such as seniority bonuses or the reorganisation of working hours at the end of a career. All these initiatives are designed to reassure and motivate employees.

In 2024, Even Formation, an in-house training organisation, developed a new e-learning platform, Dokeos. This agile interactive solution offers an optimised experience for learners and detailed monitoring for managers and human resources, guaranteeing better support. Intuitive, it enables teams to get to grips with the new system quickly, thanks to content created by three trainers specialising in sales techniques, management and food products. In 2024, Even Formation has designed new modules focusing on product knowledge, sales and personal development, as well as a training course entitled "Managing Health and Environmental Quality", which will be rolled out to all Even Distribution managers by the end of 2025.

In 2024, cross-skill, cross-business and cross-company synergies will be strengthened through a number of cross-company working groups (WGs), which will examine strategic issues for the Group and draw up action plans. This is illustrated by the Carbon WG, which is divided into four thematic WGs covering upstream dairy, purchasing, transport and energy, and the Employer Brand WG, which brings together HR development staff from the four divisions.

3RD CHALLENGE

Serving customers and consumers with commitment

Even is committed to the safety and quality of its products. Listening to its customers and consumers, the divisions pursue certification processes, the enrichment of product and service offerings, the brand strategy, responsible local purchasing to be recognised as specialists in their business field. This quest for excellence combines high standards, performance and the capacity for innovation with respect to today's and tomorrow's food challenges. 2024 was marked by the launch of Argel's e-commerce website and the reorganisation of its customer service, with the introduction of an interactive voice service directing calls to a highly qualified, multi-skilled team.



ENSURING FOOD SAFETY

Food safety is based on recognised and certified management systems: ISO 9001, IFS, BRC, FSSC 22,000, etc. Laïta manufacturing sites meet these guides and work hard to access the highest international food safety standards. This is particularly the case of the Laïta Nutrition line of Ploudaniel (Finistère), the infant and premium powder unit of Créhen (Côtes-d'Armor) and the pre-packaged workshop of the Ploudaniel cheese factory. The new production unit of European Colostrum Industry (ECI), a Belgian subsidiary of Laïta, is consolidating its position as a leader in colostrum in Europe with the best available technologies to preserve the immunological quality of its products. ECI thus develops its business under optimal conditions and exports worldwide.

In its three basins, Laïta is reinforcing the capacity and reliability of its analyses. The Créhen analysis laboratory obtained Cofrac accreditation according to ISO 17 025 and thus helps develop the export sales of infant milk. The one in Ancenis (Loire-Atlantique) brings its analytical capacities to 1,150 chemical and microbiological analyses per day, while improving the working conditions of the teams. In the Finistère basin, the delivery of a new laboratory to be shared by the Ploudaniel and Landerneau sites is taking shape. With a surface area of 1,700 m², the new facility includes a laboratory area with offices and shared spaces, as well as an external office area. The laboratory will ultimately be able to cope with the growing volume and complexity of analyses.

Moreover, Laïta is committed to keeping its industrial sites on a rating of A or B in relation to the scale set by Alim'Confiance, the French government's site for the transparency of food safety audit scores. Everything is tracked and controlled, from the raw materials to the finished products, including packaging, in the manufacturing process. Across Laïta, more almost 2.45 million analyses are carried out internally each year.



2.45 million
analyses carried out
internally per year for Laïta

Customer satisfaction and product quality and safety are also prerequisites at Even Distribution. From the selection of suppliers to delivery to customers, this requirement mobilises a team of 30 people on a daily basis. This department ensures product quality and conformity through more than 3,000 bacteriological and chemical analyses a year, not counting the taste tests carried out in the culinary department. Added to this is the compliance of the processes with regular audits of the companies. For the past few years, the companies of the Distribution division have embarked on ISO 22000 certification processes, which officially recognise the high level of control over product safety. In 2024, the meat workshop at Krill in Brive-La-Gaillarde (Corrèze) was certified ISO 22000.

As for Even Development, Méchinaud has been IFS Food V8 certified since 2022. This certification guarantees the company's best practices in traceability, hygiene, safety and quality management of finished products.

DEVELOPING THE QUALITY CULTURE

The "food safety" culture is a regulatory requirement shared by all of Even's employees. To this end, the Group's universities have been expanded to include a Quality Culture module, which is taught at management induction seminars. As soon as they arrive, new managers are made aware of the importance of food safety and the central role of quality. In the Dairy Division, training is provided as soon as new employees are taken on, from operators to managers, so that each new recruit incorporates the concepts of safety and quality into their day-to-day tasks. At all levels of the organisation, quality teams are rolling out action plans to develop this shared awareness. In 2024, a number of initiatives came to fruition, including behavioural visits to the Ancenis buttery, the creation of TOP quality (Preventive Observation for All) teams in Créhen, the traceability escape game in Yffiniac and the roll-out of indicators linked to the five pillars of quality culture in the Finistère basin.



Ecovadis

To measure the degree of maturity of its CSR practices, Laïta and the Réseau Krill carried out the Ecovadis assessment (for which the Krill Network was awarded a bronze medal), which places them in the top third of companies assessed by Ecovadis. The review covers several areas: the environment, social aspects and human rights, ethics and responsible purchasing.



R&D MANAGER ULTRA-FRESH SECTOR, LAÏTA  PLOUDANIEL (FINISTÈRE)

DELIVERING ON OUR NUTRITIONAL COMMITMENTS

It is essential to understand and earn the loyalty of consumers with good, healthy products, particularly in view of the rise in obesity worldwide*, strong societal demand on health issues and the questioning of ultra-processed foods. A multidisciplinary working group (WG), called Passion Nutrition, was set up in January 2022. It brings together the R&D, marketing, quality and regulatory affairs teams. Initially, this WG drew up Laïta's nutritional commitments, which were validated by the company's management committee. Three areas for progress have been identified to improve the nutritional quality of our FMCG products: reducing salt and sugar levels, improving protein and calcium levels; shortening the list of ingredients in our recipes; continuing to reduce the number of and eliminating ones that are controversial according to UFC-Que Choisir.

For example, we have gradually reduced the sugar content of our drinkable yoghurts. Our range includes a recipe for Madame Loïk whipped cheese and a Paysan Breton butter with reduced salt content. The fromage frais sauce, intended for industrial customers, has been reformulated to eliminate thickeners. And at the end of 2024, Laïta launched a private label Skyr type fromage frais, which is high in protein and fat-free. This recipe will be developed in 2025 for our industrial customers, who have asked for it. Today, half of the FMCG products marketed by Laïta can bear claims such as "source or rich in protein" or "source or rich in calcium". Laïta's contribution to "good food for good health" is a source of pride for its teams.

* According to the World Obesity Federation, 1 in 4 people worldwide will be obese by 2035.

At Even Distribution, this prerequisite is structured around three areas of work: quality control of suppliers and food safety; promotion of quality initiatives at sites with a view to ISO 22000 certification; and measurement of customer satisfaction. By using efficient quality systems and monitored indicators, each time a product is listed, it is checked by the quality team for compliance with labelling requirements and the presence of legal information, improved knowledge of upstream processes. Once listed, products and suppliers are subject to control plans drawn up within the Division's companies.

MAKING SURE CUSTOMERS AND CONSUMERS ARE LISTENED TO

Every year, Paysan Breton's marketing departments carry out studies to gain a better understanding of the expectations of customers and consumers: sensory analyses, monthly tests with a consumer panel, tasting days, reputation surveys, etc. At the end of 2024, 2,800 participants took part in an online consultation to identify priority CSR issues. These include environmental protection, animal welfare, working conditions for farmers and healthy food.

These specific exchanges enable us to adjust our offers to best meet consumer expectations. Thanks to harmonised management of customer

complaints and better control of manufacturing processes, the number of complaints remains low, with 4.9 complaints per 1 million products sold in 2024. What's more, for two years, Paysan Breton has been one of the top 10 FMCG brands generating the most engagement on social networks, with a total of 546,000 interactions (Epsilon Technologies). These interactions include comments, shares and reactions on social networks. This ranking spotlights the brand's commitment to consumers by creating attractive content and influential partnerships. Paysan Breton ranks 4th among the most engaging food brands on Facebook.

For Laïta Professionnel, a customer satisfaction barometer was deployed in late 2023 to assess its image and identify areas for improvement. The results show customer satisfaction, with 95% of customers satisfied, including 25% who are totally satisfied. The company's performance in order management, complaints handling, product quality and service levels is particularly commendable. In terms of areas for improvement, the teams are working on expanding the product offering. For dairy ingredients, a qualitative criticality indicator reinforces the assessment of product quality and traceability. Today, half of the FMCG products marketed by Laïta can bear claims such as "source or rich in protein" or "source or rich in calcium". Wording that meets the demands of customers and consumers.



Laïta is committed to continuously improving the nutritional quality of its FMCG products: butters, cheeses, creams, ribot milk crêpes, etc.



MARKETING DIRECTOR ARGEL AND ATLANTERRA ALLIANCE, EVEN DISTRIBUTION 📍 PLÉRIN (CÔTES-D'ARMOR)

A NEW SERVICE, A NEW LEASE OF LIFE

Argel, the home-delivery frozen food specialist, has continued to modernise its product range with the launch of its online store in November 2024. This new service, available 7/24, strengthens our proximity and responsiveness to customers. It is also a mine of information about the company, its products and how to use them through recipe ideas. This acquisition channel, which enriches our methods of operation, is aimed at attracting a working customer base that is more web-savvy than our traditional senior customer base. It also offers an alternative for some of our existing customers who want to be able to order at any time and freely determine their delivery day via our Argel delivery drivers or via ChronoFreeze. The recent partnership with this company has enabled us to extend the geographical areas served and the range of delivery times. At the same time, we have set up a customer service department that can be contacted Monday to Friday from 8am to 8pm on a single national number. The aim of "argel.fr" is to improve customer service while raising the profile of the company, which is a source of pride for our teams. To keep pace with digitalisation and changing consumer trends, our product ranges are evolving accordingly. The marketing team has been strengthened with the arrival of product managers. Our range has expanded to include ready-to-use starters, individual ready meals, savoury and sweet snacks, ethnic specialities, etc. And we make a point of telling our customers and prospects that 90% of our products come from French suppliers. An argument to which they are sensitive.

Argel, for its part, has been committed for several months in modernising its model in three areas: digital technology, product lines and service in order to attract a younger customer base. So in 2024, Argel resized its customer service with an interactive voice server that directs calls to a qualified multi-skilled team. The customer service offers a wide range of opening hours, and can be contacted Monday to Friday from 8am to 8pm on a single national number. At the same time, the "Argel à l'Écoute" application processed almost 129,000 customer complaints this year.

HONOURING TASTE

The products that Even sells are subject to taste tests involving panels of experts and consumers. In recent years, more than 25 Laïta products have won awards at the Concours Général Agricole (CGA), including five medals at the last event. As part of this competition, in January 2024 Laïta received the CGA 2024 Award of Excellence in the butter, fromage frais and cream category. This distinction confirms the quality of Paysan Breton products and the involvement of all the links in the value chain: member farmers and employees. Paysan Breton stands out among France's favourite brands, ranking in the Top 30 (OpinionWay 2024) and 32nd place among the most popular food brands purchased in France according to the Kantar barometer. The customer base is growing in particular in the Madame Loïk whipped cheeses,

butter and fermented milk categories. While butter is Paysan Breton's mainstay, with an 11% market share by volume, Madame Loïk's whipped cheese confirmed its success in 2024 with overall growth of over 17%. These impressive results consolidate its position as no. 2 in the French spreadable cheese market, with a 14.3% market share. In other segments, Laïta is also a leader with the Mamie Nova brand and its "Premium fruit yoghurts" range or even in the French grocery store milk market with Régilait.

HIGHLY VALUED PRODUCTS

Chefs and culinary advisors have been working with Even Distribution for several years now, sharing their expertise to help create products for the catering sector. The culinary team works closely with the purchasing, quality and marketing departments to meet the specific expectations of each. The aim of the culinary division is to provide innovative, tailor-made solutions, guaranteeing outstanding products that combine quality, price and performance, to ensure complete customer satisfaction. These collaborations enable the teams to adapt their offers to new consumer trends in health, well-being, search for meaning, practical aspects, etc. As for the customer advisors, they receive training on how to support their clients through these changes: offer digitalisation and segmentation, enhancement and implementation of products.



The e-commerce website www.argel.fr is an additional acquisition channel. It offers freedom choice at every level.

Nearly 1,500 products are tested each year, providing opportunities to introduce new flavours, innovative uses and innovative recipes to customers looking for something new. The various sectors benefit, among other things, from the largest artisanal ice-cream offering on the market in out of home catering. Made in France by a Master Artisanal Ice Cream Maker, the range includes almost 500 products, including original local recipes featuring 180 surprising and original flavours.

Laïta Professionnel is strengthening its presence and raising its profile in the catering industry, thanks in particular to new partnerships with Breton chefs, the gourmet event Rock'n Toques in Saint-Brieuc (Côtes-d'Armor) and the prestigious Ferrandi cookery school in Rennes (Ille-et-Vilaine). Students, restaurant owners, bakers and caterers are all (re)discovering the Paysan Breton Professionnel range, and are keen to make the most of the products in original recipes. Just like the brand's first involvement as a premium partner of SIRHA Lyon and the Coupe de France de la Boulangerie.



3,200

Number of certified products for the Distribution division



PROMOTING LABELS

Since 2018, Even Distribution has been Aquaculture Stewardship Council (ASC) and Marine Stewardship Council (MSC) certified. These international certifications ensure that seafood products have been harvested sustainably, respecting fish stocks and marine ecosystems, while allowing fishermen to make a living from their work. By 2024, 46% of the fish offered by Argel will be certified MSC, ASC, Pavillon France or Organic. The out of home catering specialists Réseau Krill and the Alliance Atlanterra offer their customers close to 200 products bearing these labels. On the product side, Argel, the home shopping specialist, is pursuing its strategy of premium differentiation with quality products, over 90% of which come from French suppliers. As a result, Argel is developing a number of labels and certifications: MSC for sustainable fishing, Pavillon France, Label Rouge, Appellation d'Origine Contrôlée, Entreprise du Patrimoine Vivant, etc. From starters to desserts, Argel offers 800 referenced products. Seafood products remain the flagship family, followed by ice cream, a growing segment.

Even group companies are increasingly expanding their offerings with products which bear quality signs and recognised as sustainable as defined in the Égalim law: Label Rouge, Protected Designation of Origin (PDO) or Registered Designation Of Origin (RDO), Protected Geographical indication (PGI) and Traditional Speciality Guaranteed (TSG), Organic, Bleu-Blanc-Cœur. In this regard, several references are certified Organic in the following ranges: Yoghurt powder from the Ancenis site (Loire-Atlantique), ribot milk from the Lanfains site (Côtes-d'Armor) and grated cheese from Ploudaniel (Finistère). The Brie manufactured on the Ancenis (Loire-Atlantique) site is Label Rouge certified. These official quality signs meet the demand of customers and consumers who value products that combine craftsmanship, quality, local produce and gastronomic traditions. Moreover, the Réseau Krill has genuinely increased its Organic products in a few years, from 70 in 2018 to over 220 products in 2024. PAM offers a wide range of organic products (10% of the total). In addition, there are around forty new recipes that incorporate French raw materials, including several Makizh's products, aperitif crêpes, which are fostering the company's innovation momentum. In tune with the market, Atlanterra Alliance companies are expanding into the take-away market and small-scale butchers and caterers, by adapting their product ranges.



BUILDING WITH SUPPLIERS

In order to optimise its performance and increase customer satisfaction through better control of its supply chains, for the past few years the Even group has initiated thinking on the Purchasing function, a key strategic lever. This collaborative work between the various divisions of the Group in 2022 led to the structuring of a purchasing policy, integrating work on responsible purchasing. It meets customer expectations and is based on strong commitments to creating economic, social and environmental value, while integrating business ethics and long-term relationships with partners. A joint roadmap has been drawn up and is currently being rolled out across the divisions and activities. Within this framework, strategic tools such as purchasing risk mapping, prospect referencing management and supplier evaluation are gradually being integrated by purchasing teams. These systems play a key role in implementing the purchasing strategy.

At the same time, Even encourages its suppliers to adopt standards and guides that are in line with its values, the Group’s ethical charter and its commitments to sustainable development. For example, during the pre-referencing process, specific questionnaires are used to assess suppliers’ environmental practices. The aim is to involve the entire value chain in a continuous improvement process.



Engaging our stakeholders

Conscious of consumer expectations on environmental and social aspects, Paysan Breton, a committed and sustainable brand, carried out an online consumer consultation at the end of 2024 to identify the issues on which consumers would like Paysan Breton to strengthen its commitments. 2,800 responses were received. These include priority issues such as avoiding environmental pollution, promoting animal welfare, ensuring good working conditions for dairy farmers, and contributing to a healthy, balanced diet for healthy consumers. These elements will complement the work on its Brand Social Responsibility (BSR) policy and will feed into the sustainability report that the Even Cooperative will publish in 2028.

Conscious of its economic responsibility to its suppliers, Even has chosen to streamline the contracts which link it to its partnerships. This measure enables Even to engage in innovative industrial partnerships and Research and Development projects which benefit both parties in the mid- to long-term. For Even Distribution, where 92% of the carbon footprint comes from purchasing, 44% from fresh products and 42% from frozen foods, the purchasing policy is one of the key pillars of the CSR strategy.

4TH CHALLENGE

Ensuring occupational health and safety

Guaranteeing health and well-being at work is a spearhead of Even's CSR policy. The Group remains proactive on the priority issues regarding the safety of people and property. The objective is clear: infuse a safety culture that aims to achieve zero accidents. In the plants, offices and on the road, risk prevention is the common thread of coordinated continuous improvement actions. After the second edition of the Group's health and safety week, organised in October 2023, Läita mobilised its employees on this major issue in late 2024.



ALL COMMITTED!

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

- ◆ systematic presentation of the health and safety policy on welcoming new employees;
- ◆ a training and awareness programme for teams designed to reduce and control risks and therefore workplace accidents and occupational illnesses;
- ◆ implementation of an efficient prevention policy: systematic analysis of accidents and incidents with exploitation of feedback, continuous improvement of facilities, etc.;
- ◆ and regular communication of safety objectives and results to employees.

The Group's divisions complement this occupational health and safety policy by deploying safety fundamentals, respecting vital rules, sharing vigilance among colleagues, and committing managers to ensuring the safety of their employees by welcoming them, communicating with them and reminding them of the rules. As a result, every team and management meeting starts with a safety briefing to raise the teams' awareness as much as possible. In addition, Even regularly offers its cooperative members and employees workplace first-aid training, as well as training in the use of fire extinguishers and training sessions for evacuation coordinators. The aim is to get participants fully involved in prevention.



Delivery safety

Brittany's animal nutrition companies, grouped together under the Nutrinoë umbrella, are working together to improve risk prevention on livestock farms, particularly in terms of driver safety during deliveries. In 2024, Even Nutrition Animale and Tecnor set up a map of silos classified according to their level of danger, making it possible to identify sites at risk and to encourage operators to carry out the necessary work within three months. Applying safety measures remains a challenge that requires the ongoing mobilisation of all those involved in the sector, as well as awareness-raising by technical sales staff.

CLOSELY MONITORED

INDICATORS

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

Thanks to efforts at all levels of the organisation, workplace safety has improved. The frequency rate (average TF1*) has thus fallen from 40 to 29 over the last five years. Between 2019 and 2024, the frequency rate fell from 37 to 15 at the Upstream division, from 46 to 37 at Even Distribution and from 34 to 21 at Laïta. This accident data has recently been reported via a digital platform, enabling more effective cross-functional monitoring. In 2024, the industrial sites at Yffiniac (Côtes-d'Armor), Ancenis (Loire-Atlantique) and Lanfains (Côtes-d'Armor) had frequency rates below the Group average, with TF1s of 14.3, 15.6 and 21.5 respectively. Some of the Ancenis site's workshops are breaking records, with more than 1,300 accident-free days, including the cheese preparation workshop, the 45 and MSD towers, and the dry dairy ingredients and laboratory shipments. The teams at Even Nutrition Animale and the Cobrena plant are also aiming for zero accidents by 2024. In Distribution, the score rises to two years without a workplace accident in 2023 and 2024 for the Legeay site at Gensac-La-Pallue (Charente). Even Cooperative is not to be outdone, with zero accidents since December 2018.

* Frequency rate: ratio between the total number of accidents (in the workplace) resulting in total incapacity of at least one day (excluding the day of the accident) and the number of hours of exposure to the risk, multiplied by one million.



QHSE MANAGER CAPELLA NETWORK, EVEN DISTRIBUTION MORLAIX (FINISTÈRE)

A GROWING SAFETY CULTURE

2024 was used by the Capella network to communicate widely on the fundamentals of safety. We organised discussions with site managers, analysed the causes of workplace accidents and shared feedback. Site managers and some managers have been trained in risk prevention. Employees were able to take advantage of themed training such as electrical qualification, fire extinguisher handling, gestures and postures, workplace first aid, etc. Over the past year, the accident rate has stabilised and the safety culture has improved. The teams and staff bodies are more mature on this subject and discuss it regularly. As a disability liaison officer, I worked with my colleagues to raise awareness of this issue among our teams. During National Disability Week we organised a quiz for all our employees to raise awareness of all types of disability, some of which are not necessarily visible. We are attentive to their needs and respond to any special requests. This means that sales representatives who suffer from back problems, and who are recognised as disabled workers, can apply for adapted vehicles. Another example is at the Legeay site in Charente, where a colleague was able to return to their administrative post following an accommodation study carried out with the help of the occupational doctor and an ergonomist.

TOP!

Even organises safety visits, known as TOPs (Preventive Observation for All), on its industrial sites. To preserve the health and safety of all employees, supervisory staff are trained in an observation method based on dialogue regarding working conditions, behaviour and safety rules. The objectives of this method: encourage and reinforce the positive aspects observed while identifying improvement areas. Trained employees can then pass on these skills to their colleagues so that everyone is kept safe. Recognition of the work achieved, the development of shared vigilance and the prevention of unsafe individual and collective behaviours are the main benefits of the approach. At the Group level, almost 2,100 TOP visits were carried out in 2024.

For several years, Laïta has undertaken these visits with ambitious targets: a TOP visit at least once a year for 100% of non-tertiary workers with each trained manager having to carry out ten TOP visits per year. To make the most of the tool, an assessment has identified progress areas. Behavioural safety visits are also carried out at Even Distribution for all logistics and operation managers, with the same purpose: aiming to achieve zero accidents. Following on from these visits, So Breizh has initiated an original approach for its order pickers: observation by a top-level sportsman, to receive personalised advice on gestures and postures.



2 074

**TOP visits
at Group level**

ROAD SAFETY MANAGEMENT

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

In ten years, the frequency of HGV traffic accidents has fallen by 30.5% and those involving light-duty vehicles by 40%. This represents 140 accidents avoided in 2024 compared to 2014, when the safety management plan was first implemented. There is still room for improvement, especially to limit the frequency and severity of accidents. At Group level, road safety is supported by a WG whose members are committed to developing new training courses and continually exploring innovations and partnerships. These initiatives aim to experiment with new approaches to tackling road risk. At the same time, intensive training courses have been introduced, and drivers are offered personalised support to tailor awareness-raising to their specific needs.



In 2024, accidents on the Capella network stabilised and the safety culture improved.

WORKPLACE WELL-BEING

Within the Even Group, a number of initiatives have been launched to promote fulfilment and well-being in the workplace: the creation of collaborative spaces, introductions to sophrology, yoga classes, Do In workshops, well-being workshops on sleep, nutrition and sport, a day to raise awareness of screen work to combat sedentary lifestyles, employee satisfaction surveys, the organisation of federative events, and so on.

Since 2022, Laïta launched well-being workshops on all its sites, which are organised by season and by site. In the autumn, nordic walking introductory sessions were offered to employees, for example, with the support of a sports coach. In Ancenis, a study to understand the impact of atypical schedules on the lifestyle of Laïta collection drivers was conducted. It resulted in an awareness and prevention day, particularly on eating habits related to time constraints. At the Plouédern site (Finistère), Even Distribution organised a number of workshops for its employees as part of Quality of Life and Working Conditions Week. A number of topics were discussed, including the importance of a balanced meal, balanced sleep with a relaxation therapist and the importance of a well-designed workstation.

RAISING AWARENESS AND MOBILISING EMPLOYEES

The Even group regularly runs in-house awareness-raising campaigns on a variety of topics, including road safety, physical inactivity and fire prevention. Committed to an active prevention approach, Laïta brought its employees together at the end of 2024 for a week of workshops and fun activities, with a clear objective: strengthen the safety culture and reduce accidents in the workplace. At the same time, the Group's cross-company departments have attended compulsory health and safety workshops to provide information and raise awareness of occupational risks.

At Even Distribution, all new operations and logistics supervisors receive e-learning training in QSE management. Every month, Kenty, an Atlanterra Alliance company, organises security message exchanges (EMS) with its logistics, sales and support teams. Each session deals with a specific safety topic and helps to promote a culture of safety at work to protect the health and well-being of employees. Practical workshops, such as simulated accidents and fire-fighting operations, complement these theoretical discussions. On the industrial side, around twenty employees from the dairy ingredients department and maintenance technicians from the Landerneau site (Finistère) took part in crisis management training in the event of an industrial accident. This training is part of the Internal Operations Plan, an industrial risk management tool created in 2022 for the Landerneau site. The aim is to enable on-site teams to react and organise themselves in the event of industrial accidents.





IMPROVING HEALTH AND WORK STATION ERGONOMICS

Ergonomic studies involving users in the design of certain workstation layouts are carried out at Laïta sites to reduce the risk of musculoskeletal disorders (MSD). Integration of ergonomics into the preliminary projects allows the needs and realities experienced in the different work situations to be taken into account. Another action to prevent MSDs is the introduction of muscle awareness sessions at the Lanfains production site. Supported by Neholys, this collaborative initiative involves managers and operators, most of whom have become ambassadors to lead the sessions and raise awareness of good practice among their colleagues. Like the Laïta teams, So Breizh, FMB and Achille Bertrand have adopted daily warm-ups before starting at their workstations.

Studies carried out at the Ancenis site (Loire-Atlantique) resulted in the elevation and reorganisation of a work platform in the cheese factory, reduced bending of the body trunk and thus the risk of MSD. At the buttry, access platforms have been created for the various components of the butyrator. These facilities reduce the risk of fall accidents and improve the ergonomics of the workstations

for the manufacturing operators. On the Créhen site (Côtes-d'Armor), improved flow at the microbiology laboratory workstations has eliminated the risk of impacts and those of carrying loads. In terms of development, PAM has invested in an automatic bagging machine to improve employee comfort and reduce repetitive movements.

Collective action to strengthen prevention

At the end of the year, Laïta's Industry division organised a health and safety week at all its sites. From a variety of activities such as the "Who wants to win in prevention?" game, to fire training, first-aid introductions and driving reflex simulations - each site offered initiatives tailored to its specific challenges. At the Ancenis site, road safety was at the heart of the initiatives, with over 400 employees involved. The Finistère sites have focused on muscular stimulation to combat sedentary lifestyles and prevent musculoskeletal disorders (MSDs). 650 employees took part in workshops led by physiotherapists and osteopaths. At Créhen, the Olympiads brought together 430 participants to take part in challenges combining awareness of chemical, environmental and human risks, helping to strengthen team cohesion.

5TH CHALLENGE

Promoting environmentally-friendly agriculture

To offer products that are good for the planet and good for society, Even promotes farming that respects the environment. The Upstream division helps farmers make the transition. The growing expertise of our teams, our drive for innovation and strengthened advisory services are designed to meet the challenges of decarbonisation and competitiveness, which are necessary for sustainable farm performance.



0.88

kg eq CO₂ / litre of milk
**Average net carbon footprint
of Even dairy farms**

AN ASSESSED ENVIRONMENTAL FOOTPRINT

The majority of Even dairy farms are NF V01-007 certified, representing 93.4% of all milk collected. Carbon footprint measurements were deployed on 99.5% of farms using the CAP'2ER[®] diagnostic tool. The outcome is that the Even farm, with a relatively dense field network (on average 1.5 ha biodiversity equivalent for 1 ha dedicated to dairy production), has an average net carbon footprint of 0.88 kg CO₂eq per litre of milk. This is lower than the average for French farms, which stands at 1 kg of CO₂/kg of milk. However, the Passion du Lait[®] CSR initiative aims to reduce this to 0.67 kg CO₂ equivalent per litre of milk by 2030.

CLOSE SUPPORT FOR REDUCING THIS FOOTPRINT

With this in mind, the job of dairy technician, previously focused on milk quality, is evolving to take on board the challenge of combating global warming. In 2024, all milk technicians were trained in Cap2'ER[®] level 2 environmental diagnosis. This expertise enables them to build personalised action plans to reduce the carbon footprint of their farms. Some fifteen levers can be activated depending on the initial situation and the priorities identified. They cover herd nutrition, breeding management, renewal, effluents, crop fertilisation, energy consumption, water management, carbon storage, biodiversity, etc. The Passion du Lait[®] remuneration scheme comprises three graduated fields that encourage producers to set realistic, yet ambitious, decarbonisation targets.

At the same time, Even's dairy production team has grown from four to six technicians. The sectors have been reorganised to provide better local support. Each Even milk technician currently looks after around a hundred members, whereas the average ratio in French dairy cooperatives is 1 technician for 200 members. Even aims to be attractive, both in terms of the price of milk paid to members and the close support it provides.

WELL-INFORMED AND COMMITTED TEAMS

In addition to the dairy department, all the technical sales teams in the Upstream division have been made aware of the climate issue. Thanks to a collaborative workshop on the Climate Fresco, they were able to understand the mechanisms of climate change and reflect on the concrete solutions already in place, as well as those to be developed to help farmers meet this challenge.

From plants to animals, a whole range of tools is already being deployed in the field to reconcile economic and environmental imperatives. Even Agri engages farmers in optimising the nitrogen fertilisation of their crops using satellites. The technicians also recommend the use of plant-based mulches, mechanical weeding, and biostimulants, etc. as alternatives to pesticides. These promise optimal and homogeneous crop yields, without waste or a negative impact on the natural environment. Similarly, the installation of connected weather stations is an invaluable aid, enabling cooperative members and farmer customers to plan interventions according to the evolution of crop stages. Recycling of waste (drums, cans, bags, big-bags, tarpaulins, twine, etc.) has also become widespread in the countryside, thanks to collection operations carried out by Even Agri-Gamm vert shop teams, in partnership with the eco-organisation Adivalor. This agricultural sector collects 93,000 tonnes of used packaging and plastics a year in France and recycles 90% of them, saving 70,000 tonnes of CO₂ a year. For Even Upstream, this represents 189 tonnes collected, a quantity that is set to increase thanks to the inclusion of animal nutrition packaging in 2024.



Agronomy and Innovation Day

In September 2024, the third edition of the Even Agri trial platform attracted just under 400 farmers and students, at Plouisy (Côtes-d'Armor). Field events gave participants an insight into the genetic potential of crops that also help to reduce carbon footprints. Trials have highlighted the benefits of biostimulants and starter fertilisers in optimising yields and preserving the natural environment. A soil profile pit illustrated the importance of vertical soil for root development. On the machinery front, participants discovered innovations such as the electric steering wheel and, above all, the autonomous robot tractor, the star of the event.



MILK TECHNICIAN, EVEN COOPERATIVE, POMMERET (CÔTES-D'ARMOR)



IN ACTION TOWARDS DECARBONISING FARMS

The job of a milk technician is not limited to monitoring the quality of milk at our cooperative members. We must also support them in implementing solutions that enable them to meet environmental challenges. All the Even Upstream technical sales teams were also made aware of the need to combat global warming through a collaborative workshop on the Climate Fresco. In early 2024, the dairy technicians were also trained to interpret the Cap'2ER level 2 audit, which takes into account all the farm's greenhouse gas emissions. The audits we carry out every two years for the Passion du Lait® best farming practices provide an opportunity to discuss the producer's carbon footprint with a view to working together to improve it. The areas for improvement identified may cover age at first calving, optimising the number of replacement heifers, replacing imported soya meal in the ration with local rapeseed meal, planting hedgerows, installing a milk pre-cooler, etc. As far as possible, the recommended improvements should reconcile environmental and economic benefits.

We will be sure to inform the producer whether the investments they are considering are eligible for the Even CSR fund, which encourages decarbonisation.

PRODUCING MORE AND BETTER WITH LESS

As regards Even animal nutrition, alternatives to imported proteins are being developed through a sustainable rapeseed channel. The cattle feed range, formulated using efficient amino-acids, improves protein digestion in dairy cows, whilst limiting nitrogen and phosphorus discharges into the environment. These "low carbon" feeds reduce the environmental footprint of dairy production, while maintaining a high level of performance. In a region where cows spend more than 200 days a year in the fields, on average, pasture management is key to all production systems. As such, Even Agri has, since 2021, been exploring sustainable grasslands through an experimental programme. It promises alternatives to strengthen the protein autonomy of the herd, limit inputs and preserve the environment. All the solutions developed to improve the well-being of consumers and the planet will soon benefit from prime showcases. Even Upstream has agreed to set up a network of pilot farms by 2025. The technical and economic references acquired and the promising innovations are intended to be disseminated in the field. Furthermore, Even is a stakeholder of Startijin Valait. Launched in 2023, this collaborative project, accredited by the Ministry of Agriculture and led by the Brittany Regional Chamber of Agriculture, brings together 43 partners: institutional, cooperative and private players in the dairy sector. This territorial demonstrator aims to meet the challenges of the agro-ecological transition by defining the dairy farming systems and sectors of the future.

A HIGHLY ACCLAIMED CSR FUND

To encourage cooperative members on the road to sustainable performance, Even is supporting their best practices through an initiative that is unprecedented in the French cooperative sector: the Upstream CSR Fund. The €4 per 1,000 litres of milk is conditional on carrying out actions relating to the Upstream CSR pillars. In the last financial year, 673 actions were financed for a total of more than €1.6 million. Top of the list are investments in water management, greenhouse gas reduction and resource management, such as the installation of rainwater tanks, milk pre-coolers, photovoltaic panels and land-spreaders. Improving working conditions is also a priority, with the funding of replacement days for professional mandates and holidays, and, more generally, the renovation of livestock buildings and the improvement of the surroundings and access paths to pasture. Animal welfare is also a key concern for farmers. They invest in trimming, drinking troughs, cubicle mats, misters and rotating massage brushes to improve herd comfort. Since it was set up three years ago, the Upstream CSR Fund has become firmly established in the field of progress.



From one Passion du Lait® audit to another, we measure the progress made by the farm regarding its carbon footprint.

6TH CHALLENGE

Reducing our environmental footprint

Preserving natural resources, limiting energy consumption, promoting the circular economy and combating food waste are all priorities where the ecological challenge meets the economic imperative. For years, Even has adopted this reasoning and is accelerating the pace. The Group is investing in technologies that consume less energy and perform better. It improves existing facilities to reduce discharges at source and preserve water quality. It eco-designs its packaging. It is committed to collective certifications and programmes to improve its carbon footprint. In 2024, a new stage was reached with the construction of the carbon trajectory for the Even Group. For Laïta, this is accompanied by the validation of its greenhouse gas emission reduction targets by the Science Based Targets initiative (SBTi).





3

Mt CO₂ eq

Even's carbon footprint
(2022 data)



Validated trajectory

Laïta's decarbonisation objectives and trajectory were validated by the Science-Based Target Initiative (SBTi) on 30 September 2024. SBTi is an American organisation that bases its work on science to approve or reject the relevance of companies' greenhouse gas emission reduction trajectories. SBTi considered that Laïta's reduction targets and the means of achieving them are part of a collective approach to limiting the rise in the Earth's temperature to +1.5°C in 2100 compared with the pre-industrial era, in accordance with the 2015 Paris Agreements. This recognition officialises Laïta's involvement in the fight against global warming and commits it to rolling out its action plans.

ASSESSING FOR IMPROVED COLLECTIVE ACTION

The first step in taking action against global warming is to assess our carbon footprint. In 2023, Even assessed the latter on a Group-wide basis by accounting for all its greenhouse gas (GHG) emissions, 96% of which are related to scope 3. As for other agri-food companies, scope 3 is the most important for Even, with 46% of emissions linked to milk production, 42% to non-milk purchases and 4% to energy and transport. On the basis of this analysis, Even designed its ambitious carbon trajectory in 2024. A cross-company carbon working group and dedicated workshops have enabled structured action plans to be drawn up within the divisions, focusing on priority areas: upstream dairy, purchasing, transport and energy. The Group's ambition is to reduce its GHG emissions by a third by 2030, with the aim of becoming carbon neutral and in line with the recommendations of the Intergovernmental Panel on Climate Change (IPCC).

UPSTREAM AND ITS ENERGY CONSUMPTION

The Upstream division is also committed to reducing its energy bills, while improving its environmental footprint. Following the replacement of Cobrena's compressor in 2024, it is now Tecnor's turn to modernise its equipment, with the replacement of a new-generation variable-speed compressor. Integrated air pressure regulation saves 45,000 kWh/year. Taking advantage of this change, Tecnor installed a heat recovery system to partially heat the water that feeds the boiler, thereby reducing gas consumption. We are also working with suppliers of milk cooling tanks to develop more energy-efficient and environmentally-friendly coolers using new-generation refrigerants.

Regarding milk production, Laïta and its three shareholder cooperatives have laid the foundations of a carbon reduction plan with different levels of commitments and financial encouragements. To fight against climate change, Laïta has undertaken alongside the farmers to reduce the net carbon footprint per

litre of milk leaving the farm by 30% by 2030 compared to 2022. At the same time, it is defining a long-term upstream carbon strategy for 2050. The main levers identified for reducing GHG emissions and storing carbon focus on reducing the age of first calving, optimising the herd renewal rate, food efficiency by managing the quantity of concentrates fed to the cows, and the efficiency of the nitrogen spread on the land, etc.

LAÏTA IMPROVES ITS ENERGY EFFICIENCY

Laïta's decarbonisation objectives and trajectory were validated by the Science-Based Targets Initiative (SBTi) on 30 September 2024. Laïta has made the following commitments between now and 2030: reduce the direct consumption of gas and electricity of its industrial facilities by 42%, and therefore the emissions associated with them; reduce the carbon emissions of the upstream dairy sector by 30%; reduce



ENERGY MANAGER AND BIOMASS PROJECT MANAGER, LAÏTA CRÉHEN (CÔTES-D'ARMOR)

DECARBONATED STEAM

From June 2025, 72% of the steam used in industrial processes at the Laïta site in Créhen will be decarbonised thanks to the commissioning of a biomass boiler. With an annual capacity of 9 MW, this facility will generate 57,600 MWh of heat in the form of steam, equivalent to the consumption of almost of almost 6,000 homes. It will therefore reduce our dependence on natural gas and save 12,000 tonnes of CO₂ equivalent per year. This project is based on the collaboration of several partners: As an investor,

Guyot énergies supplies the 17,000 tonnes of end-of-life wood needed to run the boiler each year.

This wood, collected from nearby waste collection centres, is prepared and recycled as fuel. Dalkia, which acted as prime contractor for the design and construction of the project will assume the daily operation of the boiler; Laïta, as a consumer of the energy generated by the biomass.

For the past two years, I've been coordinating all the partners to ensure that the project runs smoothly, in particular by keeping to the schedule and meeting safety requirements. Laïta has invested over one million Euros to interface the production of this biomass boiler with its industrial processes. My role as project manager was to ensure the hydraulic and electrical interconnection of this new boiler with the two existing gas boilers. A new feeder has been created to centralise the regulation of the three boilers and adjust steam production according to the site's needs. On the electrical front, a new PLC has been installed to collect data from the boilers and maximise the use of carbon-free steam. The aim is to make maximum use of the steam from biomass and to supplement requirements with gas boilers if necessary. The main challenge of this project was to carry out all the work while limiting the impact on production. Over a period of four months, we successfully conducted the electrical, hydraulic and automation work, with only 8 hours of planned downtime on site, which is a real achievement. This was made possible thanks to the involvement of Laïta's operational teams, technical services and technical management, while guaranteeing strict compliance with safety regulations and internal procedures.

the GHG emissions of its purchases by just over 25% (excluding milk), i.e. packaging, ingredients, detergents, etc. To this must be added a 4th objective: to achieve zero deforestation by the end of 2025. This recognition by SBTi officialises Laïta's involvement in the fight against global warming and commits it to rolling out its action plans. We are continuing to move forward with concrete actions in the field. To improve the energy efficiency of its industrial sites, Laïta uses a variety of technologies: heat recovery and regulation systems on refrigeration units, biomass recovery, high-efficiency condensing systems, etc. Extensive work began in 2023 at the industrial sites, to map out the milk powder production strategy for the next decade, prioritising equipment maintenance and integrating the carbon trajectory.

2024 was notable for the construction, in partnership with Guyot énergies, of a biomass boiler that will supply steam to the Laïta site at Créhen (Côtes-d'Armor) from the combustion of end-of-life wood. The biomass boiler, which will come on stream in the first half of 2025, will cover 70% of the site's steam requirements, while reducing CO₂ equivalent emissions by 12,000 tonnes a year. The

construction of a second biomass boiler on the Ancenis (Loire-Atlantique) industrial site is already under consideration.

Another transforming initiative is the recovery of waste heat from processes at the Ancenis, Yffiniac (Côtes-d'Armor), Créhen and Landerneau (Finistère) sites, which is currently being studied with a view to boosting it by means of heat pumps and reusing it in processes. Today, the main source of waste heat at these sites comes from chilled water production plants. Thanks to the recovery of this heat and the use of downstream heat pumps, a reduction of around 10 to 20% in gas consumption is envisaged.

Laïta has also introduced an energy management system that has led to ISO 50 001 certification for the Ancenis and Landerneau sites. It is currently working to obtain this certification for the Créhen and Ploudaniel (Finistère) sites. In this way, Laïta aims to reduce its energy consumption by 0.75% per year. In three years, Even's dairy subsidiary has reduced gas consumption at all its sites by 38,000 MWh. This is equivalent to an 8% reduction in the carbon footprint of its industrial activities.





The new biomass boiler at the Laïta site in Créhen will reduce our dependence on natural gas and save 12,000 tonnes of CO₂ equivalent per year.



LOGISTICS PROJECT MANAGER, EVEN DISTRIBUTION, PLOUÉDERN (FINISTÈRE)

ARGEL OPTIMISES ITS DELIVERY JOURNEYS

We are in the process of deploying MagelLog at Argel. Launched in September 2024, this project aims to optimise delivery journeys to limit the number of kilometres travelled, while respecting the delivery times requested by customers. To facilitate the work of the logisticians and avoid re-deliveries, the time limit for taking orders has been brought forward to 2.30pm instead of 8pm. This allows the logistics team to plan their routes before order picking begins.

Routes are optimised using Mapo software. It allows you to view and optimise the delivery order of scheduled rounds. This tool supports the work of the logistics department, enabling it to anticipate future deliveries as effectively as possible. The digitised roadmaps are sent by the logistics department to the delivery drivers on their PDAs, which should eventually eliminate the need for paper printouts. By optimising journeys, in 2025, Argel will reduce its fuel consumption, the wear and tear on its lorries and its overall transport footprint. This should improve customer satisfaction by anticipating delivery times and conditions. It should be noted that the Mapo software has also been developed within Réseau Krill and Alliance Atlanterra where it has already proved its effectiveness.



Bretagne Vivante partnership

For several years, Laïta has been in constructive discussions with the Breton association for nature protection: Bretagne Vivante. This mutual understanding led to the signing of a partnership in 2022 as part of Laïta's CSR approach: Passion du Lait®. Its purpose is to support the company in developing its biodiversity policy. The first measures undertaken involve the Ploudaniel site where a biodiversity diagnostic was used to compile ecological surveys of the fauna and flora throughout 2023. This revealed that 98 plant species are present on the industrial site, of which 5.25 ha are undeveloped. A number of actions have been identified, including the conversion of an old building into a bat habitat, the creation of biodiversity corridors along the Aber Wrac'h and the replacement of rainwater catchment basin escape routes with coconut fibre to make it easier for animals to migrate upstream. From 2025, biodiversity diagnostics will be carried out at all Laïta's industrial sites.

Moreover, in May 2024, the first cross-disciplinary biodiversity training course, brought together the environmental managers from the three industrial basins, the industrial management, the CSR team and Laïta's Upstream teams.

DIVISIONS UP AND RUNNING

In anticipation of regulatory changes aimed at reducing energy consumption in tertiary buildings by 40% by 2030, the Even group has acquired the Citron® platform. This tool, which monitors electricity consumption and energy bills for buildings, is used on a daily basis by the Distribution and Development teams to optimise and reduce consumption (gas, electricity, fuel oil).

Following energy audits carried out at several sites, Even Distribution has defined and distributed its energy policy and 2024 action plan. In particular, it provides for tighter controls on refrigeration systems and the optimisation of energy consumption in warehouses, by giving priority to more efficient solutions when designing or modernising them. In 2024, Boncogel'Adour took advantage of the renovation of its two cold stores to replace its chillers with a CO₂ system that is more economical and virtuous. The same approach has been adopted at Superhalles in Bréal-sous-Montfort (Ille-et-Vilaine) and at two Kenty warehouses in Plougastel (Finistère) and Saint-Fulgent (Vendée). This transition to a neutral, non-fluorinated fluid means a 25% reduction in energy bills at these sites. Additional initiatives were implemented at Achille Bertrand in Les Herbiers (Vendée) and at the





Optimising delivery journeys should enable Argel to reduce its fuel consumption and carbon footprint.



2.15 m³

**Water consumption by m³
of processed milk equivalent**

Krill workshop in Brive-la-Gaillarde (Corrèze), the heat generated from the refrigeration units is recovered and reused to heat domestic hot water or defrost evaporators. In addition, a project to expand the Bondu site at Saint-Jacques-de-la-Lande (Ille-et-Vilaine) includes the installation of photovoltaic panels, which should cover 15% of the site's energy needs over an average year.

With regard to Even Development, the construction of the Glacière Narbonnaise plant in Lézignan-Corbières (Aude) illustrates the Group's commitment to optimised energy management and the use of sustainable materials. The plant produces green energy using photovoltaic panels and has been designed to minimise its footprint, notably by reducing storage times and installing more efficient osmosis units. Currently, 3 litres of water are needed to produce 2 kg of ice; the aim is to reduce this to 2.2 litres. For its part, PAM covers 80% of its domestic hot water needs thanks to a heat recovery system.

Through these actions, the Even Group is pursuing its commitment to responsible energy management and a significant reduction in its environmental impact. Monthly monitoring of indicators enables fine-tuned, responsive management to achieve the objectives of the tertiary sector decree.

**INNOVATIONS TO PRESERVE
WATER RESOURCES**

Within the Group, each investment is analysed from the angle of its impact on water, whether upstream with a control of consumption or downstream with improved wastewater management.

Laïta, whose yearly water consumption exceeds 3 million m³, is particularly mindful of this challenge, in line with the wider dairy sector. Since 2019, the company has reduced its consumption by 17%, but continues its efforts. With cleaning stations accounting for more than half of all withdrawals, Laïta is committed to limiting its impact on the public network and mobilising its teams to manage this resource responsibly. Laïta is involved at an industry-wide level to promote these new uses through working groups. In 2024, a decree on the re-use of water from the concentration of milk materials (ECML) was published, and its use will eventually enable Laïta to reduce its overall consumption by 15%. Qualification work is underway to ensure that the system can be

implemented from 2026. In addition, Laïta has set itself an ambitious target: to reduce its consumption by 25% by 2030 compared with 2018, i.e. a saving of more than 800,000 m³ of water. More than €16 million will be invested to achieve this ambition.

A number of initiatives are underway at its industrial sites. In Yffiniac (Côtes-d'Armor), an experiment carried out since 2023 has saved 2,000 m³ of water and 40,000 litres of caustic soda in 2024 using a platform for regenerating wash solutions. This system, which also reduces discharges to wastewater treatment plants, will be deployed at other sites. On the site at Ancenis (Loire-Atlantique), a buffer pond of 6,000 m³ was created to homogenise discharges and improve the purifying efficacy of the physico-chemical pre-treatment of its industrial effluents. This investment is an important step towards creating an independent effluent treatment sector which should be set up in 2025. The installation of a new clarifier is also planned at the Ploudaniel (Finistère) wastewater treatment plant to secure its discharge into the natural environment.

REDUCING FUEL CONSUMPTION

The Group's carbon footprint for transport activities showed that two-thirds of GHG emissions were linked to inbound freight for all scopes combined. Special efforts are therefore being made in this area. All drivers in the milk collection, Upstream and Distribution divisions are trained in eco-driving. In practice, boxes record the drivers' individual driving information: consumption on the road, when pumping the milk, use of brakes, the speed regulator, etc. Analysis of these data targets the anticipation reflexes to be adopted to achieve more economical driving.

Laïta has also joined the Fret 21 scheme since 2021. This voluntary commitment for the environment programme (EVE), led by ADEME, Éco CO₂ and trade organisations, aims to raise awareness, train and support the professional actors of haulage and logistics with improving their energy and environmental performance. Hence, the dairy division commits to reducing the impacts of its transport on the climate through optimisation of the load rate, reduction of the distances travelled, renewal of the haulage fleet with more efficient vehicles, responsible procurement, and eco-driving training. In three years, Laïta has cut its CO₂ emissions by almost 6%, a saving of 914 tonnes. Building on this success, the

Fret 21 commitment has been renewed, with the aim of reducing the carbon footprint of downstream transport of consumer products, including exports, by a further 5%. The focus of our work remains the same, with the aim of halving deliveries by air and strengthening our action plans with our distributor customers.

Also committed to the Fret 21 scheme, Even Distribution has reduced its greenhouse gas emissions, and therefore its fuel consumption, by almost 11% between 2021 and 2024. Since then, the Distribution division has built on this success by joining the Objectif CO₂ initiative. This programme, proposed by Ademe, includes help with structuring and monitoring CO₂ consumption data for the delivery vehicle fleet. In addition, we are optimising delivery routes by geocoding customers at logistics platforms using Mapotempo (on-board GPS), creating a network of logistics platforms judiciously located to ensure balanced territorial coverage, renewing our HGV fleet to meet Euro 6 standards and carrying out transport energy audits.



7TH CHALLENGE

Developing an innovative and responsible agri-food offering

Even is stepping up its innovation drive in its three growth areas: milk, nutrition and services. Nutritional commitments go hand in hand with environmental commitments to promote sustainable food. Reducing waste at source is ongoing in all the Group's subsidiaries. This is illustrated by the original experiment conducted by the Distribution Division teams to deliver to their customers in the Ponant islands using reusable crates.



ENSURING A CONSTANT DRIVE FOR INNOVATION

At Even, innovation is a state of mind cultivated within our teams and businesses in terms of products, processes, marketing and organisation. This culture of curiosity is particularly encouraged at Laita. The Scientific, Methods, Innovation and Performance Department (DSMIP) supports teams in the field by providing them with methods and tools to develop operational excellence. The Innovation process is used to generate, select and test ideas for developing innovative concepts in the sectors and businesses, in terms of both products and practices. The DSMIP also works cross-functionally to anticipate major issues in support of the Passion du Lait® CSR approach. It optimises, qualifies and deploys pilot processes such as Green CIP to save water resources. On another front, nearly thirty Life Cycle Assessments (LCA) were launched in 2024 for products manufactured at Laita's industrial sites.

The R&D and marketing teams are not to be outdone in their constant drive for product innovation. In 2024, Laita launched 51 new consumer products, up 42% on the previous year. These include a 250g pack of Paysan Breton butter (mild and semi-salted), 9 x 20g portions of Madame Loïk nature au sel de Guérande, a 1kg private label skyr, an 850g private label yoghurt drink with an exotic flavour and a 2kg organic Paysan Breton brie for export and foodservice customers. The Health Nutrition business developed around fifteen new medical, infant and dietary nutrition products last year. Strong growth in liquid aseptic nutrition products has accelerated discussions on a new investment programme for the liquid process, to support development and accommodate new innovative recipes in clinical and specialised nutrition.

As far as Even Distribution is concerned, Argel launched around a hundred new products in 2024, in line with current trends: individual prepared meals, catering products, cocktail and aperitif dinners, savoury and sweet snacks, ethnic cuisine, etc. By enriching its offering with trendy, practical products, Argel is aiming to satisfy its long-standing customers and capture working customers looking for quick and easy solutions.



Number of new consumer products placed on the market by Laita

PROMOTE RESPONSIBLY-PRODUCED FOOD

Even group's companies are working on their nutritional commitments to promote every more responsible eating. At Laita, a multi-disciplinary working group called Passion Nutrition has drawn up nutritional commitments for convenience products. They involve optimising the levels of salt, fat, sugar, protein, calcium and vitamins but also reducing the number of ingredients in the recipes. Work on reducing the number of additives and eliminating controversial additives (based on the Que Choisir assessment) continues.

An inventory characterised the FMCG product recipes of Laita. The results show that 86% of the ingredient lists contain fewer than five ingredients. 98% are additive-free, and 99% contain no colourings or preservatives. In terms of nutritional intake, more than half of the recipes are sources of protein, calcium or vitamin A. Over the last three years, nearly a quarter of the recipes have been improved, to reduce their sugar content, their salt content, or to eliminate colourings and preservatives. All Paysan Breton products, are made with ingredients of natural origin, without artificial colouring or flavours, with no palm oil or preservatives. In addition, the health nutrition sector offers products in powder and liquid form to meet specific needs in clinical, infant and adult nutrition. The dairy ingredients sector offers yoghurt powders with all the benefits of traditional yoghurts.

Thierry and Jean-Christophe

LOGISTICS MANAGER FOR THE KENTY AGENCY, ALLIANCE ATLANTERRA
 PLOUGASTEL-DAOULAS (FINISTÈRE) AND OPERATIONS MANAGER FOR KENTY,
 ALLIANCE ATLANTERRA PLÉRIN (CÔTES-D'ARMOR)

FULL STEAM AHEAD!

Kenty was asked by Ademe to run a pilot operation called À fond la caisse! (Full steam ahead!) on the island of Ushant. Waste management on the Ponant islands is complicated.

For example, the over-wrapping cardboard from our frozen food products cannot be processed on site, and has to be taken back to the mainland. With this in mind Ademe and Even Distribution's CSR team offered, with the support of the Brittany Region, to replace secondary cardboard boxes with reusable plastic crates. Four of our restaurant customers were immediately keen to try out this alternative.

We have set up a traceability system for the crates sent out and then collected from the containers at the port of Brest. The Plougastel-Daoulas agency team is highly motivated and has a certain pride to be a pioneer in this initiative. The trial proved conclusive for all concerned. We have identified a number of areas for improvement, such as adjusting the size of the crates and washing them. The operation will be extended to other Ponant islands in 2025, and could also be deployed in major cities such as Rennes and Nantes. be deployed in major cities such as Rennes (Ille-et-Vilaine) and Nantes (Loire-Atlantique). This approach illustrates Kenty's commitment to sustainable development and waste reduction.



Even partner of the Assises Nationales de l'Agriculture et de l'Alimentation

To keep abreast of the future of agriculture and food, Even is partnering the 2024 edition of the Assises Nationales de l'Agriculture et de l'Alimentation. Organised by Ouest-France, the event brought together 900 participants on 14 November 2024 in Cesson-Sévigné (Ille-et-Vilaine). Christian Griner, CEO of the Even Group, took part in one of the round tables on the theme of "Can the Common Agricultural Policy reconcile food sovereignty and adaptation to climate change?"

All Argel products are guaranteed to be free from hydrogenated fats, glutamates, GMOs and ionisation. For its part, Réseau Krill has adopted a Clean Label approach, with almost 600 products free from additives, artificial flavourings or colourings, preservatives or nitrites. The Pam also offers a range of organic and conventional seafood and produce free from additives, artificial flavourings and flavour enhancers, in line with the Clean Label approach.

To keep abreast of the food issues of today and tomorrow, Even is sponsoring the Sustainable Food Practices Chair, set up by the Laboratoire d'Économie et de Gestion de l'Ouest. The Group provides financial support for research projects. It takes part in meetings on the themes of naturalness, food chains and consumer confidence in the food industry. Even was also one of the major partners in the 2024 edition of the Assises Nationales de l'Agriculture et de l'Alimentation, organised by Ouest-France on 14 November in Cesson-Sévigné (Ille-et-Vilaine). This event, centred on the theme of "From field to plate, let's step out of our contradictions", tackled major issues for the future of agriculture and food, such as generational renewal, the ecological transition, food sovereignty, European and international agricultural policy, the rise of artificial intelligence, and so on.



The Kenty team is happy to be associated with this sustainable initiative supported by Ademe and the Brittany Region.

FIGHTING AGAINST FOOD WASTE

Even group companies have been striving to reduce food waste for several years. At Laïta, this includes lengthening the lifespan of certain products, reusing products that have been rejected and output gaps thanks to a dedicated department, prevention of wastage at source. As a result, the destruction of consumables has been limited to 1.5% of losses for the year 2024. The installation of solidarity refrigerators is used in-house to save products and samples by making them available to employees; an initiative also implemented in the Distribution division. Another example is So Breizh, which offers its employees short-dated products. For its part, FMB donates unsold goods to a community grocery shop. Even Distribution's quality team also helps companies extend the life of certain products, in agreement with their customers.

At the same time, Laïta is working alongside its supermarket customers and the NOUS anti-gaspi network. This committed production and distribution model helps to limit food waste by adding value to certain private label products. Over 100 tonnes of products a year are offered for sale in the network. In June 2024, a day of discussion and work between the NOUS Anti-Gaspi and Laïta teams identified a range of actions around the following themes: better design, better manufacture, better sale, better transport and better disposal. The outcome of this collective intelligence session was a

roadmap for making Laïta products even more virtuous and avoiding waste at every stage of their life cycle. At the same time, creativity sessions are organised with the production teams to integrate anti-waste into the product life cycle, from raw materials to end-of-life at the consumer's premises.

Even is generally committed to donating food to charities such as the Banque Alimentaire and Restos du Cœur. In 2024, these product donations totalled more than 250 tonnes.

REDUCE PACKAGING AND IMPROVE SORTING

Initiatives for reducing packaging and optimising sorting, are being developed in all the companies of the Group around three focuses: sustainability, waste reduction and recyclability for all packaging by 2030. In particular, these initiatives are in line with the new European Proposal and Packaging Waste Regulation (PPWR), which aims to reduce packaging through eco-design, make it recyclable, incorporate recycled materials and set targets for re-use.

At Laïta, developments in ecodesign are making good progress. The company, which has launched the first range of recyclable cardboard butter dishes on the French market, has also replaced the plastic packaging for its filled crêpes with paper from responsible sources. In five years, Laïta's single-use packaging mix has changed, with a 74% increase in the use of paper and cardboard to replace plastic, and a significant increase in the use of recyclable plastics at the expense of complex non-recyclable plastics. The Paysan Breton brand, which aims to set an example in this area, is continuing its efforts by reducing the weight of its Baguette packaging by 20%. This more environmentally-friendly packaging saves 2.8 tonnes of waste per year. Similarly, some packaging uses bio-sourced materials to replace plastic. Another telling example is the use of recyclable barrier polyethylene single-material bags for the packaging of private label Emmental grated cheese. This innovation improves the Life Cycle Assessment (LCA) compared to its previous version. At the same



ECI, the expert in bovine colostrum

A Belgian subsidiary of Laïta, European Colostrum Industry (ECI) is a key player in the feed, petfood and food markets in Europe and internationally. In 2022, ECI invested in a new production unit at the Novalis Science Park in Aye (Belgium), incorporating an atomisation tower and a liquid production line equipped with the most advanced technologies in terms of cold production and energy recovery. Thanks to these investments and its expertise, ECI has perfected the drying of bovine colostrum, guaranteeing high-quality products exported worldwide.



time, the weight of the 3 x 70 g Emmental bags has been reduced, saving 21 tonnes of plastic per year. The finalisation of an eco-design project for ultra-fresh products, sold in bottles and flasks, has resulted in an annual reduction of 58.2 tonnes in plastic consumption and 11 tonnes in cardboard packaging for 180g drinkable yoghurt bottles. Similar initiatives are underway for health nutrition products, with the production of POPE sleeves enabling the manufacture of 100% recyclable bottles. Moreover, a long standing agreement between Laita and its suppliers guarantees delivery of 100% FSC® certified corrugated cardboard. Thanks to all these initiatives, Even's dairy subsidiary is well on the way to meeting the challenge it has set itself: to move towards 100% recyclable, reusable or compostable packaging by 2025.

PAM is launching a bag packaging line that will eventually reduce plastic consumption for the products by 30%. The Distribution Division has undertaken a comprehensive review to analyse how waste is sorted and processed at its

platforms. It aims to improve the management of the five statutory waste streams and optimise their recovery. Other initiatives in favour of responsible development are flourishing within the division's SMEs. So Breizh has joined forces with Veolia in the biowaste sector, converting unsold food into compost or energy. Argel reduces the use of cardboard boxes, reusing them five times before recycling, eliminating secondary packaging for customers and reducing cardboard purchases by 80%. In 2024, Even Distribution is experimenting with delivery using reusable crates. This original initiative, supported by Ademe and the Brittany Region, is a response to a simple fact: waste management is complex on islands. Following a feasibility study carried out in 2023, Kenty, an Alliance Atlanterra company, volunteered to lead this project, adapting its logistics model. Since the end of May 2024, the Kenty agency in Plougastel-Daoulas has been delivering to customers based in Ushant using reusable crates, thereby reducing cardboard waste. The test will be extended to the Ponant islands in 2025, before being extended at a later date to major conurbations on the mainland.

8TH CHALLENGE

Investing and engaging to stay ahead of the game

In 2024, Even injected 107 million euros into the local economy, almost 60% more than in 2023. The increase in investment is aimed at boosting industrial performance, supporting development, improving working conditions and supporting the ecological and energy transitions. The search for new sources of growth involves open and collaborative innovation for tomorrow's agriculture and food, as well as through international development. In spring 2025, the Group launched the 3rd edition of Even'Up, a call for innovative and sustainable solutions aimed at AgriTech and FoodTech start-ups, following on from the 2018 and 2021 editions.



MODERNISATION OF INDUSTRIAL AND LOGISTICS FACILITIES

Thanks to its good performance and its equity reserves, Even remains in control of its investments, limiting its dependence on financial institutions at a time of rising interest rates. In 2024, the Group invested massively in continuing to modernise and diversify its industrial and logistical tools within a goal of sustainable development.

Between now and 2030, the dairy industry is committed to an ambitious investment programme, with more than €90 million earmarked for modernising and reducing the carbon footprint of its industrial facilities. Substantial investment is underway in chilled water production systems. These are used to produce and distribute chilled water as close as possible to the process, using a network of stainless steel pipes to save energy and power. At the Landerneau site (Finistère), the new building housing the production of chilled water was completed in 2024, while the building at the Ancenis site (Loire-Atlantique) is starting up. Other transformation projects have also been carried out. These include an investment programme at the Laïta Nutrition liquid process in Ploudaniel (Finistère), where the refurbishment of 600 m² will support the strong growth in liquid aseptic nutrition and accommodate innovative specialised nutrition products. Laïta has also invested in the creation of a joint laboratory for the Ploudaniel and Landerneau sites. This recently operational 1,700 m² laboratory is designed to cope with the increased complexity and growing number of analyses, while making life easier for employees. Another example is the construction of a biomass boiler in partnership with Guyot énergies. Since spring 2025, this boiler has been supplying steam to the Créhen site (Côtes-d'Armor) from the combustion of end-of-life wood.

To support the growth of the Capella network, Even is investing in property assets by extending the Paviot site in Saint-Jacques de La Lande (Ille-et-Vilaine). This work, including the installation of photovoltaic panels, will be completed in the coming weeks. Boncogel'Adour, for its part, has carried out work to secure and renovate its cold rooms.



In the Development division, Glacière Narbonnaise, France's leading ice-cream manufacturer, has built a new plant at Lézignan-Corbières (Aude) at a cost of €12 million. The new plant, which started production on 1 April 2025, covers an area of 3,500 m². This project aims to increase production capacity from 75 to 130 tonnes of ice cream a day, while reducing the environmental footprint (shorter storage times, installation of photovoltaic panels, etc.) and limiting water consumption. This energy improvement is also reflected at PAM, with the implementation of a five-year modernisation plan aimed at renewing its freezers and production equipment.

DEVELOPING A CULTURE OF ASSET MAINTENANCE

The Even group keeps nearly 200 buildings operational thanks to a monthly monitoring system to identify technical risks and rigorous maintenance planning. Partnerships with national service providers ensure infrastructure maintenance, and audits are carried out to identify energy savings in response to the tertiary sector decree: 40% reduction in energy consumption by 2030. Even Distribution has led the way by optimising and renovating the refrigeration facilities in its warehouses.

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



MERGERS AND ACQUISITIONS DIRECTOR, EVEN GROUP PLOUDANIEL (FINISTÈRE)

EVEN'UP: GOOD THINGS COME IN THREES!

Our cooperative group is launching the third edition of Even'Up in 2025. This call for innovative projects, which is aimed at AgriTech and FoodTech start-ups, follows on from the 2018 and 2021 editions. We are organising this competition in partnership with The Village by CA Finistère, the Valorial competitiveness cluster and, new for this year, Supernova Invest, a specialist in investing in disruptive innovation.

The panel also welcomes one of last year's winners, Yacine Kabeche, founder of Circul'Egg. Their participation on the selection panel, alongside Even'up historic partners, cooperators and Even employees, is a guarantee of professionalism for project leaders. This multi-disciplinary panel, with its complementary expertise, is tasked with selecting innovative projects offering concrete solutions for our businesses and responding to the challenges of environmental, technological and societal change. Even and its partners aim to capture the latest trends and innovations to nurture a sustainable future.

Even'Up is also a showcase for the spirit of openness, the desire for cooperation and modernity of our Breton cooperative group. For start-ups, the competition is a real accelerator. In addition to a €20,000 prize, each winning project is mentored by an Even Group business expert, with the opportunity to test their products and services directly in the field across our different businesses. They can also draw on the experience of a former winner and the investor's vision of Supernova to challenge themselves and adjust their business model if necessary.

RESEARCH AND DEPLOYMENT OF NEW TECHNOLOGIES

All Even teams are moving towards dematerialisation, whether in human resources, with the digital safe and the digitalisation of employee career paths, or in accounting, with the dematerialisation of invoices. On a day-to-day basis, the Information Systems (IS) teams support all the business players in the deployment and maintenance of applications. The aim is to provide the best IT solutions for executing key processes, while ensuring data traceability.

All Laïta's activities are also committed to digital transformation. A committee structures the digital projects that are connected to Industry, customer relationship management (CRM), and the Digital Workplace. These include the launch of a strategic project at the Landerneau site in October 2024, with the deployment of two software packages (VIF and Labware) interfaced to simplify the management and processing of all Laïta's production and analysis data. This IS solution involves and impacts

all business activities (purchasing, management control, quality, industry, laboratory, collection, etc.), where more than 180 employees have been trained to use the software. The production roll-out of this solution follows the core model defined at Laïta's Ancenis and Côtes-d'Armor industrial sites, which have been using VIF and Labware for several years. The project team is now concentrating on the configuration of the Ploudaniel site, capitalising on its business knowledge and past experience, with commissioning scheduled for 2026. Another example is the Newton programme, looking for digital solutions to improve working conditions and team performance, such as the dematerialisation of audits. In 2023, this programme led to an experiment that dematerialised the operating procedures used by the maintenance professions at the Yffiniac and Créhen sites. Guides and procedures are now available to employees on a tablet.



For the 2025 edition, the Even'Up panel has been enlarged and professionalised with two new members: the Supernova Invest investment fund and a former winner Circul'Egg.

In the Upstream division, Topigs Norsvin France draws upon the research power of its parent company: Topigs Norsvin International. It is currently the most innovative swine genetics company in the world, with €34 million invested in R&D by 2024, representing almost 12% of sales. Sustainable development is key to genetic progress, with highly advanced research into animal behaviour and welfare, which determines breeding performance. The new Innova Canada research station, due to open in April 2023, will house free-range sows under continuous camera surveillance. By observing the interactions between sows and their piglets, and then processing the data using artificial intelligence, we can improve selection for maternal qualities and swine health. To further accelerate genetic progress, Topigs Norsvin International's new high-tech testing and innovation centre opened its doors in the summer of 2024 in Norway. This project has an annual testing capacity of around 5,000 young boars. New technical and infrastructural solutions are being put in place for large-scale data collection, which will give a major boost to Topigs Norsvin's genetic selection programme. As well as recording individual feed consumption and performance measurements, the intensive use of sensors, cameras and artificial intelligence will enable pigs to be monitored continuously, recording fluctuations in their environment and behaviour.

DIGITALISATION TO CUSTOMERS AND CONSUMERS

The Group is continuing the integration of digital technologies with the launch of numerous projects in its divisions. Even Distribution is developing new commercial websites to enable customers to discover offers and order online, regardless of the device used. Following the launch of the Réseau Krill websites and those of Alliance Atlanterra companies, Argel took a further step towards modernisation with the launch of its e-commerce website in November 2024. This digital sales channel allows you to order online 24/7. It complements Argel's long-established and proven service of taking orders via Argel call centres. The launch of the e-commerce website opens up new horizons in terms of visibility, customer typology and credibility with partners. With this modern, user-friendly, intuitive website, Argel aims to grow its medium-term business by 10%, attracting working customers in and around urban areas. In 2024, Argel delivery drivers will also be equipped with an Electronic Payment Terminal (EPT), which can operate in no coverage areas and authorises contactless payment. 2024 was also marked by a change in ERP (Enterprise Resource Planning) for Argel, which will enable the company to make better use of its e-commerce website, optimise its processes and key tools, and be more agile in terms of data security and exploitation. The change in ERP for the Capella network is also a major structural project, scheduled for roll-out in 2025.



CT-Scan: technology that is unique in the world

Topigs Norsvin was the first genetic breeding company to equip its research stations with CT-Scan. The swine are put to sleep and pass through a scanner that shows their muscles, skeleton, fat mass, etc. This non-invasive technology, the only one of its kind in the world, contributes to genetic progress in terms of meat quality, improving the choice of cuts in the carcass, bone quality of the animals, longevity of the sows, and so on.





To enrich these experiences, Even Distribution is equipping itself with Product Information Management (PIM), a single database optimising the product experience for all departments (quality, marketing, sales, etc.). Nearly 16,500 data sheets are available to customers. They not only list the origins, certifications and nutritional values of the products, but also provide customers with additional advice and information such as the GEMRCN classification (Group for the Study of Collective Catering and Nutrition Markets), which helps local authorities identify products that meet the nutritional recommendations of the national plan on nutrition and food quality.

On another front, cooperative life is becoming denser and more modern, in particular with the overhaul of the Even cooperative members extranet at the end of 2024. The new Even extranet offers quick and easy access to a wealth of useful information. All members can consult their documents at the click of a button and access personalised services. Navigation is made easier with a central news block and widgets redirecting users to key personal information.

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

In 2023, Laïta strengthened its international digital presence with the launch of pages on LinkedIn, Facebook and Instagram. In 2024, Paysan Breton launched on Instagram and Facebook in Belgium. At the same time, QR codes are appearing on the export packaging of Madame Loïk whipped cheeses and the butter range. They give non-French-speaking consumers access to information about the brand's commitments, specific product features and recipe ideas. Laïta Professionnel is also taking to Instagram to deliver on-trend recipes to professionals in the out-of-home catering and bakery and pastry-making sectors. To attract younger customers, Argel is strengthening its community presence on social networks by opening its Facebook and LinkedIn pages. On the programme: recipes, tips and meal ideas, as well as product information, new products, company commitments and a discussion forum.

INTERNATIONALISATION AND GROWTH DRIVERS

If Even is innovating and investing, it is also to find growth drivers. The continuation of the investment plan around the theme of infant milk and protein testifies to the Group's desire to internationalise. The infant and premium powder unit at Créhen has been certified since its commissioning according to the international FSSC 22 000 protocol. This high-tech unit and the new line dedicated to UHT liquid complex nutritional products at Ploudaniel strengthen Laïta's international positions, particularly in the infant nutrition market in Asia and the Middle East.

International is also a priority for consumer products. After acquiring the English company Marathon Food Ltd in 2021 to secure its supply of thallium on the British market, Laïta is joining forces with Maître Laitiers du Cotentin in 2023 to acquire LG Food, their long-standing sales agent in Benelux. Founded in 1973, the company is based in Lasne, Belgium. At the same time, Laïta is adapting its ranges to the specific characteristics of each market and working to raise the profile of its brands in Europe through its subsidiaries: Eurilait, Laïta Italia, LG Food, Marathon Food Ltd. The same applies to the French overseas departments and regions, and to exports from Laïta's offices in Rungis, New Caledonia, Polynesia, Ivory Coast, Vietnam, Reunion and Dubai. The latest event is the opening of a branch in South Korea in 2024. New trade flows have also been opened or reopened in Mongolia, Cambodia, Myanmar and Chile.



Asset protection benchmark

Even has updated its property protection guidelines. It applies to all the Group's sites and defines the level of protection required on the basis of capital (direct damage). It is used for upgrades to existing or new facilities. The protection guidelines are also integrated into the risk and compliance audits. The current level of protection of the tools contributes to covering the damage risk and to the assets by insurance companies, cost control and the sustainability of the Even group of companies.



€107M

Tangible investments made to support the growth strategy of the Group, i.e. 4% of annual turnover

OPENING UP TO NEW MARKETS

Against a backdrop of evolving consumer and distribution practices, Even is emphasising its wish to open up to the world and to the new market trends in its main areas: farming, nutrition, industrial innovation and distribution. To deploy this strategy, it relies on combining skills, both internally and externally. In partnership with Le Village by CA Finistère, the Valorial competitiveness cluster and, for the first time, Supernova Invest, Even is launching the 3rd season of Even'Up, dedicated to the start-ups shaping the future of agriculture and food. This call for projects, backed by the Group, aims to support the development of innovative solutions that respond to the major transitions in the sector. As in previous seasons, Even wants to build a win/win partnership with the winning start-ups! These collaborations have consolidated the project and the professional network of the young talents, while providing Even with an opening onto different ways of working and a fresh look to imagine the future.

In November 2024, Even Distribution acquired Colmar Frais in the Haut-Rhin department to continue its strategy of expanding its network. This new company expands Réseau Krill's already strong presence in the region with Gastronomie Service.



Welcome to Colmar Frais!

Even Distribution is pursuing its strategy of expanding its network across France with the acquisition of Colmar Frais in the Haut-Rhin department on 1 November 2024. The company, which employs 55 people, specialises in catering, and stands out for its range of meats, which are much appreciated by chefs and customers at the best restaurants in Alsace. Colmar Frais adds to Even Distribution's already strong presence in the region with Gastronomie Service. The two companies, with their complementary activities and catchment areas, are set to work in synergy to provide the best possible service to their respective customer bases.



9TH CHALLENGE

Working in favour of regional development

The area of geographical recognition links it intimately to the region. Even has become a major employer in the Greater West area of France and, through its subsidiaries, a job creator in the regions where it operates. The Group contributes to local life by investing in the local economy, forging partnerships and getting involved in civil society in line with its values. One example is the Laïta Job tour, an original initiative to unearth new talent, or the creation of So Breizh, which aims to become the Breton leader in food distribution for the catering industry.



COMMITTED LOCAL PLAYER

To create value for its cooperative members and the region, Even favours local sourcing. Laita's dairy products are made from milk collected from farmers in the Breton and Loire regions (1.419 billion litres in 2024). This milk is then processed at seven production sites in north-west France: Ancenis (Loire-Atlantique), Créhen (Côtes-d'Armor), Landerneau (Finistère), Lanfains (Côtes-d'Armor), Ploudaniel (Finistère), Pont-Scorff (Morbihan) and Yffiniac (Côtes-d'Armor). Defending the local economy has also been Paysan Breton's commitment for over 50 years. This pride is displayed on the brand's dairy products. Just like the pots of Madame Loïk's whipped cheese, which show where they were made: Créhen and the origin of the ingredients, all of French origin. The packaging of filled crêpes also specifies "Origine Bretagne" (Origin: Brittany) for the milk, butter and eggs, as well as the place of manufacture:

Even Distribution also gives priority to local products, quality labels and French sourcing. This purchasing preference is enshrined in the company's sustainable development charter. To ensure a local supply of high quality, Alliance Atlanterra is diversifying their offerings with seafood products from sustainable fishing as well as local products. Réseau Krill, with 1,800 local products and 88% from French suppliers, promotes local produce. These include andouille de Guéméné in the West, cancoillotte in the East, aligot in the Centre, and many other regional specialities that bear witness to France's rich gastronomic heritage. As part of this drive, Gel 43, based in Saint-Germain-Laprade (Haute-Loire), offers products with "Ma région Ses terroirs" accreditation, guaranteeing that they are produced in Auvergne-Rhône-Alpes, grown, reared and processed by regional players. Moreover, Réseau Krill promotes quality labels and distinctive signs through a national range of fresh meat and poultry of French origin. It was notably the first distributor to offer a Bleu-Blanc-Cœur fresh products range in 2015, thus supporting the reintroduction of natural Omega 3 sources into the food chain. Alliance Atlanterra and Réseau Krill offer their customers a wide range of exceptional artisanal ice creams, made in France by a Master Ice Cream Artisan.

At PAM, a Morbihan-based company in the Development division, the majority of supplies are sourced locally. More than half of the company's sourcing comes from Brittany or has a French origin. Méchinaud also favours local, French and seasonal supplies. The company also contributes to the emergence of sustainable supply chains: multi-year contracts, guaranteed prices and volumes, specifications, adherence to payment deadlines, cash flow facilities, fair resolution of disputes, fair distribution of added value.



Solidarity without borders

In line with its cooperative values, Even encourages solidarity actions. Since 1979, the Group has financed farming cooperation projects for rural communities located in emerging countries through a solidarity fund. Since 2000, the Commission Agriculteurs Solidaires Even has allocated over €850,000 to rural development projects. For example, Even Cooperative has been supporting AFDI Bretagne in Madagascar for many years. In another act of solidarity, following the devastating cyclone that hit Mayotte in December 2024, Laita donated over 23,000 litres of milk, an essential commodity transported thanks to its customer and local partner. It's also about keeping the cooperative spirit alive.



93%
of French suppliers
for Even group



RECRUITMENT MANAGER, LAÏTA  ANCENIS (LOIRE-ATLANTIQUE)

A ROAD TRIP FOR EMPLOYMENT

The human resources teams from Laïta's three catchment areas were behind an unprecedented project. From 28 May to 14 June 2024, we organised the Laïta Job Tour. This road trip, aboard a van in the company's colours, enabled us to go straight to the heart of the areas where we operate and meet potential candidates. We criss-crossed the Loire-Atlantique, Côtes-d'Armor and Finistère areas, making 13 stops in towns close to our industrial sites. It was a real pleasure to talk with jobseekers and, more broadly, with local residents who were intrigued by our visit to their community and interested in finding out more about our activities and products. We also took the opportunity to forge links with local players: elected representatives, partners from the world of employment, etc. All these open exchanges were warmly received, helping to raise the profile of our employer brand and communicate positively about the company and its brands, Paysan Breton above all! 160 people came spontaneously to meet us during this tour. A number of new recruits have been taken on as a result of this operation, and many contacts have been made for our future recruitment needs. We plan to repeat this initiative, perhaps in a different form in 2025, to create yet another surprise in keeping with Laïta's human and cooperative values.

CREATOR OF JOBS IN THE LOCAL AREA

Even has created almost 6,500 direct jobs and thousands of spin-off jobs. Against a backdrop of tension in the employment market, the Group intends to strengthen its attractiveness to remain a major employer. The Cooperative and its subsidiaries do not hesitate to seek out talent at source, by forging partnerships with educational establishments and becoming involved as contributors to training courses. The human resources teams and employees of Even actively participate in numerous local job fairs such as job dating, carrefour de l'emploi, 24h emploi-formation, etc. These events encourage meetings with jobseekers and provide offer opportunities for professional retraining to people wishing to change the direction of their careers.

In January 2025, Even organised its first job dating day in Landerneau. It gave participants an opportunity to discover the diversity of the professions offered within the Group's four divisions, and talk to the human resources teams and employees who shared their experiences. The event was a great success, attracting over 250 visitors.

The Group's companies regularly welcome jobseekers and students to visit their sites to help them discover their diverse activities.

Since 2017, Even has joined the "Employment-Training Objective" proposed by the daily Breton newspaper Le Télégramme with the support of the region of Brittany. This operation aims to develop employment in the region. Publishing articles on subsidiaries that are recruiting and broadcasting video testimonials from employees helps boost the attractiveness of the Even employer brand.

In the spring of 2024, Laïta's HR teams set out to meet candidates at the heart of the company's three business basins. They stopped off in 13 towns in their converted van. The operation, known as the Laïta Job Tour, was very well received by applicants, partners (temporary employment agencies, recruitment agencies, France Travail agencies, etc.) and local elected representatives.



98.1%

**Share of taxes paid
by the Group in France**



It was a genuine pleasure to talk directly to candidates, the public, elected representatives and employment partners. We plan to repeat the initiative in the coming months.

FACILITATOR FOR A MORE HARMONIOUS COMMUNITY

As well as the economic vitality of regions, the Cooperative and its subsidiaries also contribute to a more harmonious community in rural areas and within civil society. The health crisis, for example, highlighted the importance of Argel in helping seniors in rural areas to stay at home. Its customers, the vast majority of whom are individuals with a mostly rural and senior profile, live in towns with fewer than 10,000 inhabitants. The 11 centre departments, the two storage and supply platforms and the 71 delivery outlets located in France and the home delivery services to ensure a local network, including in the most isolated places in mainland France.

For its part, Laïta has made a civic-minded choice by joining forces with the fire and rescue services of Loire-Atlantique, Côtes-d'Armor and Finistère to free up training time for the company's volunteer firefighters. These partnerships help to promote employees' commitment to serving their fellow citizens and enrich the personal and professional development of these employees, as well as that of the company. The volunteer firefighters bring with them invaluable skills in emergency management and first aid, major assets for team safety. In November 2024, Laïta and five other companies were awarded the Local Authorities' Employer Label. This award recognises the commitment of companies that enable their volunteer firefighter employees to be made available for emergency missions.



Creation of So Breizh

The merger of SovéFrais and A2S gave rise to So Breizh on 1 March 2024. This 100% Breton company is aiming to become the regional leader in food distribution for the out-of-home catering (OHC) sector. With more than 5,000 products in fresh products, meat, frozen foods, ice cream, groceries and hygiene, it is a major player in the catering trade. Committed to regional development, So Breizh offers an eponymous brand dedicated to products made in Brittany, in response to the rise of local eating lifestyles. Its activities are focused exclusively on the four departments of Brittany.

Another strong act, this time in the field of inclusion. In June 2023, Even signed a sponsorship agreement with Ildys (Roscoff, Finistère). The Group has pledged €80,000 a year for three years to support the foundation's projects to help disabled children and adults gain access to healthcare and independence. Even's financial contribution enabled Ildys to part-finance the creation of France's first mobile Fab Lab. This van, converted into a mobile laboratory, creates personalised assistance products to make everyday life easier for people with complex disabilities.

AMBASSADOR OF TEAM SPIRIT

Surpassing yourself, team spirit, group cohesion, solidarity: Even promotes a sense of effort and team spirit through its partnerships with sports and associations. These collaborations, which are part of a long-term dynamic, enable Even to support meaningful projects in the local area. The Group is thus proud to nurture Benoit Champion's passion and to support him in his career as a top-level sportsman. Even also supports the Landerneau Bretagne Basket (LBB) women's club. The links forged with the LBB are the shared pride of the milk producer-members of the Cooperative and of the Group's employees. Each match brings together more than 2,000 supporters, who do not miss an opportunity to spur on their local women's team.

For its part, Paysan Breton has become the official sponsor of the Tro Bro Léon: a legendary cycling race in North Finistère with an international reputation. Around 20 teams, some 10 of whom are also taking part in the Tour de France, compete on the famous "ribines" that have earned it the nickname of the "Breton Paris-Roubaix". For several years, Paysan Breton has been a partner of the Nantes and Brest editions of the Odyssée race. Odyssée is an association which helps fight breast cancer. In 2024, Laïta and Even Distribution GIE paid the registration fees for their employees taking part and offered crêpes to all the runners. At the same time, breast cancer screenings are being organised in the three Laïta basins, in collaboration with local health professionals and nurses, to raise awareness and encourage preventive action.



PROMOTING THE LIFE AND THE FUTURE OF ITS REGION

Even develops privileged partnerships with higher education and has close relations with many professional organisations. Even Group is a founding member and active supporter of the 'Produit en Bretagne' (Made in Brittany) association. Five of its subsidiaries - Argel, Kenty, Laita, Pam and So Breizh - help to "promote the product through the origin of its manufacture", along with more than 500 other companies that are members of the association. Even is also a founding member of the Université de Bretagne Occidentale (UBO) Foundation, and has been supporting the Sustainable Food Practices Chair (PADE) for several years. Several research projects, as well as events, are funded by the Group on the themes of naturalness, food chains and consumer confidence in the food industry. The Group has also recently become involved in the Managia Teaching and Research Chair, run by the ISEN engineering school in Brest. It explores the impact of conversational and generative artificial intelligence on the management of organisations. These commitments illustrate Even's desire to actively support change, by supporting the development of food practices and anticipating future challenges in a constantly changing world.

In 2022, Argel signed a sponsorship agreement with the Océanopolis Acts Fund, which aims to inform the general public about the richness and fragility of the ocean. Since then, Argel has been raising awareness among its employees and customers to promote the consumption of seafood caught in a more virtuous way. In 2024, the company made a €10,000 donation to Océanopolis Acts, to create a digital platform dedicated to better knowledge of marine biodiversity. Accessible to all, this educational tool is packed with educational content for all those, young and old, who want to learn about the ocean so they can better protect it.



Enhancement of the region's image

Attached to the regions in which they operate, the Group's subsidiaries contribute to local life by supporting regional, sports, cultural events, etc. Paysan Breton exports the image of Brittany around the world through the "Brittany festivals" organised in Dubai, Vietnam, Mexico, etc. Moreover, the export teams take part in many international trade shows, under the Brittany banner, with the "Bretagne Commerce International" trade association.

In addition, the cooperative members and employees of the Even group are involved in around twenty associations in Brittany: Agriculteurs de Bretagne*, Association Bretonne des Entreprises Agroalimentaires (ABEA)*, Breizh Alim', Breiz Europe*, Breizh Small Business Act (an association set up in Brittany by public and private sector professionals to address the challenges of public purchasing), Bretagne Biotechnologies Agroalimentaires (BBA), Bretagne Développement Innovation (BDI), Bretagne Commerce International, Bretagne Supply Chain, Bretagne Vivante, Club SRE 29 (a road safety club for businesses in Finistère), La Coopération Agricole (LCA), Fondation Ildys, ISEN Ouest, Fondation Université de Bretagne Occidentale (UBO)*, Initiative Bio Bretagne, Investir en Finistère*, Le Cercle (the Landerneau Bretagne Basket partners' club), Nutrinoë, the professional organisation for Breton livestock feed manufacturers, Produit en Bretagne*, Service Départemental d'Incendie et de Secours (SDIS) 22, 29 and 44, Technopôle Brest Iroise*, Valorial (a competitiveness cluster dedicated to innovation in the nutrition and food industries of tomorrow*), Village by CA Finistère (an accelerator for innovative projects in Finistère).

*Founding member

Methodological note

PAGE	CHALLENGES	INDICATORS	PERIOD	SCOPE*
P.46	1 GUARANTEEING THE FUTURE OF FARMS <ul style="list-style-type: none"> Priority for installation Securing and improving cooperative members' income Sharing profits Enriching cooperative life Living Passion du Lait® 	€22.9m net income	from 01/01/2024 to 31/12/2024	Even Cooperative
		46.6% of farms having attended at least one information meeting or technical and economic training	from 01/01/2024 to 31/12/2024	Even Cooperative
		46 number of member farms included in the Ecolait initiative	from 01/01/2024 to 31/12/2024	Even Cooperative
		82.5% extranet visit rate by member farms with, on average, 10.1 visits monthly per farm	from 01/01/2024 to 31/12/2024	Even Cooperative
		421.4 billion litres of milk collected	from 01/01/2024 to 31/12/2024	Even Cooperative
		78.8% of volume allocated to young cooperative members, volume resulting from the policy of supporting young cooperative members	from 01/01/2024 to 31/12/2024	Even Cooperative
		99.5% of Even farms having carried out a Bovivell diagnosis on animal welfare	from 01/01/2024 to 31/12/2024	Even Cooperative
P.50	2 DEVELOPING OUR HUMAN CAPITAL <ul style="list-style-type: none"> Combining social responsibility and attractiveness Facilitating integration and skills development Developing work-linked training Preserving equality of opportunity Levering for well-being Promoting cooperation 	9.7 years seniority on average	from 01/01/2024 to 31/12/2024	Even group ¹
		6.1% work-study programme training	from 01/01/2024 to 31/12/2024	Even group ¹
		37.3% occupation of posts by women	from 01/01/2024 to 31/12/2024	Even group ¹
		94/100 gender equality Index	from 01/01/2024 to 31/12/2024	Laïta
		89/100 gender equality Index	from 01/01/2024 to 31/12/2024	Argel
		1,818 people recruited (permanent, fixed-term contracts and apprenticeships)	from 01/01/2024 to 31/12/2024	Even group ¹
		Training budget of €4.5m	from 01/01/2024 to 31/12/2024	Even group ¹
		60.8% of employees trained (single person)	from 01/01/2024 to 31/12/2024	Even group ¹
P.56	3 SERVING CLIENTS AND CONSUMERS WITH DEDICATION <ul style="list-style-type: none"> Ensuring food safety Developing the quality culture Making sure customers and consumers are listened to Honouring taste Highly valued products Promoting labels Building with suppliers 	Level of complaints relating to frozen products: 17.2 for 1 million kg sold (ppm)	from 01/01/2024 to 31/12/2024	Even Distribution food service activities excluding Boul'Pât
		Level of complaints relating to fresh products: 14.9 for 1 million kg sold (ppm)	from 01/01/2024 to 31/12/2024	Even Distribution food service activities excluding Boul'Pât

* Scope: Coopérative Even = parent company of the Even Group, majority shareholder of Laïta with 50.57% of the capital
 Even group¹: French subsidiaries excluding Régilait
 Laïta²: industrial sites

PAGE	CHALLENGES	INDICATORS	PERIOD	SCOPE*
P.64	4 ENSURING OCCUPATIONAL HEALTH AND SAFETY <ul style="list-style-type: none"> All committed! Closely monitored indicators TOPI Road safety management Workplace well-being Raising awareness and mobilising employees Improving health and work station ergonomics 	28.7 frequency rate of accidents at work	from 01/01/2024 to 31/12/2024	Even group ¹
		1.9 severity rate	from 01/01/2024 to 31/12/2024	Even group ¹
		5.13% absenteeism rate due to sickness	from 01/01/2024 to 31/12/2024	Even group ¹
		27 number of collective agreements	from 01/01/2024 to 31/12/2024	Even group ¹
		2,074 people who have received a Preventive Observation for All visit (TOP)	from 01/01/2024 to 31/12/2024	Laita ² /Even Distribution
P.70	5 PROMOTING ENVIRONMENTALLY-FRIENDLY AGRICULTURE <ul style="list-style-type: none"> An assessed environmental footprint Close support for reducing this footprint Well-informed and committed teams Producing more and better with less A highly acclaimed CSR fund 	2.13 ha biodiversity equivalent per 1 ha milk <i>Explanation: agro-ecological features on the farm contributing to the maintenance of biodiversity</i>	from 01/01/2024 to 31/12/2024	Even Cooperative out of 99.5% of farms having conducted a Cap'2ER [®] diagnosis
		93.4% of collection NF V01 007 certified	from 01/01/2024 to 31/12/2024	Even Cooperative
		189 tonnes of empty packaging and plastics collected and recycled through Adivalor	from 01/01/2024 to 31/12/2024	Even Cooperative
		96.1% Percentage of cooperative members who have used the CSR fund	from 01/01/2024 to 31/12/2024	Even Cooperative
P.74	6 REDUCING OUR ENVIRONMENTAL FOOTPRINT <ul style="list-style-type: none"> Assessing for improved collective action Upstream and its energy consumption Laita improves its energy efficiency Divisions up and running Innovations to preserve water resources Reducing fuel consumption 	355 MWH energy consumption (electricity and gas) per tonne of processed milk equivalent	from 01/01/2024 to 31/12/2024	Laita ²
		99.5% of Even farms having completed CAP'2ER[®]	from 01/01/2024 to 31/12/2024	Even Cooperative
		0.88 kg CO₂eq./litre of milk average net carbon footprint of Even dairy farms	from 01/01/2024 to 31/12/2024	Even Cooperative
		1,763 tonnes of products sold to wholesalers, surplus goods dealers and/or smelters, to combat food waste	from 01/01/2024 to 31/12/2024	Laita ²
		2.15 m³ of water consumed per m³ of processed milk equivalent	from 01/01/2024 to 31/12/2024	Laita ²
P.82	7 DEVELOPING AN INNOVATIVE AND SOCIALLY RESPONSIBLE AGRI-FOOD OFFERING <ul style="list-style-type: none"> Ensuring a constant drive for innovation Promote responsibly-produced food Fighting food waste Reduce packaging and improve sorting 	91.3% of suppliers audited in compliance with the Even Distribution Quality reference frame	from 01/01/2024 to 31/12/2024	Even Distribution
		51 new consumer products placed on the market	from 01/01/2024 to 31/12/2024	Laita
P.88	8 INVESTING AND ENGAGING TO STAY AHEAD OF THE GAME <ul style="list-style-type: none"> Modernisation of industrial and logistics facilities Developing a culture of asset maintenance Research and deployment of new technologies Digitalisation to customers and consumers Internationalisation and growth drivers Opening up to new markets 	€107m of tangible and intangible investments to support the growth strategy.	from 01/01/2024 to 31/12/2024	Even group ¹
		€11.2m industrial investment in reducing water and air discharges	from 01/01/2024 to 31/12/2024	Laita ²
		€3.8m investment in the safety of people	from 01/01/2024 to 31/12/2024	Even group ¹
		€1.6m investment in the security of property	from 01/01/2024 to 31/12/2024	Even group ¹
		€575m of recorded exports, or 33% of the turnover	from 01/01/2024 to 31/12/2024	Laita
P.96	9 WORKING IN FAVOUR OF REGIONAL DEVELOPMENT <ul style="list-style-type: none"> Committed local player Creator of jobs in the local area Facilitator for a more harmonious community Ambassador of team spirit Promoting the life and the future of its region 	98.1% share of taxes paid by the Group in France of the total (France and other countries of the world) of taxes paid by the Group	from 01/01/2024 to 31/12/2024	Even group
		93% of French suppliers	from 01/01/2024 to 31/12/2024	Even group
		100% distribution of the Code of Good Conduct to new suppliers	from 01/01/2024 to 31/12/2024	Laita
		€11 thousand amount allocated to Even's Agriculteurs Solidaires [farmer solidarity] committee	from 01/01/2024 to 31/12/2024	Even Cooperative
		71.4% decentralised decision-making centres in local authorities with less than 10,000 inhabitants	from 01/01/2024 to 31/12/2024	Even group ¹





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