

ACTIVITY REPORT 2023

CCPA-G
GROUP



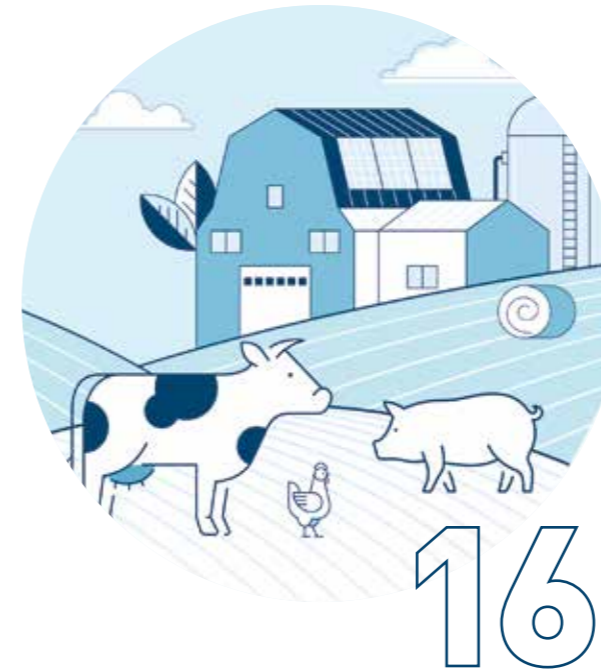
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Cross interview

Working at CCPA means taking part in the transformation of livestock farming

Mickaël Marcerou, Chairman of the CCPA Group and a farmer in Ariège in France, and François Pellet, CEO of the CCPA Group, take stock of the year 2023.

What is your assessment of 2023?

MM: 2023 is a very good year for the CCPA Group in terms of financial performance, with EBITDA of €18m, up sharply (+34%) on 2022. This good performance shows that the strategy of geographical diversification is bearing fruit, with higher growth countries compensating for more moderate growth countries.

FP: This good financial performance is the result of strong sales momentum and market share gains, particularly in the 5 countries where the CCPA Group is rolling out its premix with service model: France, Spain, Portugal, Turkey and Mexico. We are also very satisfied with the growth of our natural solutions and functional ingredients. This sales momentum is being driven by the expertise of the CCPA Group - nutritional expertise, digital expertise and phyto-expertise - and by innovation.



MICKAËL MARCEROU

Chairman of the CCPA Group and farmer in Ariège (France)



What should we be looking for in terms of innovation in 2023?

FP: In 2023, we continued to innovate in our formulation matrix (new criteria), in our analytical offer (NIRS and chemistry) and in our nutritional recommendations. We also launched Morphostar, an innovative growth management programme for heifers based on the 3 main areas of expertise of the CCPA Group mentioned above. The Morpho programme is part of a more global approach to significantly reducing the environmental impact of milk production (-15% CO² equivalent/litre of milk) while improving the competitiveness of farms. Through this offer, we are fully implementing CCPA's mission, which is to :



FRANÇOIS PELLET

Chief Executive Officer of the CCPA Group



Engage our know-how with passion for the competitiveness and sustainability of the livestock sector.



How is the CCPA Group managing market developments and uncertainties?

MM: The CCPA Group operates in a market that is constantly changing as a result of social and regulatory developments, and which is also regularly hit by crises of a geopolitical, health, financial or climatic nature. The best way to deal with these is to remain highly agile. The CCPA Group is certainly a sizeable one (€182m turnover and over 500 employees), but it wants to retain an SME mentality, with subsidiary, geographical area and Business

Unit managers who have a great deal of autonomy and act like entrepreneurs. The other way of dealing with uncertainties is to continue diversifying the Group: geographical diversification with a particular focus outside the EU, species diversification with the development of aquaculture and business diversification with our 3 Business Units (Feed Solutions & Services, Farm Specialities and Functional Ingredients).

Are you confident about the CCPA Group in this context?

MM: I'm very confident in the CCPA Group's ability to continue to grow despite the uncertain environment and the crises affecting the livestock sector. My confidence comes first and foremost from our teams: in every country where we operate, our teams are passionate about livestock farming and animal nutrition. They work alongside our customers on a daily basis to bring them our expertise and our innovations. Our customers trust us because we work hand in hand, over the long term, to provide them with the solutions they need. The governance we have put in place also serves the Group's growth. CCPA has enjoyed a stable shareholder base since it was founded in 1966. The Group's

shareholders have a strategic, long-term vision of CCPA's business, serving the livestock sector, and giving the Group the resources to achieve its ambitions in France and abroad. What also reinforces my confidence in the Group's ability to grow and prosper in the years ahead is the structuring work underway, through the BECOME strategic plan. This plan aims to reinforce the fundamentals of the company's success (innovation and expertise, internationalisation, customer focus, sustainability of breeding) while building on our values and culture and strengthening our digitalisation and efficiency.

Indeed, 2023 was the year in which the BECOME Strategic Plan was launched. Can you tell us more about the progress made last year?

FP: More than 100 employees have been involved in the various projects to implement our Strategic Plan 2023, and I would like to take this opportunity to thank them most sincerely. The implementation of the plan is progressing well and we are seeing positive changes in many of the indicators that allow us to assess the transformation of the company.

Working at CCPA means working for a mission, and being a player in the transformation of livestock farming

You mentioned the CCPA Group teams twice. What role do they play in the CCPA Group's success?

FP: I firmly believe that the success of the CCPA Group is linked to the commitment, ambition and skills of the men and women who work every day to serve our mission and our customers. We strive to provide them with a safe and fulfilling working environment, to develop their skills, to listen to them and to involve them in the transformation of the company. This is reflected in the various programmes we have put in place to develop safety, well-being at work, mobility and training.

MM: The place of employees in the company is also reflected in the fact that, in addition to the 6 directors representing the 6 member cooperatives, there is an employee on the Board of Directors, with one vote each, in accordance with the cooperative principles. Working at CCPA means working for a mission, playing a part in the transformation of livestock farming, providing our customers with innovations in nutrition, working within a company that is committed to the long term: it all makes a lot of sense!

Key events 2023



Profile of the CCPA Group

With commitment and cooperation as its founding principles, the CCPA Group has embodied a model based on transparency and co-construction since it was founded in 1966. Innovation, competitiveness and sustainability are at the heart of its activities throughout the world. "Engage our know-how with passion for the competitiveness and sustainability of the livestock sector" is the mission that drives our teams every day.

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A lasting commitment to
its customers and farmers**
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Key figures for 2023



182 M€

Turnover

18 M€

EBITDA



103 M€

Consolidated
shareholders' equity

65%

of sales outside
France



4

Analytical
laboratories



7

Production
plants

Governance and organisation

The members of our Board of Directors are farmers who also hold positions of responsibility within our six founding cooperatives.

Our directors participate in the Group's major strategic and financial orientations before they are implemented by the Executive Committee, while managing their own farms. This is a unique advantage for CCPA, because they know the challenges facing

the livestock sector better than anyone else. It is also a guarantee that they will not lose touch with reality and will develop relevant solutions for livestock farmers and the livestock sector.



Mickaël Marcerou
Director of ARTERRIS and
Chairman of CCPA



Ivan Leclerc
Director of TERRENA



Guy Calmejane
Director of ALTITUDE



Armel Lesaffre
Director of UNÉAL



Hervé Solignac
Director of UNICOR



Denis Le Moine
Director of EUREDEN



Cédric Faure
Representative of
CCPA Group FCPE

Since 1994, CCPA employees have held a stake in the Group's capital and are represented by an elected employee who sits on the Board of Directors as a director.

The Executive Committee

The Executive Committee, made up of the company's salaried managers, proposes and then implements the CCPA Group's strategy, as approved by the Board of Directors. Since 2023, this strategy has been set out in the BECOME 2025 strategic plan.

Central Functions



François Pellet
CEO



Edwige Thomassin
Head of Cooperative Life



Jean-François Labarre
Deputy General Manager



Catherine Barbier
Human Resources and
Communication Director



Maëg Videau
Administrative and
Financial Director



Thierry Le Sausse
Industrial Director



Janic Gouhier
Supply Chain Director



Arnaud Wieczorek
Research and Innovation
Director

The Business Units



Émilien Dupuis
Feed Solutions & Services
Director



Clément Le Ricousse
Farm Specialities
Director



Andrés Ortiz
Functional Ingredients
Director

CCPA, Union of cooperatives: a long-term commitment to serving its customers and farmers

Created in 1966 to pool research resources and develop knowledge in animal nutrition, CCPA is a union of cooperatives in which the founding cooperatives are still shareholders and members of the Board of Directors. In this interview, François Pellet and Edwige Thomassin discuss this unique governance model, which makes CCPA a privileged partner for its customers and livestock farmers around the world.

As a Union of Cooperatives, what are CCPA's missions and values towards its clients?

FP: Since its creation in 1966, CCPA's raison d'être has been to develop knowledge and innovations in animal nutrition and to share them with its customers. This knowledge and innovation are essential to ensure the long-term future of livestock farmers and their businesses. This commitment by CCPA to its shareholders and all its customers, regardless of their status or country, is embedded in CCPA's mission:

ET: Relations between CCPA and its members are governed by strong values, embodied in its governance: transparency in exchanges and communication, trust, collaboration and equity. Over the decades, CCPA has fully integrated these values into its corporate culture, and all the relationships we build, whether with our customers, suppliers or partners, are imbued with them. This translates into long-term relationships based on trust, our taste for collaboration and our ability to make it work in the long term, and our preference for resilient solutions rather than short-term ones.

What is the economic and governance model for a union of cooperatives like CCPA?

ET: As a union of cooperatives, CCPA is a commercial company that pools resources and means to develop the economic activity and results of its shareholders and the Group. This business model makes it possible to finance development in terms of research and innovation, investment, recruitment, etc. CCPA is governed by a Board of Directors made up of the six member cooperatives, which are represented



by elected farmers, and an employee representing the company mutual fund (FCPE). Each member has one vote, which carries the same weight, regardless of the share of capital held.

The way the Board of Directors operates is therefore more democratic than in a "traditional" company and encourages consensus-building.

What are the benefits of this governance for the Group's development and for its customers?

FP : Having stable shareholders who are committed to the long term, having governance by farmers who are close to the issues on the ground, having a legal status

that conveys an image of corporate responsibility, democracy and equity, all give us peace of mind and a framework that is conducive to the Group's development.

For all our customers, it's the assurance of relying on a solid company with a long-term vision and benefiting from its substantial investment in Research and Innovation. It also means entering into a long-term relationship based on trust and co-construction with a Group whose actions are not dictated by the financial markets but by its Mission.

Employees' voice count!

Since 1994, the employees of the UES CCPA have held a stake in the Group's capital and are represented by an elected employee who sits on the Board of Directors as a director. Cédric Faure, current representative of the FCPE CCPA, tells us more about this company mutual fund, its role and its motivations.

What is the company mutual fund (FCPE) "CCPA Group"?

CF: The FCPE is an investment fund set up in 1994 for employees of the CCPA UES who wish to invest their annual profit-sharing in it. It is made up of shares in the Union of Agricultural Cooperatives and other diversified financial instruments. This participation in the capital of the CCPA allows the FCPE to have a seat on the Board of Directors in the non-cooperator associate college, which is unusual in the world of cooperatives.

The fund is managed by a Supervisory Board made up of employee shareholder and a management representative. The Board meets at least once a year to approve the FCPE's accounts and to analyse and decide on any adjustments to the securities portfolio.



CÉDRIC FAURE
FCPE CCPA representative

How does one become an FCPE representative on the CCPA board?

CF: I was elected by vote. All CCPA UES shareholders have the opportunity to choose their representative on the Board of Directors. This election takes place every 3 years and this is my second term.

What is your role on the CCPA Board of Directors?

CF: First of all, the director participates in and validates the main strategic orientations proposed by the Management in consultation with his counterparts representing the member cooperatives. You need to have sufficient experience to be familiar with the issues, architecture and mechanisms specific to CCPA. This validation is carried out through a vote in which each director has the same weight according to the principle of "one man, one vote".

The director brings the employees' point of view to the discussions by offering a different perspective and more operational knowledge of the company, both in France and abroad. Discussions with the other six directors and with management help to better understand each other's interests and objectives, and to raise awareness and defend collective interests.

What motivated you to take on this role, and what are the benefits for you?

CF: I had a vision for myself at CCPA and I wanted to get more involved, have an impact on the strategic direction of the company, communicate the will of the employees and make things happen in a positive way. Overall, this role has helped me grow in many ways, from economic analysis, legal concepts, macroeconomic data and policy analysis to corporate governance and management...

What messages do you want to get across as a representative of the FCPE?

CF: My main message is that we are in a company with a long-term future, with a committed Board of Directors who are close to the issues facing our customers, who have confidence in our employees and who have a strategic vision based on the medium/long term, which is the best fit for our business.

Our Group has evolved and continues to evolve, with numerous development projects still under construction that allow us to look to the future with confidence, alongside our customers.



Activities

3 activities for 360° expertise in animal nutrition

Breakdown of turnover by activity:



- 18 **Feed Solutions and Services BU**
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Feed Solutions & Services BU: a look back at a successful year of growth

The Feed Solutions and Services BU brings together all the Premixes, Feed Solutions and Piglet Feed activities, together with a range of services to support our customers. In this interview, Émilien DUPUIS, Director of the BU, looks back on 2023 and shares his outlook for the year ahead.

What is your assessment of the Feed Solutions & Services business?

ED: The business grew by a very healthy 12%. The year 2023 demonstrated the effectiveness of our model, through the diversity of our regions, which enables us to offset the difficulties of certain areas and activities. But also in the balance of the species mix (swine, poultry, ruminants), which once again enables us to cope with the health consequences, such as Avian Influenza and Swine Fever, which have had a major impact on certain regions.

Which areas stood out?

ED: The Iberian region has been the major driver of our 2023 growth, far exceeding expectations thanks to the success of our subsidiaries, Din and Nutega, in all three species. Our premixes and feed solutions business is growing strongly. The acquisition of new customers has also gone hand in hand with an increase in the services associated with premix sales, in particular our NIRS expertise.

The second buoyant region is the Americas, with double-digit growth in our premix volumes in Mexico, led by an excellent performance from our layer business. Our feed solutions are also growing strongly in South America, driven by the local best-seller Brio Liver C.

Finally, France is benefiting from growth in premix volumes that is well ahead of the market.



ÉMILIEEN DUPUIS
Feed Solutions & Services
Director

Are there any areas that have experienced more difficulties?

ED: The EMEA region finished close to last year's levels. This difference can be explained by 3 factors: our difficulties in Algeria, a significant drop in activity in Russia and a delay in our prospecting plan. Nonetheless, the region also enjoyed notable successes in the Czech Republic, Turkey, Morocco and Italy.

Lastly, we are making slight progress in Asia compared with 2022, but our performance is still a long way from our ambitions for the region.

What were the challenges in 2023?

ED: With a 4-fold increase in prices, energy had a major impact on us and our customers in 2023. To cope with this increase, we have successfully implemented an energy management approach at our industrial sites and have also provided support to several of our customers in this area.

Nor have we been spared the health challenges posed by Avian Influenza, Epizootic Haemorrhagic Disease (EHD), African Swine Fever and the new Rosalia variant of Porcine Respiratory Syndrome (PRRS).

Fortunately, the economic climate has been relatively favourable for animal product prices, and raw material prices have begun to ease.



The Ruminant Symposium featured presentations by animal nutrition experts, researchers and customer testimonials on the themes of "Sustainability, Efficiency and Resilience".

Have any investments or events been made to support the business?

ED: A great deal of work has been done by our business teams to promote our offerings and support the development of our activities.

For example, 2023 will have been a busy year in terms of our publications, with the release of a white paper on our decarbonisation approach for ruminants and numerous scientific publications on our Feed Solutions (Thermoplus®, Thermocontrol®, Vivactiv®), our phospho-calcium expertise and feeding behaviour in poultry.

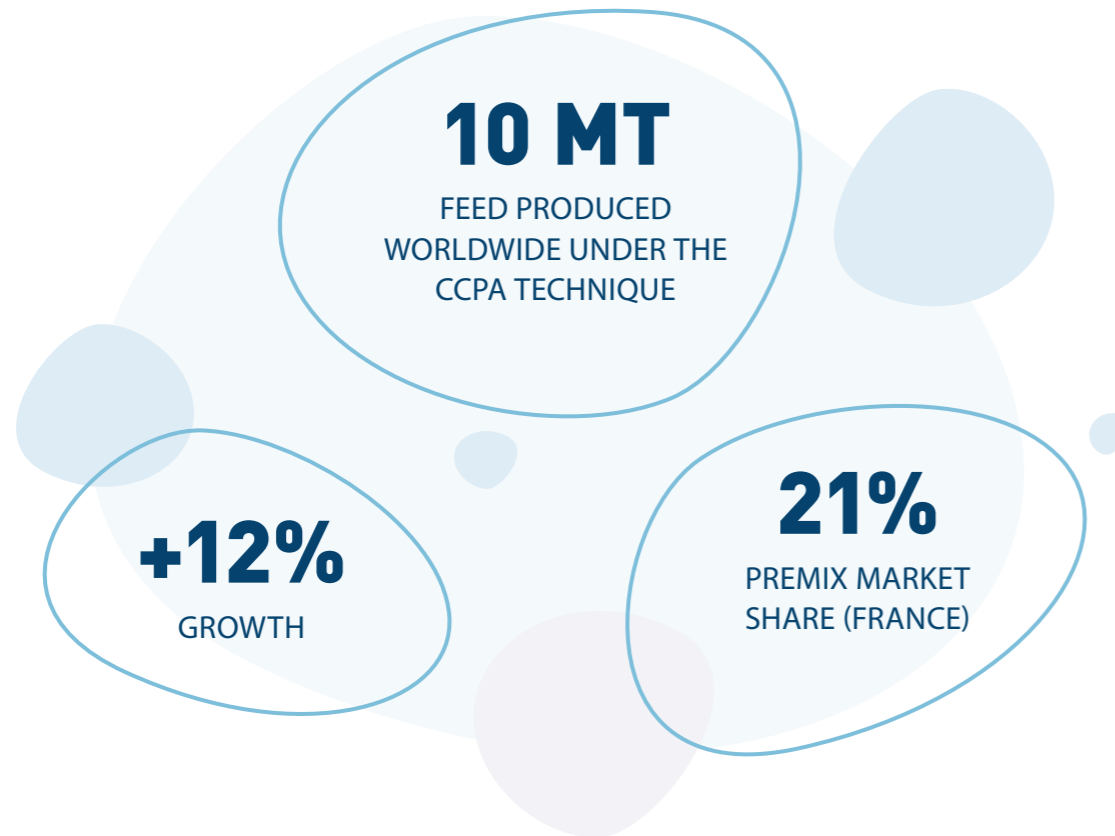
We also organised a symposium to present our ruminant innovations to our customers in May 2023. This biennial event brought together more than 85 participants from 15 different countries to discuss three key themes crucial to their business: "Sustainability, Efficiency and Resilience".

Which product or product ranges stood out in 2023?

ED: The product mix is balanced between premixes and feed solutions, with significant growth in premix over 2023. The FeedStim® range is in the spotlight this year, with impressive growth. The Vivactiv® range also continued to grow, demonstrating its stability and continuing relevance to our customers, particularly in contexts where raw materials are subject to cost variations, thus providing added value in formulation. Finally, despite a less favourable climate for this product family, the Thermo® range, dedicated to heat stress management, is doing well, with single-digit growth following a record year in 2022.

What are the prospects for 2024?

ED: For 2024, our objectives remain aligned with the 2023 model, with a focus on three key aspects: developing trade in all our zones, structuring our teams and broadening our offering. Despite a volatile raw materials market and a highly competitive environment, we are targeting growth of close to 10% across the BU, with a particular focus on EMEA and Asia. In addition, the creation of a Feed Solutions BU with Euronutec in Mexico, supported by team expansion, will enable accelerated growth in Latin America. In terms of products, we also plan to launch new digital products, revamp our Group piglet offering and focus on animal behaviour. Finally, we are going to step up our technical and scientific lobbying to become a Key Opinion Leader, particularly in France and Iberia, which are key areas for the development of premix.



The Farm Specialities BU: a year of growth and innovation

The Farm Specialities BU achieved exceptional growth in 2023, driven by innovation and the commitment of its teams. Despite an unstable international environment and regulatory challenges, the BU stood out thanks to flagship products such as the Acari® range and the Morphostar® programme. In this interview, Clément Le Ricousse, Director of the BU, looks back on the successes of the past year and shares his outlook for 2024.

What is your assessment of the Farm Specialities business?

CLR: The Farm Specialities BU has achieved impressive growth of over 20% for 2023. This second full year since the creation of the BU has been marked by the improvement and consolidation of the organisation. Thanks to the work of all the teams in the BU and in the CCPA Group's support businesses, many projects have been launched and a large number of rationalisations have been carried out, ranging from the product range to packaging, with an immediate and positive impact on the Business Unit's bottom line.

Which areas stood out?

CLR: France was the main driver of this performance, as was the Europe Middle East Africa (EMEA) region, thanks in particular to the growth of our subsidiaries in the Czech Republic and Turkey. Despite its modest size, the Americas region also made progress, contributing to the Business Unit's overall result.



CLÉMENT LE RICOUSSE
Farm Specialities Director

Are there any areas that have experienced more difficulties?

CLR: If I had to express one regret, it would be that the results achieved in Asia did not meet the targets we had set ourselves. However, 2023 saw the launch of a number of exciting projects in countries such as Thailand, Poland and the Arabian Peninsula.



ACARI®, this year's leading range of products for the control of red lice on poultry farms.

What were the challenges in 2023?

CLR: One of the major challenges facing our sector is how to respond effectively to our customers' needs in a highly unstable international environment. The disruption caused by the conflict in Ukraine, which is destabilising global markets including Europe and France, and the instability in the Middle East, which is lengthening and increasing the cost of the supply chain, have made international growth more difficult in 2023.

Another key issue, on which we are actively working with our teams to strengthen our expertise, is our

ability to adapt constantly to the many regulatory changes and, where possible, to anticipate them. Our aim is always to provide our customers with the best possible support in the face of these challenges.

Have any investments or events been made to support the business?

CLR: In 2023, we have made significant investments in Research and Innovation. We are aware that our business must continue to evolve and that innovation, which is the DNA of the CCPA Group, must also be at the heart of our Farm Specialities business. We have also invested in the marketing of our

products. We have revised our product ranges to make them easier to understand, so that our distributors can promote them more easily to breeders around the world.

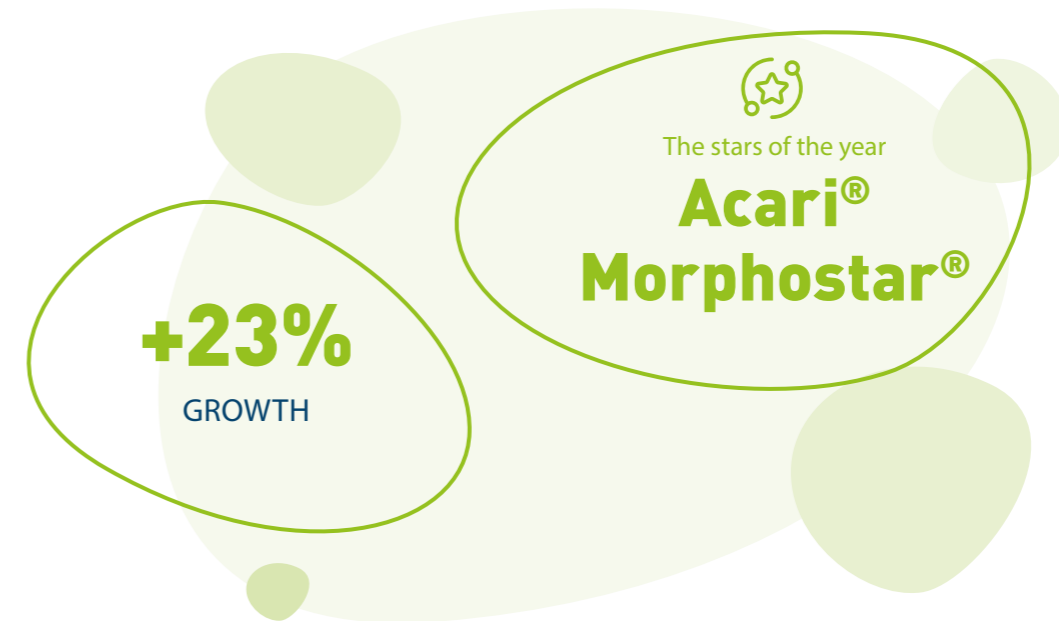
Which product or product ranges stood out in 2023?

CLR: Although heat stress remains a key range for our sales of nutritional specialities and for the Group in general, the Acari® range for lice control on poultry farms, stood out in 2023, particularly in France and Vietnam. Recognised worldwide, it offers real added value to farmers affected by this problem, by providing them with an innovative and sustainable solution to control red lice on poultry farms. 2023 also saw the launch of the Morphostar®

programme. This innovative nutritional programme maximises the potential of heifers for an optimum dairy career.

What are the prospects for 2024?

CLR: 2024 must be the year when we combine growth and stability. After two years of far-reaching reorganisation, our sector is now in a position to respond effectively to expectations and better serve our customers. We are committed to maintaining the strong growth of our business and improving its profitability so that we can continue to invest in our tools, in research and, above all, in our people. These people, who are at the heart of our nutritional specialities every day, are essential if we are to achieve our ambitious targets for 2024 and beyond.



The Functional Ingredients BU Success Story

The Functional Ingredients Business Unit brings together additives and specific raw materials, with Butirex being the flagship product in the range. In this interview, Andrés Ortiz, Director of the BU, looks back on 2023 and shares his outlook for the year ahead.

What is your assessment of the Functional Ingredients business in 2023?

AO: Overall, it was a remarkable year, with sales accelerating and margins recovering. The business unit recorded its strongest growth rate with +25%. Despite certain difficulties, such as a shortage of raw materials for part of the year, we achieved very satisfactory results. The Iberian and Latin American areas were the main drivers, with a good recovery also in EMEA.

Which areas stood out?

AO: The Iberian Peninsula and Latin America were the pillars of this growth. Indeed, the BU's sales and margins are mainly based on these two areas. The EMEA region has also seen strong growth compared to 2023.

In the Iberia region, the Nutega and DIN teams have done an excellent job, with good results to show for it. The butyrate concept is well known to nutritionists, which makes it easier to win new business, even in a highly competitive environment.

The Americas region also achieved very good results, particularly in Brazil and Mexico, with strong growth in 2023, as well as in Peru and Guatemala.

Are there any areas that have experienced more difficulties?

AO: Asia and France are below our expectations. In Asia, we need to renew our distribution network. In France, we need to identify market needs so that we



ANDRÉS ORTIZ
BU Director Functional
Ingredients

can respond more effectively. As for aquaculture, this is a recent activity for the Functional Ingredients BU, and we need to keep sowing the seeds and moving forward.

What were the challenges in 2023?

AO: Our main challenge was to restore the gross margin, and we've done that. I'd like to take this opportunity to thank the teams who worked so hard to achieve our goal. It wasn't easy, but thanks to everyone's commitment and joint effort, we succeeded as a team.

Have any investments been made to support the business?

AO: We haven't made any new investments in the plant, because that was done in 2021. Today, our objective is to invest in human capital.

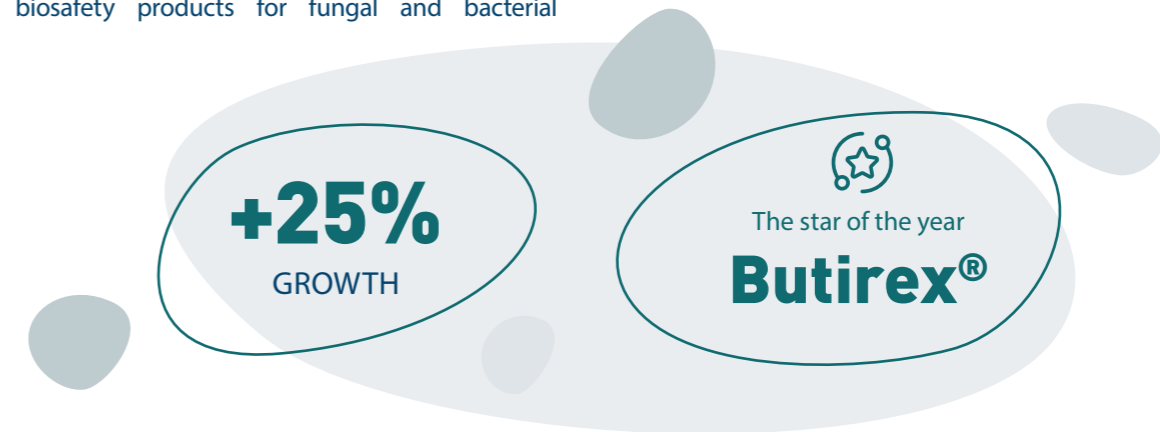
Which product or product ranges stood out in 2023?

AO: Butirex C4 remains our star product. Our range of biosafety products for fungal and bacterial

contamination also increased significantly over the previous year.

What are the prospects for 2024?

AO: Continuing to grow! Some of the BECOME projects involving the Functional Ingredients BU will be completed in 2024, allowing us to identify areas for improvement and to reorientate certain products and activities.



Artemia, otherwise known as 'salt shrimp'.

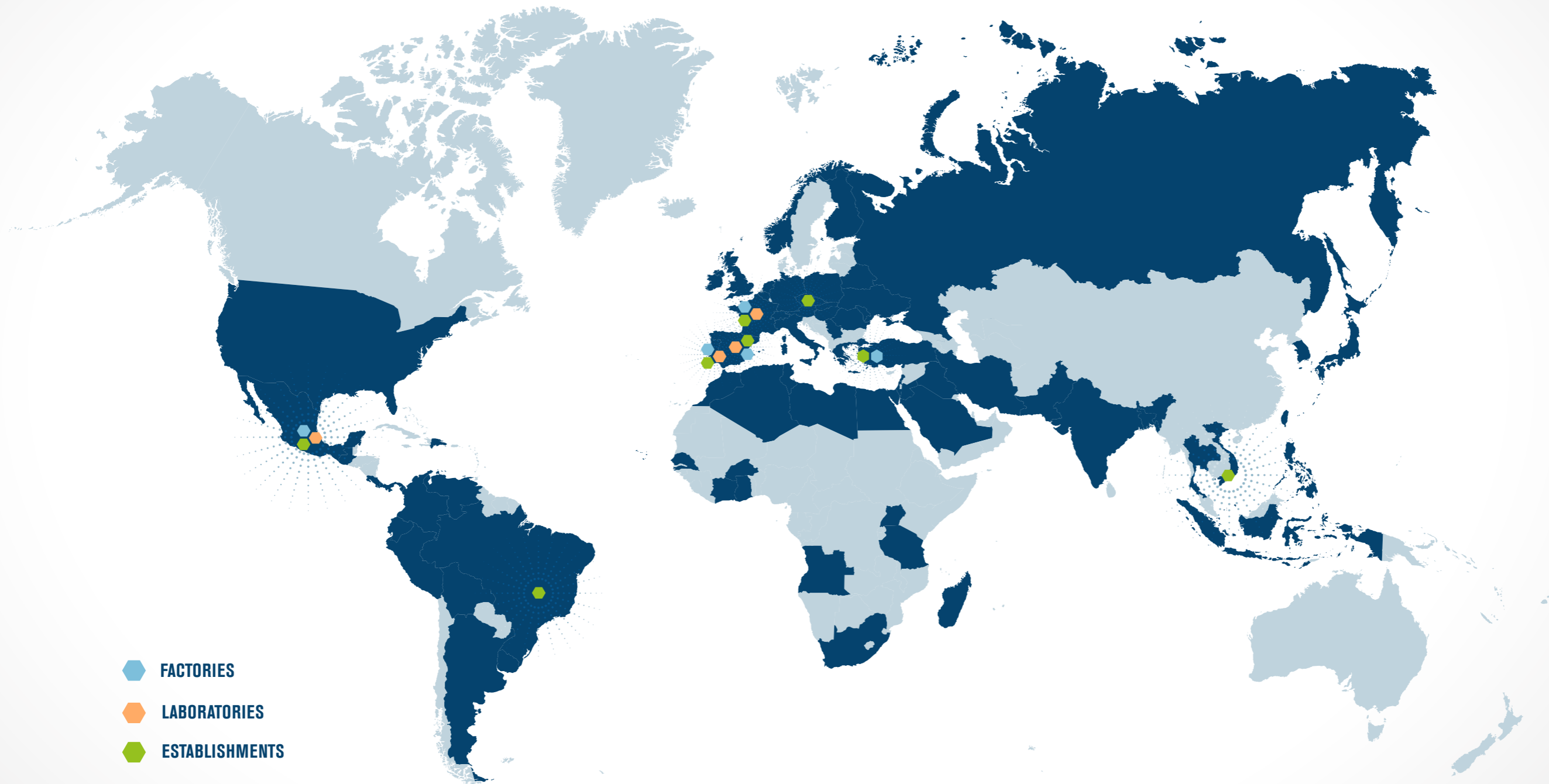


Butirex in Aquaculture: a promising new chapter in animal nutrition

Over the past 5 years, the aquaculture business has been making slow but steady progress, with the introduction of Butirex C4 in various markets, distributors and species. In addition to the Americas and Asia, CCPA Turkey is playing a significant role in the dynamics of this market. At the same time, a dedicated R&D team is developing and testing effective and sustainable nutritional solutions for

aquaculture. For example, very promising trials have been carried out on Artemia with a new shrimp product. Our objective is clear: we want to bring new, sustainable and competitive solutions to the aquaculture industry!

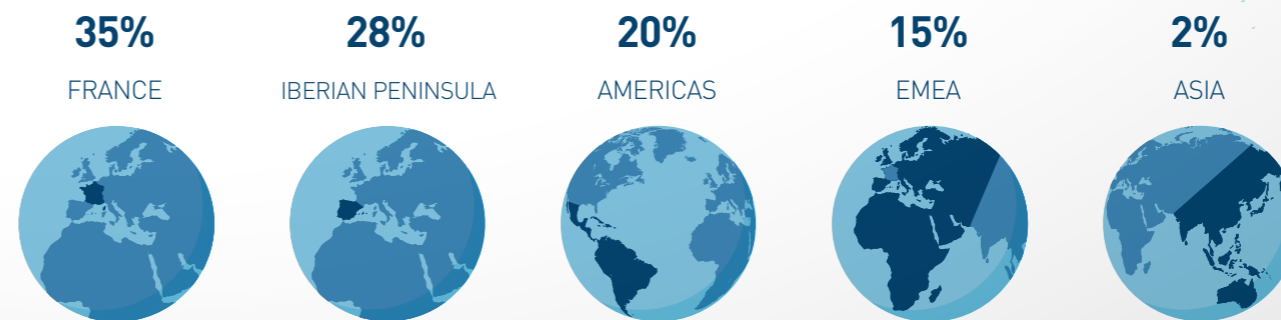
The CCPA Group has a presence in more than 60 countries



- ◆ FACTORIES
- ◆ LABORATORIES
- ◆ ESTABLISHMENTS

Breakdown of 2023 consolidated turnover by geographical area

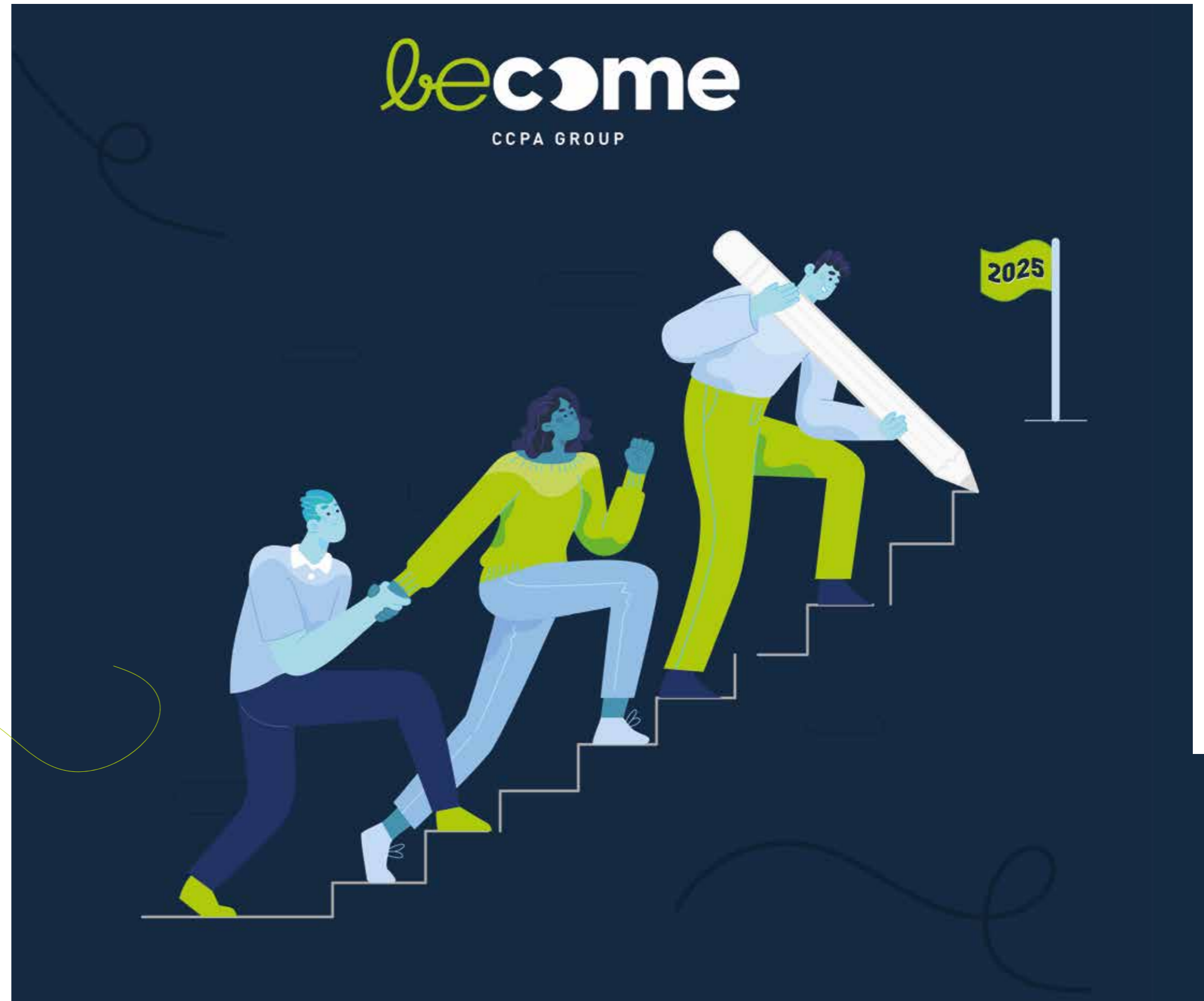
Active on four continents, the CCPA Group combines expertise and innovation to become the trusted partner in animal nutrition in over 60 countries.



Become 2025

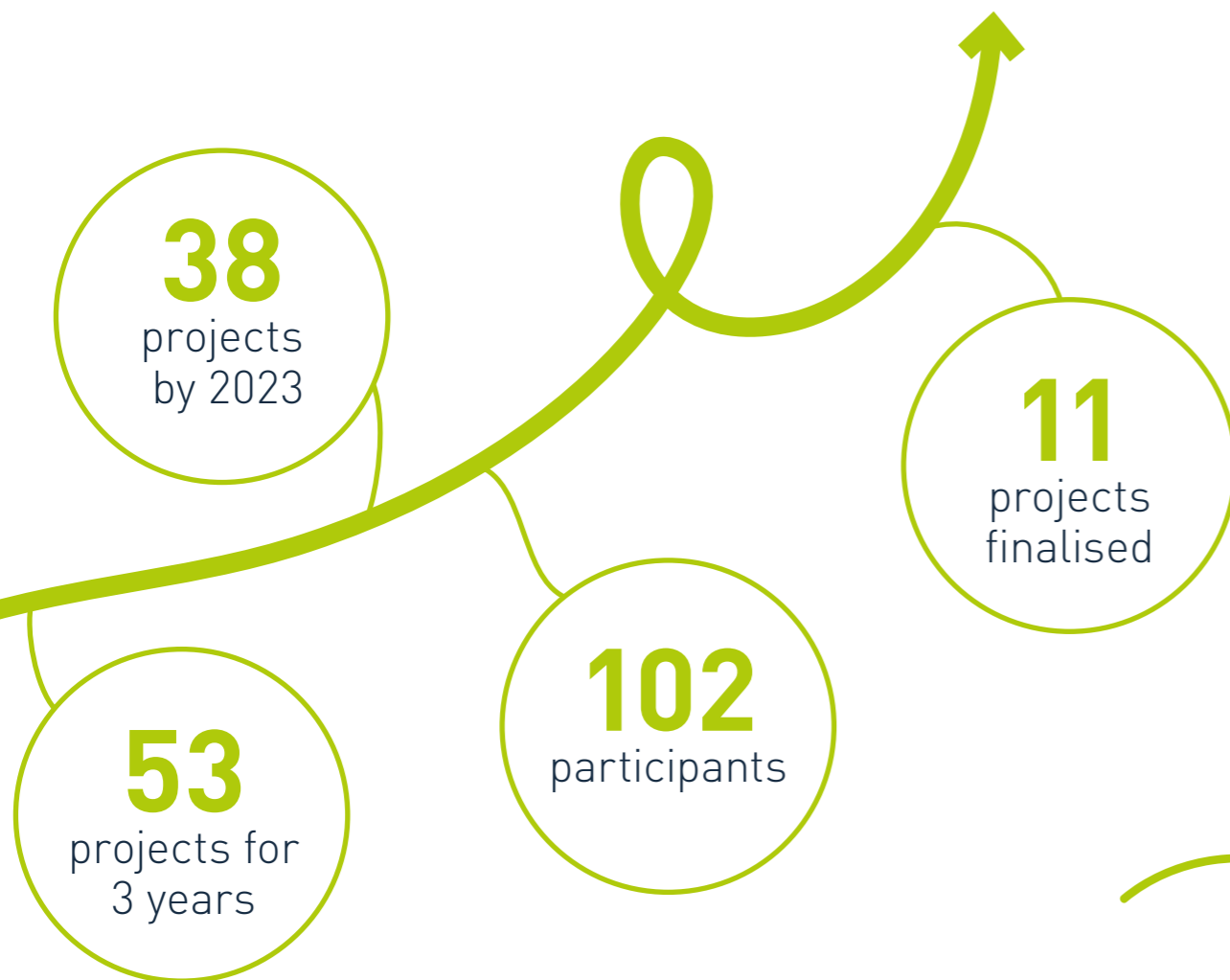
The world is moving, the world is changing... In this context, the CCPA Group must strengthen its ability to provide innovative solutions to its customers, acquire new expertise, gain in competitiveness and contribute to the sustainability of the sector. This is why we have drawn up the BECOME strategic plan, which will run until the end of 2025.

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2023

Progress on the Become strategic plan



Become Strategic Plan

Become 2025: Review of the first year of an ambitious strategic plan

2023 was the first year of implementation of the BECOME strategic plan. The commitment of the teams was very high: more than 100 employees got 38 major projects off the ground.

As part of the implementation of the strategic plan, all project managers have benefited from a project management training programme.

Themes that will have a major impact on the development of the CCPA Group were discussed, covering a wider range of areas: the Group's mission and values, organisation, safety, business development, human resources management, brands, development of industrial tools and laboratories, the research station, innovation, purchasing policy, industrial and logistics optimisation, commitments to shareholdings in companies and external growth processes.

Regular communications have been sent out to all employees. In April, a special conference was held in Nantes for more than 120 Group employees. Throughout the year, meetings and communication tools were used to report on overall progress and to highlight achievements.

This overall progress is monitored by 22 indicators linked to the various strategic areas. The Board of Directors underlined the good overall rate of completion of the actions for a 3-year programme. The financial impact is expected mainly from 2024 onwards.



JEAN-FRANÇOIS LABARRE
Deputy General Manager of the CCPA Group

#MoreCCPA

An ambitious HR strategy for well-being and collective performance

The CCPA Group's human resources policy has several objectives: to strengthen the integration of new employees, to encourage individual and collective performance, to develop skills and international mobility, and to provide a working environment that promotes the well-being, safety and personal fulfilment of everyone.

At the end of 2023, the CCPA Group passed the 500-strong mark. It now has 501 employees, 53% of whom are based outside France.

Over and above these figures, the year was a particularly rich one for the Human Resources and Communication Department. It was an opportunity to restate the fundamentals of our identity and our specific characteristics as an employer. We rethought the way in which we want to promote ourselves both internally and externally. This work on the employer brand has led to a renovation of our communication tools, which are now deployed within our subsidiaries, with a shared slogan in all the Group's languages: "A passion we share".

Quality of Life and Working Conditions

As part of our drive for continuous improvement, we have introduced a Quality of Life and Working Conditions barometer. A satisfaction survey was carried out among employees in January 2023 for the UES France workforce, pending roll-out to foreign subsidiaries in 2024.

With 80% of respondents and 75% of employees saying they were satisfied with working for the company, the survey highlighted our strengths in terms of working conditions, work-life balance and meaning. It has enabled us to define a precise action

"Our day-to-day priority is to provide a working environment that promotes the wellbeing and safety of our employees."



CATHERINE BARBIER
Human Resources and
Communication Director

plan to further improve our score. One of the actions taken was to enrich our HR calendar by introducing a second annual interview between manager and employee, focusing on career and skills development. This new meeting strengthened the discussions on this subject and led to the construction of a much more targeted and ambitious training plan.

Strengthening gender equality

Since 2020, we have been implementing an action plan to improve our gender equality index. However, 2023 did not produce the expected results. The index for the France UES fell back to 80/100, compared with

84 the previous year, despite our efforts to reduce the pay gap for equivalent positions.

Our main challenge remains the lack of female candidates for positions of responsibility. Although the number of women enrolling in engineering schools is increasing, there are still not enough young women applying for management positions. However, we now have 40% female managers in our teams.

Developing the careers of men and women within our Group remains a key focus of our human resources policy.

a passion we share



501
EMPLOYEES*



80 / 100
EQUALITY INDEX**
WOMEN-MEN

75%
of employees say they are satisfied with working for the CCPA Group**

*GROUP
** UES FRANCE

#MoreInnovative

#MoreDigital

2023: a year of innovation for the Group

The BECOME strategic action plan has reaffirmed innovation as a priority growth driver for the Group. After a 2022 focused on setting up the Research & Innovation organisation, defining innovation pipelines for each Business Unit and structuring exchanges with all the Group's subsidiaries, 2023 saw the launch of numerous projects under the strategic plan in line with the #More Innovative and #More Digital.

"To support this ambition for development through innovation, the Group Innovation budget has risen to €5m in 2023. This financial effort will enable us to accelerate the release of new solutions for our customers."



ARNAUD WICZOREK
Research and Innovation Director



4 KEY PROJECTS IN RESEARCH AND INNOVATION

LAUNCHED IN 2023

PHYTO-EXPERTISE



3 strategic phyto-expertise projects will accelerate the identification of new natural raw materials of interest, facilitating their characterisation and our understanding of their biological activities. This will enable us to improve our existing solutions and services and create new ones for the benefit of the Group's 3 business units and our customers.

The CCPA Group has one of the leading networks of laboratories specialising in Animal Nutrition, with over 400,000 analyses per year. One of our strategic projects is to identify synergies between laboratories and facilitate collaboration in order to pool our analytical expertise for the benefit of our internal and external customers.

LABORATORIES & ANALYTICAL EXPERTISE



ENVIRONMENT



Reducing the environmental footprint of livestock farming through nutrition is a major challenge for CCPA and its customers. The Group's teams have been actively working on this issue, in particular by replacing imported soya with local raw materials, adding nutritional solutions, lowering protein and phosphorus intakes and reducing the unproductive phases of animals. Reducing enteric methane emissions from ruminants is also a priority for R&D.

In 2023, the Group will have made significant progress in industrialising the automated collection of data from livestock farms, cleaning it up and making it available through the company Kumulus, launched with a partner in 2022. By working on this data, the DataFarm R&D unit is improving our understanding of animals' needs and contributing to the development of digital tools that facilitate informed, individualised decision-making. The year was marked by key milestones in the development of CCPA's digital offering, enabling our customers to optimise their production and economic performance and reduce the environmental impact of their farms.

DIGITAL



#MoreInnovative

#MoreDigital

Transforming innovative ideas into products, services or technologies

Innovation is at the heart of CCPA's DNA, and we use cutting-edge tools to take our work from research to the launch of solutions.



RESEARCH

Numerous scientific partnerships to enhance the Group's scientific expertise and support its research activities on every continent.



DEVELOPMENT & EXPERTISE

- > A network of **4 analysis laboratories** specialising in animal nutrition
- > **2 experimental stations** dedicated to monogastrics based in France and Mexico to test solutions and strengthen our nutritional expertise.



FIELD DEPLOYMENT

A network of reference farms around the world to test solutions in real-life conditions.

5 M€

INVESTED IN RESEARCH

18

CONGRESSES

25

INNOVATION PROJECTS UNDER DEVELOPMENT

23

SCIENTIFIC COMMUNICATIONS

63

IN VIVO TESTS



6

BIBLIOGRAPHICAL REVIEWS

DID YOU KNOW?

More than 1 in 5 CCPA employees work in our laboratories, analysing raw materials for formulation matrices, supporting the quality department in the manufacture of our premixes and products, playing an active part in R&D projects and developing our NIR offering. Our laboratories also offer their analytical services to external customers in complete confidentiality.

#MoreInnovative

More resources for upstream research and scientific collaboration

The budget dedicated to upstream research increased significantly in 2023, reaching more than 10% of the Group's total R&I budget. This budget reallocation has enabled us to devote more resources to exploring new, original and ambitious research projects that meet the challenges of animal production, particularly in collaboration with university partners.

Scientific collaborations with the academic world combine the fundamental scientific expertise of universities with the applied research know-how of CCPA teams, paving the way for the exploration of new concepts and solutions for our customers.

The partnership with the Danish University of Roskilde on quorum sensing will provide evidence of the effectiveness of certain plants used in CCPA solutions on bacterial flora.

The partnership with IRSET in France has enabled the development of cell models dedicated to animal nutrition. In 2023, this led to significant advances in demonstrating the biological activity of CCPA's phyto-ingredients, while reducing the need for animal testing.

The CCPA teams are also working with INRAe and other partners to develop alternative or complementary methods to *in vivo* digestibility measurements. This work will make it possible to anticipate future developments in the CCPA formulation matrix while guaranteeing animal welfare.



Quorum sensing is a method of communication and perception used by bacteria, based on the production of small molecules called autoinducers.

These public-private partnerships also enable CCPA R&D to maintain a sustained momentum in terms of scientific publications and communications. In 2023, 23 papers were presented at scientific conferences.

#MoreSustainable

Turboviv[®], the CCPA Group's first Life Cycle Assessment

Contributing to the sustainability of the industry is part of our mission, and to achieve this, a number of initiatives are being deployed as part of the BECOME strategic plan. 2023 saw the completion of the first Life Cycle Assessment for one of our products in the Ruminant range: Turboviv[®].

This initiative is part of an overall eco-design approach. This approach reflects our desire to understand and reduce our environmental footprint, and to make a quantified contribution to reducing the footprint of our customers and the animal feed industry.

What is Life Cycle Assessment (LCA)?

Life Cycle Assessment is a systemic and scientific method for quantifying the environmental impact of a product or service, within a defined framework. Although complex, LCA is widely recognised by European (EU PEFCR) and international (FAO LEAP) institutions, which have drawn up recommendations applicable to our business sector. The method is governed by the ISO 14 040 and ISO 14 044 standards. LCA is a multi-criteria analysis: 16 impact factors are estimated, including climate change, air and water quality, human health and resource depletion, etc. The integration of several criteria, as part of an eco-design approach, makes it possible to avoid potential pollution transfer. Decarbonisation, in the context of climate change, must not be achieved at the expense of water quality and other resources!

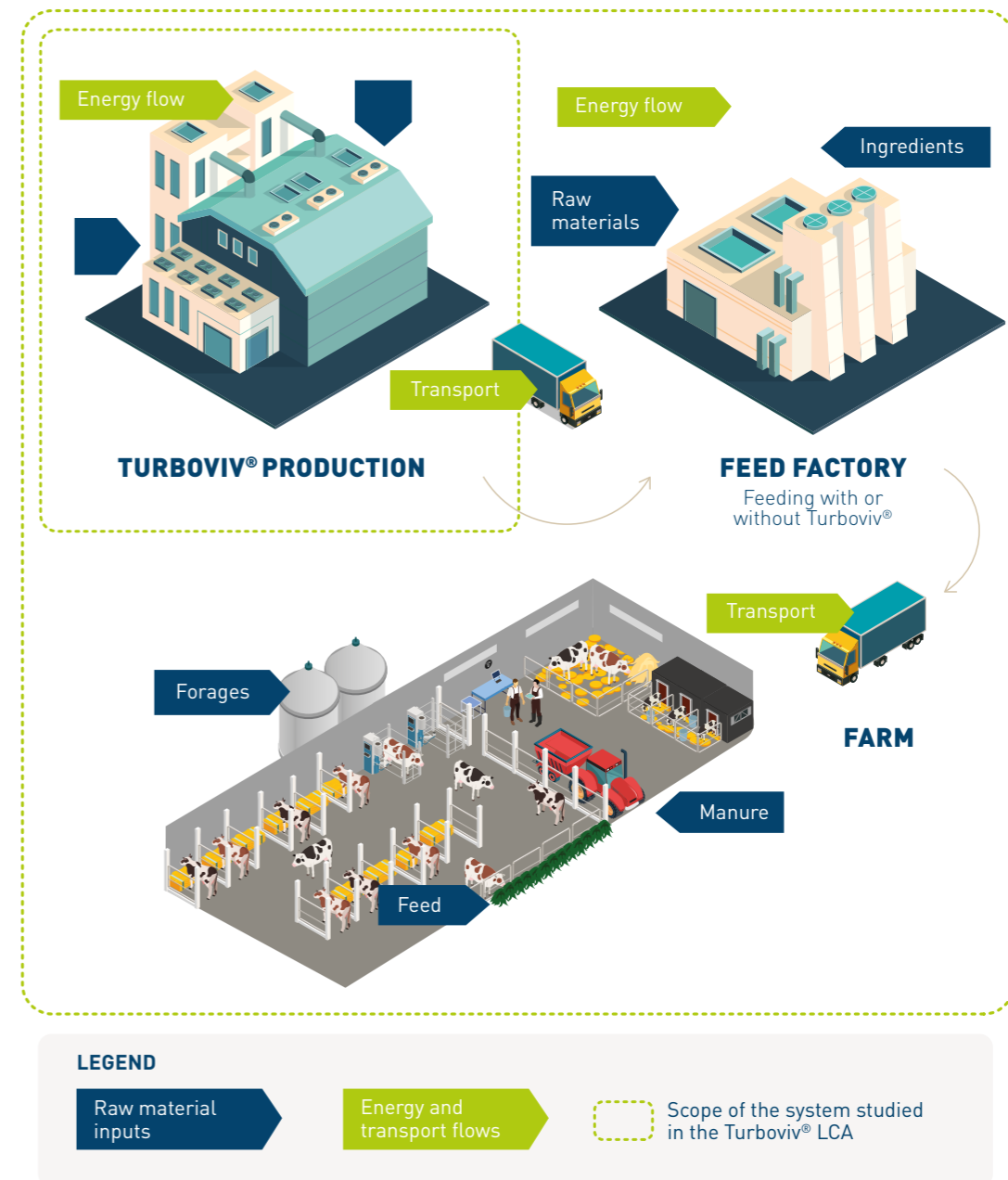
What is the environmental impact of our products?

Calculations carried out at the Janzé factory confirm the high contribution of inputs (ingredients), up to ±90% depending on the criteria, to the environmental footprint of the product. Alternative sourcing options are possible and will be the subject of future studies to reduce our impact.

The analysis, expressed per kg of milk leaving the farm, also made it possible to assess the contribution of 1kg of Turboviv[®] at less than 1% for all the environmental impact criteria. This contribution is minimal and largely offset by the environmental benefit of Turboviv[®] in terms of its contribution to biogenic climate change through its effect on methane production. Turboviv[®] indirectly provides other environmental benefits by changing the animals' ration to concentrates that have a lower environmental impact. The climate change impact of 1kg of milk produced with Turboviv[®] is 1.07kg CO₂-Eq, whereas the impact is 1.14kg CO₂-Eq without using the solution, representing a reduction of -6.5%.

This analysis enables us not only to assess the impact of our products throughout their life cycle, but also to identify opportunities for improvement in order to move towards more sustainable practices. We believe that transparency and commitment to sustainability

are key to shaping the future of the industry, and are pleased to share our progress in this direction. The process has been initiated and other Group solutions are currently being evaluated.



#MoreSustainable

The environment, a strategic focus for ruminant development

The CCPA Group recently published a white paper on the importance of the dairy sector for the environment and ways of reducing environmental impact. Together, these measures can reduce CO² emissions per kilo of milk by 15%, while improving profitability by €180 per cow per year.

Context and challenges for the dairy industry

The European Union has set ambitious targets aimed at reducing greenhouse gas (GHG) emissions by 55% by 2030 and achieving carbon neutrality by 2050. The dairy sector, a key pillar of European agriculture, is central to this approach. Ruminants, in particular, make a significant contribution to the circular economy and to the indirect storage of carbon thanks to their fodder-based diets. To reduce methane emissions, the main greenhouse gas emitted by ruminants, various strategies are being implemented, including nutritional modifications, the use of feed additives, and the implementation of digital tools to optimise herd management and ration formulation.

Precision nutrition and digital tools

Precision nutrition, combined with the use of phytogenic additives and rationing software, is crucial to improving feed efficiency and reducing

greenhouse gas emissions. For example, the Chorus[®] tool enables formulators and nutritionists to optimise feed, taking into account both animal performance and environmental impact. In addition, reducing the age at first calving is an effective way of reducing greenhouse gas emissions and increasing farm profitability. CCPA's Morphostar programme combines specific nutritional supplements and growth monitoring tools, such as Morphoscore, to promote high productivity, reduced environmental impact and improved profitability.

Economic and environmental impact

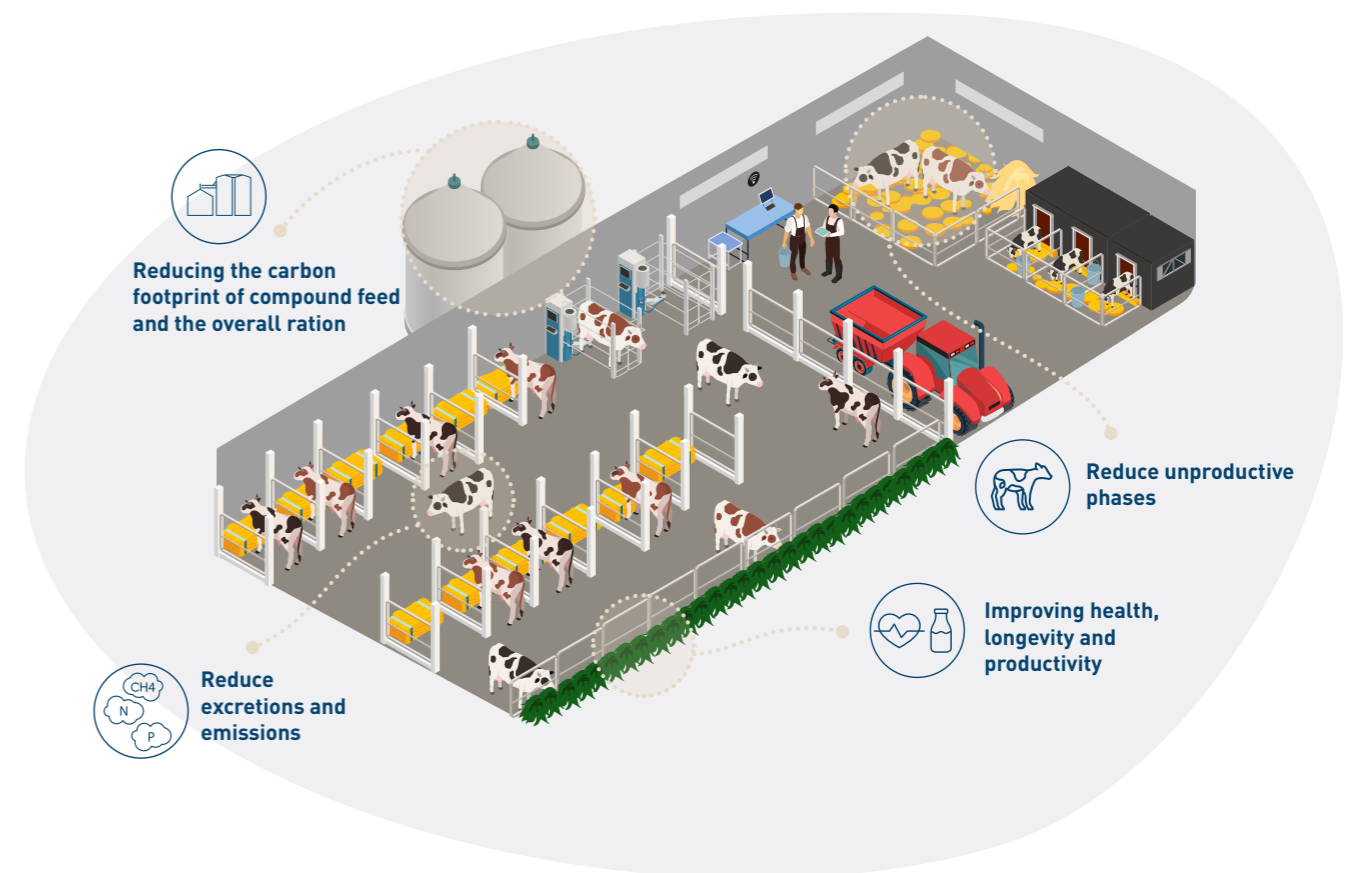
CCPA's solutions are designed not only to reduce environmental impact, but also to improve farm profitability. The use of Feedstim[®] Dairy, for example, reduces CO² emissions by 5% per kg of corrected milk, while generating annual savings of €80 per cow. Similarly, Turboviv[®] reduces methane by 6.5% per kg of milk and ammonia by 10% per cow per day, demonstrating the positive impact of additives on the environment and economic performance.

To facilitate the adoption of these practices, CCPA supports livestock farmers and feed manufacturers with expertise in nutrition, livestock management and digital monitoring tools to help the industry move towards more sustainable production.

By adopting innovative nutritional practices, using phytogenic additives and exploiting digital tools, the dairy sector can reduce its carbon footprint while

improving farm profitability. CCPA, with its 30 years of experience in the field and its global approach, is positioned as a key partner to help farmers achieve these objectives. Investing in these sustainable technologies and practices is not only good for the environment, it is also essential for the economic future of dairy farming.

Main areas for action to reduce the environmental impact of dairy production on the farm.



#MoreSustainable

#MoreCustomerCentric

CCPA supports feed manufacturers in Energy Management

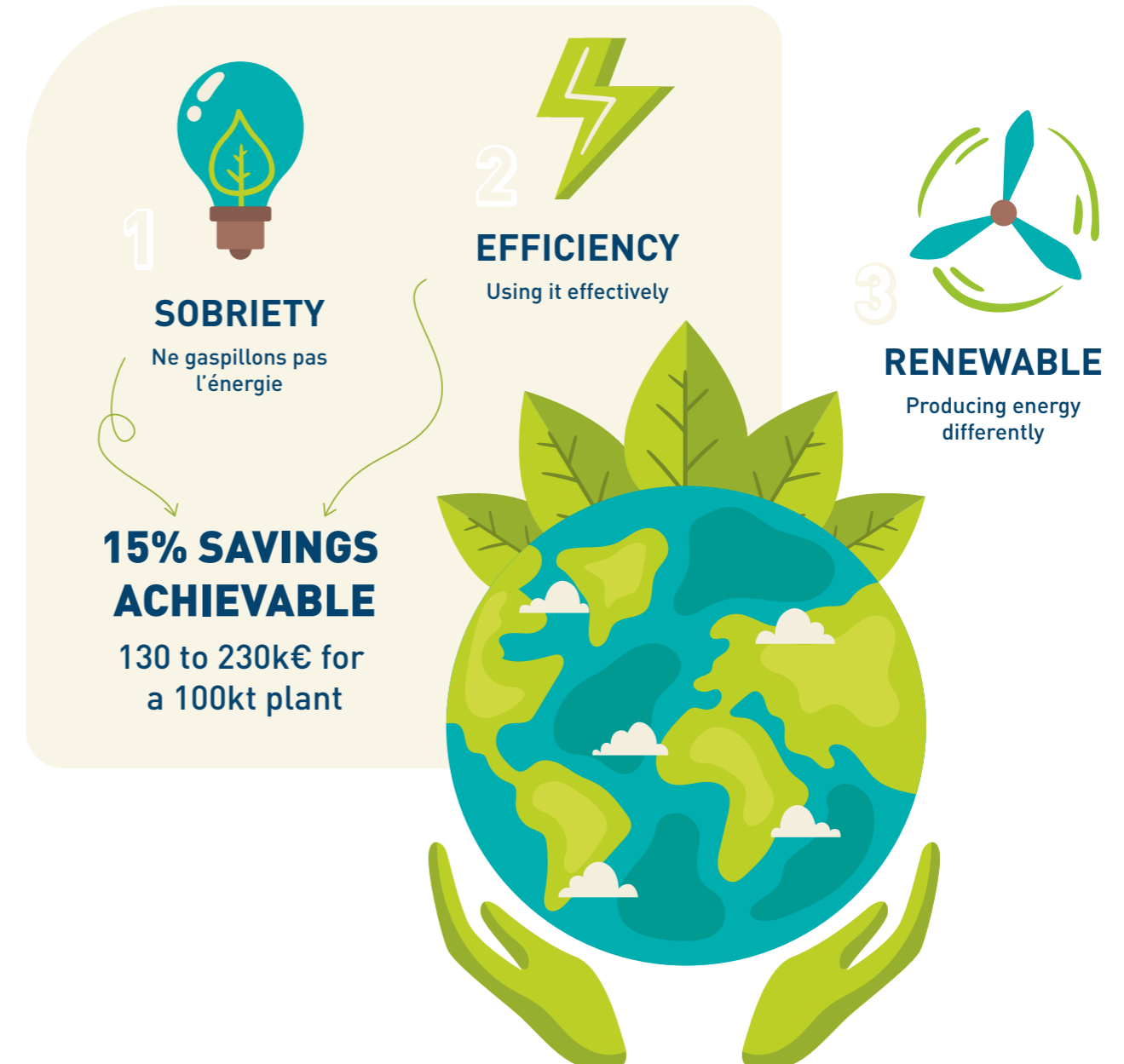
Following on from 2022, during which the technological services offering was reworked and consolidated, the CCPA Group has deployed its energy management support offer for feed manufacturers in France and abroad. This project is part of the BECOME plan, with the aim of reducing greenhouse gas emissions while improving the energy and financial performance of its customers.



This new service will enable the Group to support its customers in improving their performance and controlling their costs and processes. CCPA has set itself the target of reducing energy consumption by 15% over one year, in line with the results achieved at its own sites by 2022.

A tailor-made methodology and action plan

A continuous improvement methodology based on the ISO 50 001 standard for energy management is applied. To achieve this, our teams deploy connected tools to measure electricity consumption at customer sites. Feedback on electricity consumption is instantaneous. The CCPA technology department then processes the data from these sensors and makes it available in the form of a control chart, enabling the precise mapping and characterisation of the energy performance of the manufacturing site, the production workshops and right down to the details of the equipment and the recipe.



This first stage leads to the identification of optimisation levers and the co-construction of a tailor-made action plan, to be as close as possible to the operational realities of each manufacturing site. Weekly meetings between a CCPA technical advisor and each customer's industrial teams are organised to monitor the progress of the action plan and the achievement of the objectives defined upstream. These weekly meetings are essential for mobilising all the teams and discussing progress and any difficulties encountered. Implementing a sustainable routine is one of the keys to controlling energy performance.

Rapidly visible results

In 2023, the year in which the offer was launched, 8 sites were instrumented. The results are already visible in the first few weeks of support, with a reduction in electricity consumption of up to 12% in certain stages of the process when the first actions are implemented.

This success demonstrates the relevance of the CCPA Group's expertise and the relationship of trust it builds with its customers.

#MoreProfitable

Redefining the Supply Chain for sustainable performance

The Supply Chain plays an essential role at CCPA, effectively managing the flow of inputs (raw materials and packaging) to plants and the flow of finished products to customers, to meet the needs of animals and farmers while complying with quality and feed safety standards.

Within the Supply Chain Department, Purchasing is based on a subtle balance between several challenges: securing supplies, which has been severely tested by the successive crises of recent years, the company's competitiveness in highly volatile raw materials markets, and the company's social responsibility. To meet these challenges, we favour long-term relationships based on trust with

our suppliers, who are located in Europe wherever possible.

CCPA's growth required a redefinition of the Supply Chain and Purchasing organisation in order to develop greater synergies between subsidiaries in different countries. The hybrid organisation responds to this new challenge by taking the best of



On 9 January 2024, the CCPA Group Supplier Forum brought together more than 180 suppliers to discuss themes such as competitiveness, sustainability, innovation, trust and partnership.



The afternoon continued with over 350 speed-meetings between suppliers and CCPA employees, as well as a visit to the Artémis laboratory.

the 2 purchasing channels between centralisation and decentralisation, depending on the types of materials in the purchasing portfolio. For example, strategic raw materials are only purchased by the head office in Janzé. Heavy raw materials, such as carbonates, phosphates and bicarbonates, are purchased locally by each subsidiary. Volatile raw materials, such as vitamins, amino acids, pigments, etc., are purchased synchronously with the

subsidiaries. Some raw materials are also covered by framework contracts so that local purchases can benefit from prices negotiated by the Group.

The Supplier Forum was an opportunity to share this philosophy and organisation with our partners in order to exploit our joint potential for growth and value creation for our customers.



#MoreProfitable

#MoreSustainable

Optimising energy consumption: a winning strategy for the environment and profitability

Reducing energy consumption at CCPA Group production sites is essential. On the one hand, the energy management approach helps to limit greenhouse gas emissions and reduce the carbon footprint of production sites. On the other hand, it helps to improve the profitability of the plants.

In 2022, the CCPA Group initiated the implementation of its energy management approach at the Janzé site, with the securing of the metering plan, the introduction of performance indicators and an action plan to reduce our consumption by 15%. In 2023, this approach, which produced results that exceeded our expectations, was extended to the Group's various plants.

The first step is to set up an energy metering plan. This is a plant operating and management tool based on measurement systems that provide precise, reliable indicators and enable the production site's energy consumption to be monitored: history, events, deviations, etc.

This metering plan, which is similar to the one installed at our customers' sites as part of our energy management support service, has been deployed at the Trégueux, Madrid (Nutega) and Arcos de Jalon (Novation) sites. The Santa Comba Dao site (DIN) already had a relevant metering plan.

For 2024, the aim is to reduce energy consumption by a further 10% for the two plants at Janzé and Trégueux, and to confirm the methodology applied to the Group's other plants, with a target of -15%.



A production unit with 362 photovoltaic panels, each with a capacity of 550 Wp, has been installed at the Santa Comba Dão site in Portugal.



-17%
of consumption
in savings per tonne
over 2023

JANZÉ SITE



-18%
of consumption
in savings per tonne
over 2023

TRÉGUEUX SITE

A photovoltaic production unit for self-consumption in Portugal

The Santa Comba Dão site of our Portuguese subsidiary, DIN, has acquired a production unit for solar panels for self-consumption, with a total installed capacity of 200 kWp.

This project supplies a significant proportion

of the electricity needs of the plants (premises and piglet feeds), the laboratory and the offices. Continuous monitoring of the efficiency of energy production is available in real time.



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