



# 2025 ESG REPORT

*Nurturing Progress*



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## LAND ACKNOWLEDGEMENT

Lactalis Canada acknowledges the land we live, work, and gather on is the traditional territories of many Indigenous Nations across what is now called Canada. We recognize the enduring presence, knowledge, and contributions of First Nations, Inuit, and Métis Peoples, and their deep and ongoing connection to the land.

## WE SUPPORT



## UN GLOBAL COMPACT

Lactalis Canada shares the United Nations' (UN) global vision for a more inclusive, peaceful, and prosperous future. We continue to support progress on the Sustainable Development Goals (SDGs) of the UN's Global Compact, and aligning our ESG Framework, priorities, and activities more directly with 15 of the 17 SDGs.

We prioritize the SDGs that most closely align with our ESG Framework and where we believe we can make the most meaningful contribution to advancing our industry. By focusing on the SDGs that intersect directly with our core operations, expertise, and stakeholder expectations, we can channel our resources and capabilities toward initiatives that create measurable, lasting impact.

# ABOUT THIS REPORT

This report provides an overview of Lactalis Canada’s Environmental, Social, and Governance (ESG) activities and performance for the 2025 reporting period, unless otherwise noted.

In 2025, we continued to focus on the sustainability issues that matter most to our stakeholders and business. As part of this process, we continue to refine the way we present our ESG objectives to more clearly reflect the alignment between our actions and priority areas, while maintaining our established commitments and long-term targets.

The Global Reporting Initiative (GRI) Standards have been applied as a guiding framework for the organization and presentation of information in this report. Relevant GRI topic disclosure codes are referenced in the [ESG data table](#) to support transparency, comparability, and alignment with recognized reporting practices.

We also use the United Nations SDGs—a globally recognized set of 17 goals adopted by the UN to address social, environmental, and economic challenges—to help inform our ESG framework and priority areas. The SDGs provide a common reference point for aligning our actions with broader global sustainability objectives. Throughout this report, SDG icons indicate where our initiatives contribute to these global goals.



## SUSTAINABLE DEVELOPMENT GOALS



# MESSAGE FROM OUR PRESIDENT & CEO



While 2025 brought economic uncertainty and shifting dynamics that persist today, Lactalis Canada remained firmly anchored in our purpose: to enrich and nurture the lives of Canadians through sustainable, responsible growth. We continued to deliver trusted products, strengthen partnerships with farmers, customers, suppliers and communities, and make progress on our Environmental, Social and Governance (ESG) priorities.

What stands out is Canadians are increasingly choosing products made here at home. With Lactalis Canada’s more than 140 years of brand heritage in this country, that’s something we’re proud to stand behind – made in Canada for Canadians. Our brands have earned a place in Canadian households across generations, and today, our products are found in 94% of refrigerators nationwide.

In 2025, we reinforced this commitment through *Buy Canadian* initiatives, including consumer guides and campaigns like Astro’s “So Canadian” as well as carrying the Blue Cow logo on our products to help families make informed choices while celebrating the high quality of Canadian dairy.

We also took meaningful steps to strengthen collaboration across our industry. As the first supplier to formally sign the Grocery Code of Conduct, we demonstrated our support for greater transparency, accountability and fairness across the grocery supply chain. We believe frameworks such as the Code help build a more balanced and resilient industry that benefits suppliers, retailers, and, ultimately, consumers.

Supporting the wellbeing of Canadians also means responding to evolving needs through innovation. From high-protein offerings to new formats and thoughtful product renovations, we continue to adapt our portfolio with a focus on quality, nutrition, and sustainability.

With facilities and employees from coast-to-coast, we are closely connected to the communities where we operate. Through our corporate partnerships with Kids Help Phone and The Grocery Foundation, product donations, local giving, and employee volunteerism, we continue to support food security and community wellbeing nationwide.

Most importantly, our people remain the foundation of our success. Reflecting the diversity and richness of the communities we serve, they bring passion and expertise to everything we do.

Being named on Forbes’ list of Canada’s Best Employers in 2025 reinforces our ambition to be an employer of choice, one where individuals feel valued, supported, and empowered to grow.

Canadians expect transparency, and we embrace that responsibility. This report outlines our progress, the challenges we continue to address, and the actions underway to strengthen our environmental and social performance. While the global ESG landscape continues to evolve, our commitment remains firmly embedded in our long-term roadmap.

As we look ahead, we remain focused on building a resilient dairy sector, supporting communities, and advancing our ESG priorities in practical and measurable ways. Together with our 4500+ team, partnership with farmers, customers, partners and suppliers, we will continue doing what we do best to keep the trust Canadians place in us every day.

**Mark Taylor**  
President and CEO,  
Lactalis Canada



# PERSPECTIVE FROM LACTALIS GROUP



In 2025, Lactalis Group continued to strengthen the foundations of its CSR strategy, with Canada playing a meaningful role in translating ambition into action. At Group level, progress included positioning within the top 20% of companies assessed for animal welfare by BBFAW, achieving a B score on CDP Climate, and ranking within the top 30% of companies evaluated by EcoVadis.

Climate remained a key focus. During my visit to Canada in 2025, I saw how progress is being supported through Lactalis Canada’s \$10 million partnership with SOFIAC, enabling energy efficiency and emissions reduction projects while strengthening long term operational resilience.

It was also encouraging to see innovation being mobilized internally. In 2025, the Lactalis Canada Next Ventures program, an employee driven innovation initiative, was dedicated to ESG. Employees across Lactalis Canada submitted ESG focused ideas addressing topics such as waste reduction, circular economy, renewable energy, employee engagement, digital innovation, and community impact. This initiative reinforces the connection between innovation, operational performance, and long term value creation.

On people and workplace culture, Canada demonstrated strong engagement with our social commitments. Lactalis Canada was recognized for the second consecutive year as one of Greater Toronto’s Top Employers, reflecting sustained efforts to foster a supportive, inclusive, and safe work environment.

The year also marked an important moment for collaboration across Lactalis Group. Our first Global CSR Conference brought together ESG leaders from across countries, including Canada, to share practices, align priorities, and strengthen our collective approach. This exchange highlighted the value of local expertise and cross country learning in advancing Group wide objectives.

## Looking ahead: our priorities for 2026 and beyond

As we move forward, our focus is clear: continuing the shift from ambition to implementation. This work will be guided by our new Group CSR strategy, ***Our Sustainable Way to Go***, built around three core pillars:

- **Preserve nature and resources**
- **Leverage dairy goodness**
- **Empower our people, partners and communities**

Together, these pillars set a clear direction for long term value creation and performance across the Group.

Looking ahead, we will continue to advance our ESG priorities across the organization, with a focus on long term impact, collaboration, and continuous improvement.

I am confident that the Canadian team will continue to contribute meaningfully to our shared ESG objectives, and I thank them for their continued commitment as we move forward together to advance our sustainable strategy.

**Agnès Baudet-Barbezant**  
*General Manager for Quality Food Safety,  
 CSR & Crisis Management – Lactalis Group*



Photo Credit: Sylvain Malmouche



# ABOUT US LACTALIS GROUP

Lactalis Canada is part of Lactalis Group, the world's #1 dairy group, headquartered in Laval, France. Established in 1933 by André Besnier, Lactalis Group is a family-owned global business with over 85,000 employees, 270 operational facilities, and a presence in more than 50 countries.

**50+**  
COUNTRIES

**#1**  
GLOBAL  
DAIRY  
COMPANY



**9th**  
GLOBAL  
AGRIFOOD  
COMPANY



**85,500+** GLOBAL EMPLOYEES



**270** PRODUCTION  
SITES



**#3**  
CANADA'S RANKING  
WITHIN LACTALIS GROUP\*  
\*Turnover





# ABOUT US LACTALIS CANADA

With over 140 years of brand heritage, Lactalis Canada is committed to enriching and nurturing the lives of Canadians by producing nutritious and great-tasting dairy products. The company's iconic brands include: Cracker Barrel, Black Diamond, P'tit Québec, Balderson, Cheestrings Ficello, aMOOza!, Astro, Khaas, siggi's, IÖGO, IÖGO nanö, Olympic, Lactantia, Beatrice, Bfit, Enjoy!, Marie Morin Canada, Galbani, and Président.

## OUR PURPOSE

*To Enrich & Nurture  
the Lives of Canadians*



**PROUDLY  
CANADIAN**



**GREATER TORONTO'S  
TOP EMPLOYERS  
2025 AND 2026**



**4,500+** EMPLOYEES



**Forbes**

CANADA'S  
**BEST  
EMPLOYERS**

POWERED BY STATISTA

**2025**

**RECOGNIZED AS  
FORBES' 2025  
CANADA'S BEST  
EMPLOYERS LIST**



**30+ OPERATING SITES  
INCLUDING 20 MANUFACTURING  
FACILITIES**



**#3  
LARGEST  
BRANDED CPG  
IN CANADA**

**9/10 OF HOUSEHOLDS HAVE PURCHASED  
AT LEAST ONE LACTALIS PRODUCT<sup>1</sup>**



<sup>1</sup> 93\* per cent of Canadian households have purchased at least one Lactalis product. Source: AC Nielsen, National, Total Outlets, L52wks PE March 27/21 (excludes Ultima brands).

# OUR APPROACH

Our ESG framework is built on three core pillars that guide our decisions and shape our focus areas: [People & Communities](#), [Authentic Products & Heritage](#), and [Land & Resources](#). Together, these pillars reflect our commitments to supporting the economic and social wellbeing of our employees and the communities we serve; producing high-quality, nutritious, great-tasting dairy products; and managing the environmental impacts associated with our operations.

As a responsible business, we respond to evolving consumer and customer expectations, manage enterprise risks, and contribute to a resilient Canadian food system. Our ESG framework helps us identify where our actions can create meaningful value and where additional focus is required to mitigate risks. These insights inform our priorities, targets, and long-term commitments.

Our work is supported by a comprehensive set of policies and guidelines that govern our conduct and operations. This includes global [Lactalis Group policies](#) as well as Canadian-specific policies aligned with our regulatory environment and operational context. Together, these frameworks help safeguard people, uphold ethical standards, and reduce environmental impacts.

## Our ESG Priorities

We believe effective decision-making begins with listening and engagement. In 2020, Lactalis Group conducted a materiality assessment<sup>2</sup>, engaging 175 stakeholders – 30% internal and 70% external – to gather perspectives on 33 ESG topics relevant to our business.

This process identified three Group-level priorities – areas of significant impact and importance to our business and stakeholders:

- 1. Climate and carbon footprint reduction**
- 2. Circular economy and responsible packaging**
- 3. Animal welfare**

These priorities guide action at both the global and local levels. In Canada, we tailor our approach to reflect the specific context of our operations and the perspectives of Canadian stakeholders.

We work collaboratively with employees, consumers, customers, suppliers, dairy farmers, communities, industry partners, and government representatives to advance shared objectives. Recognizing that ESG challenges are complex and interconnected, we embrace partnerships, transparency, and continuous improvement in our efforts to contribute to long-term sustainable outcomes.

2. Lactalis Group plans to release the new materiality assessment in 2026. The updated insights will inform the next phase of our ESG strategy.

# OUR FRAMEWORK



1.

## PEOPLE AND COMMUNITIES

*Contribute to the economic and social well-being of our people and the communities where we live and work.*

Wellbeing and Care

Health and Safety

Communities



2.

## AUTHENTIC PRODUCTS AND HERITAGE

*Take pride in our local craftsmanship and global know-how to offer wholesome and nutritious products.*

Food Safety and Product Quality

Simple and Natural Ingredients

Animal Welfare and Milk Supply



3.

## LAND AND RESOURCES

*Act responsibly and sustainably to foster a thriving planet for the future.*

Energy and Carbon

Transportation and Warehouse

Circular Economy and Packaging

Waste and Water



**REPORTING AND GOVERNANCE**



# ESG GOVERNANCE



Our ESG governance framework provides oversight, defined accountability, and alignment across all levels of the organization. It connects Lactalis Group’s Corporate Social Responsibility (CSR) strategy with Lactalis Canada’s priorities and supports our commitment to responsible, sustainable growth.

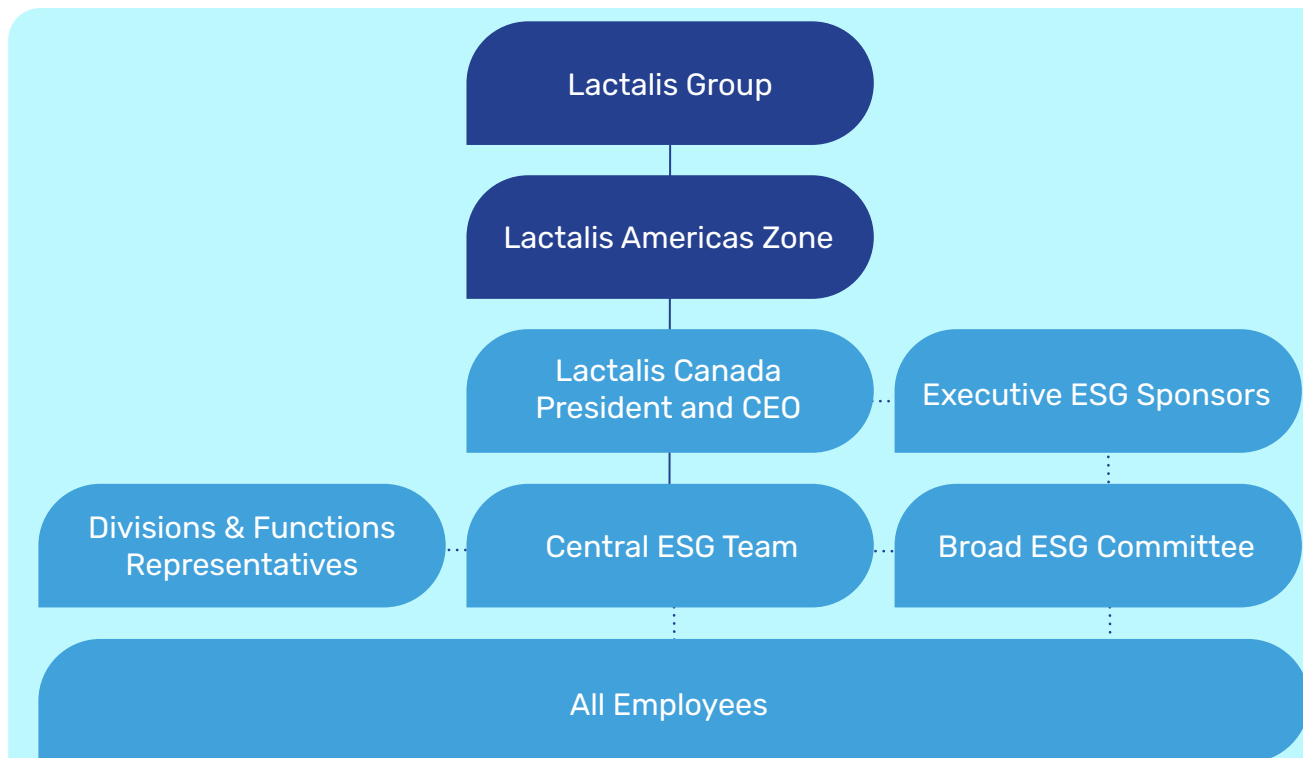
At the global level, the Lactalis Group’s CSR function oversees strategic sustainability initiatives and establishes Group-wide priorities. Regular global CSR forums bring together representatives from each market to coordinate efforts and advance initiatives related to climate, environmental management, animal welfare, packaging, and supply chain practices. Lactalis Canada participates in relevant global working groups to promote alignment and knowledge sharing.

In Canada, our President and CEO is accountable for ESG performance and is supported by a governance framework that links strategy to execution:

- **CEO and ESG Executive Sponsors:** Senior leaders champion ESG priorities, allocate resources, and ensure ESG considerations are embedded within corporate strategy and business objectives.
- **Central ESG Team:** Leads ESG strategy development, provides subject matter expertise, supports reporting and disclosures, and promotes consistency across the organization.
- **Broad ESG Committee:** A cross-functional forum that facilitates coordination, monitors progress on key initiatives, and supports issue resolution.
- **Divisions and Functions:** Responsible for integrating ESG considerations into day-to-day operations, capital planning, and long-term business strategies.

This governance structure supports transparency, collaboration, and continuous improvement. Regular planning sessions and cross-functional meetings help track progress, address emerging risks and opportunities, and advance priority initiatives.

All employees contribute to the effective implementation of our ESG framework by adhering to our policies and standards, participating in sustainability initiatives, fostering an inclusive workplace, and conducting business ethically. Through this model, ESG principles are integrated into our decision-making processes and operational practices across the organization.





# HIGHLIGHTS

## next VENTURES

100+ ESG IDEAS SUBMITTED BY EMPLOYEES ACROSS THE COUNTRY FOR LACTALIS CANADA NEXT VENTURES INTERNAL INNOVATION COMPETITION

CANADIAN GROCER IMPACT AWARDS RECIPIENT FOR 5TH CONSECUTIVE YEAR

39 NEW INNOVATIONS LAUNCHED IN 2025



LACTALIS CANADA IS THE FIRST SUPPLIER TO OFFICIALLY SIGN ONTO THE GROCERY CODE OF CONDUCT

ENTERED INTO A PARTNERSHIP WITH SOFIAC FOR A \$10 MILLION DECARBONIZATION PROJECT IN VICTORIAVILLE, QUEBEC, AND LAVERLOCHÈRE, QUEBEC



CONTINUED ANNUAL SUPPORT FOR THE KIDS HELP PHONE WALK SO KIDS CAN TALK, HELPING EXPAND ACCESS TO YOUTH MENTAL HEALTH SUPPORT ACROSS CANADA

# IMPACT

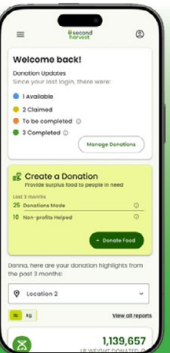
## CANADIAN GROCER AWARDS

RECEIVED 2 CANADIAN GROCER IMPACT AWARDS

- ZERO-CARBON READY OSHAWA, ONTARIO DISTRIBUTION CENTRE (SUSTAINABILITY CATEGORY)
- P'TIT, QUÉBEC PROJECT (COMMUNITIES CATEGORY)



PARTNERED WITH SECOND HARVEST ON FOOD RESCUE APP





# PEOPLE AND COMMUNITIES



## WELLBEING AND CARE

We strive to create a workplace where our employees feel valued, respected, and included. We are committed to support mental and physical wellbeing through inclusive programs and policies, and to embedding our Lactalis Leadership Modules (LLM) values – Share, Care, Dare, Inspire – into how we work each day. By investing in meaningful training, career development, and performance planning, we aim to build a culture where people can grow, contribute, and succeed.



## HEALTH AND SAFETY

Our people come first. We are committed to providing a safe and healthy workplace by fostering a strong culture of care and proactively managing risk. We work continuously toward a zero-incident environment and to strengthen our safety practices so every employee can work safely, every day.



## COMMUNITIES

We strive to enrich and nurture the lives of Canadians by offering nutritious, high-quality Canadian dairy products, while engaging in strategic community programs that create meaningful impact where we live and work.



# WELLBEING AND CARE

## COMMITMENT 1:

Support the overall mental and physical wellbeing of our people through programs and policies that prioritize Wellbeing and Care, and embed our LLM values – Share, Care, Dare, Inspire – to foster a culture of inclusion



### Objectives:

- Strengthen inclusive wellness programs
- Foster a collaborative and inclusive culture
- Expand mental health education, training, and support resources

### What We Did:

- Empowered Employee Resource Groups (ERGs) by hosting initiatives, including Diwali celebrations, a Women’s leadership panel, Indigenous education sessions, and a multi-generational engagement event
- Strengthened employee wellbeing and connection through wellness fairs, our Employee Assistance Program, sport days, retirement planning sessions, and safety-focused town halls across Canadian sites
- Introduced our first Pulse Survey to assess engagement and leadership support; these quarterly surveys will support continuous listening and timely action on employee feedback

### What’s Next:

- Embed psychological health and safety<sup>3</sup> practices into leadership routines and plant operations to support a safe, respectful, and inclusive work environment
- Maintain always-on listening channels and ensure employee feedback informs visible “You Said, We Did<sup>4</sup>” actions that reinforce connection and appreciation across the organization



### 2025 HIGHLIGHTS



# 29%

increase in employee mental health education modules completed compared to 2024 (all employees)



# 2,400

volunteer hours contributed from employees; a 21% increase compared to last year



# 93

managers completed e-learning sessions for the newly launched Creating a Mentally Healthy Workplace training



3. Psychological Health and Safety addresses workplace factors that may impact employees’ mental well being and aims to prevent psychological harm through proactive policies, leadership practices, and supportive work environments.  
4. You Said, We Did is a feedback loop communication framework used by organizations to boost transparency and trust.

# SPOTLIGHT

## INGLESIDE WELLNESS FAIR

At Lactalis Canada, employee wellbeing is a cornerstone of our commitment to creating a safe, healthy, and supportive workplace. In 2025, the Ingleside, Ontario Human Resources team hosted a **Wellness Fair**, providing employees with access to resources supporting physical, mental, and financial wellbeing.

Sessions featured community health services, nutrition and fitness guidance, rehabilitation resources, suicide prevention awareness, financial wellbeing education, and counselling options. By connecting employees with practical tools and local experts, the event supported overall wellbeing and workforce resilience.



# WELLBEING AND CARE

## COMMITMENT 2:

Support employee growth through training, career development, and performance planning



### Objectives:

- Enhance training and development programs to support career progression and talent retention
- Prepare employees for growth through clear objectives and structured development plans
- Build our talent pipeline to prepare our people and workforce for future business needs

### What We Did:

- Launched 2 leadership programs – People Leader and Front-Line Supervisor – aligned with the LLM and focused on skills such as feedback, delegation, and collaboration
- Introduced the North American Maintenance Academy, a 24-month program that strengthens technical capability and maintenance-production collaboration through in-class and virtual learning
- Launched the Commercial Academy, enrolling 80 participants in its inaugural year to build skills in storytelling, negotiation, and customer management, supported by coaching

### What's Next:

- Launch a Yogurt Academy in 2026 to continue developing technical expertise and industry knowledge
- Develop a senior leadership program aligned with succession planning and people review insights to strengthen enterprise leadership capability and growth readiness

### 2025 HIGHLIGHTS



38,831

instructor-led training hours delivered



100%

of customer-facing employees completed Grocery Sector Code of Conduct training ahead of the June 2025 implementation



32

employees graduated from the North America Industrial Academy<sup>5</sup> or Cheese Academy<sup>6</sup> since 2019; 15 have been promoted or identified as successors for key roles



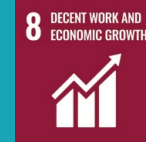
5. North America Industrial Academy (NAIA): Launched in 2019, NAIA strengthens our manufacturing talent pipeline by building key competencies across U.S. and Canadian sites. It supports deployment of Lactalis Group's industrial model and ensures consistent understanding of Lactalis standards for operating and managing plants.

6. Cheese Academy: Designed for Production, Quality, and R&D managers, this program builds technical expertise in cheese making and continuous improvement. Early modules at the University of Wisconsin reinforce fundamentals and key production parameters.

# HEALTH AND SAFETY

## COMMITMENT 1:

Improve our year-over-year safety performance by advancing key initiatives that strengthen a culture of accountability and prevention



### Objectives:

- Implement a certifiable and integrated Corporate Health and Safety/Loss Prevention (H&S/LP) system by 2030, guided by recognized best practices
- Build a strong, organization-wide safety culture through standardized, accountable, and continuously improving safety management systems

### Targets:

- Implement at least 80% of the potential health and safety improvements identified annually in our Environment, Health and Safety (EHS) Playbook, our internal guide to ongoing health and safety improvements



### What We Did:

- Strengthened site-level health and safety performance by targeting high-risk areas and improving incident reporting, investigation, and corrective action processes
- Increased leadership and frontline engagement in safety, achieving 90% completion of Safety Interactions within the Health and Safety Playbook Module, with a target of 100% by 2027; this supported proactive safety behaviours, strengthened safety culture, and increased participation at all levels of the organization

### What's Next:

- Continue advancing our Health and Safety Roadmap<sup>7</sup> in alignment with Lactalis Group Health and Safety Pillars and Loss Prevention Guidelines
- Integrate Health and Safety and Loss Prevention consideration into all projects to better identify and manage risks, protect people and assets, and support long term operational resilience across all sites



7. The Health and Safety Roadmap is an internal guide outlining health and safety best practices and path to implement these across Lactalis Canada's sites.

# SPOTLIGHT



**RISE AWARDS**  
BY BC FOOD & BEVERAGE  
2025 WINNER

## DELTA, BC, PLANT RECOGNIZED FOR HEALTH AND SAFETY EXCELLENCE

Our Delta, BC, plant was honoured with the 2025 Outstanding Workplace – Health and Safety Direct Award at the BC Food & Beverage Annual Rise Awards. This recognition reflects our ongoing commitment to employee health and safety, innovative practices, and a strong people-first workplace culture.



# COMMUNITIES

## COMMITMENT 1:

Foster greener, healthier, and empowered communities where our employees live and work



### Objectives:

- Build and strengthen positive relationships as a trusted neighbour, partner, and employer in the communities where we operate across Canada



### 2025 HIGHLIGHTS

### What We Did:

- Rolled out Lactalis Canada’s Community Strategy, focused on 5 areas: Community, Philanthropic Partnerships, Brands for Good, Product Donation, and Stakeholder Initiatives
- Strengthened employee understanding of our farm-to-fork supply chain through Dairy Exploration Day, bringing together employees from Ingleside, Ontario, and Winchester, Ontario for an educational visit to Thurler Farms and a community activity at Winchester Community Food Share, including meal preparation and a donation through the Lactalis Canada Community Enrichment Fund
- Adopted the Food Rescue App as part of a pilot program with Second Harvest at our Oshawa, Ontario Distribution Centre

### What’s Next:

- Continue advancing Lactalis Canada’s Community Strategy across sites and functions
- Grow the Lactalis Canada Community Enrichment Fund by empowering site-led committees to strengthen relationships with local stakeholders
- Expand the Lactalis Canada in the Community program, with events planned in Granby, Quebec, and Ingleside, Ontario



**\$3.4M**

in total community investment<sup>8</sup>



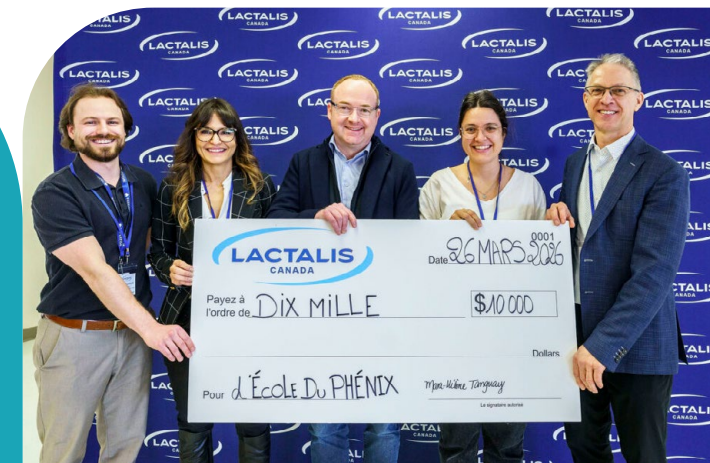
**\$404,000**

contributed to the Lactalis Canada Community Enrichment Fund<sup>9</sup>



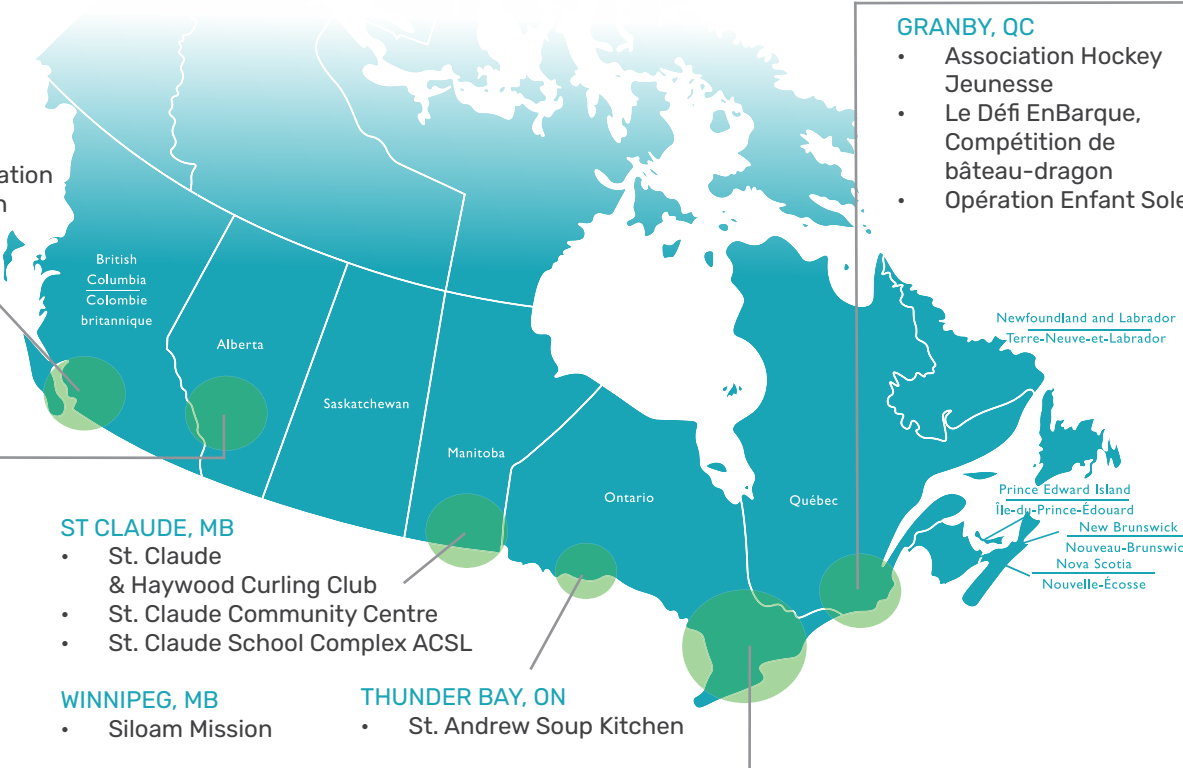
**125+**

charitable organizations and community programs supported nationwide through the Lactalis Canada Community Enrichment Fund



8. The \$3.4 million total community investment represents the combined value of all Lactalis Canada community contributions in 2025, including cash donations, in-kind product donations, partnerships, and community initiatives.  
 9. Site-specific fund empowering employees to support community programs aligned with Lactalis Canada’s purpose.

# COMMUNITY ENRICHMENT FUND



## DELTA, BC

- Delta Firefighters Charitable Organization
- WORTH Association

## CALGARY, AB

- 4-H Alberta 2025 Sponsorship

## LETHBRIDGE, AB

- Closer to Home

## ST CLAUDE, MB

- St. Claude & Haywood Curling Club
- St. Claude Community Centre
- St. Claude School Complex ACSL

## WINNIPEG, MB

- Siloam Mission

## THUNDER BAY, ON

- St. Andrew Soup Kitchen

## GRANBY, QC

- Association Hockey Jeunesse
- Le Défi EnBarque, Compétition de bateau-dragon
- Opération Enfant Soleil

## LAVERLOCHÈRE QC

- Expo Agricole du Témiscamingue
- Festival western de Guigues
- Carnaval d'hiver du Témiscamingue
- Association Holstein Canada-Quebec
- Comité Des Bénévoles Du C.A.D.
- Fondation Philippe Chabot
- Mission Tournesol
- Terrain de Balle - Laverlochère

## LONGUEUIL, QC

- Club de patinage artistique de St-Hubert

## MONTRÉAL, QC

- Action Nouvelle Vie
- Bienvenue à l'immigrant
- Chevaliers de colomb
- Epicentre St-Henri
- Fondation du College de Maisonneuve
- Fondation sur la pointe des pieds
- Jeunesse au soleil
- Le Dépôt centre communautaire d'alimentation
- Moisson Montréal
- Montreal Children's Hospital
- Prévention du suicide – le bonheur est un muscle
- Voyage de rêves Montréal

## VICTORIANVILLE, QC

- Club de gymnastique des Bois-francs
- Club de patinage des Bois-francs
- Festival Bouffes et Traditions Victoriaville
- Fondation à Notre Santé course Bateaux Dragon
- Maison des familles
- Mont Gleason Journée de la Patrouille
- Société d'agriculture des Bois-Francs
- Tigres de Victoriaville
- Tournoi Soccer Ficello

## BELLEVILLE, ON

- Belleville Agricultural
- Children's Foundation Belleville, Hastings Prince Edward and Kawartha
- Gleaners Foodbank Quinte & Belleville
- Hastings Prince Edward Food for Learning Program
- Quadzillas Wheelchair Rugby Organization
- Quinte SailAbility
- Three Oaks Foundation
- Trenton Memorial Hospital
- Victim Services of Hastings Prince Edward County

## BRAMPTON, ON

- The Darling Home for Kids

## INGLESIDE, ON

- CMHA
- House of Lazarus
- Habitat for Humanity
- The Hub for Beyond 21 Foundation
- Tagwi
- Chrysler community Centre
- Cornwall Community Hospital
- Sisters for life
- The House of Lazarus Matilda
- Community Food Share

## LONDON, ON

- Arts 4 All Kids
- Growing Chefs Ontario

## MISSISSAUGA

- Food Banks Mississauga

## MITCHELL, ON

- CS8 Memorial Walk/Run for Mental Health
- CS8 Outdoor Rink
- Mitchell Fall Fair
- Mitchell Food Bank
- The Salvation Army Stratford Community Centre
- West Perth Lions Pool
- West Perth Skating Days
- West Perth 150 years celebration

## NIAGARA-ON-THE-LAKE, ON

- Hospice Niagara

## OSHAWA, ON

- Feed the Nation

## RAKELY, ON

- Food Banks Mississauga
- Haven on Queensway
- Holiday Helpers

## TORONTO, ON

- Arts Etobicoke
- BGC
- Fédération Tricolore
- Hope Air
- Second Harvest
- West Park Foundation
- Youth Without Shelter
- University of Toronto Science Rendezvous
- SickKids
- Ontario Track3 Adaptive Sports Association

## WINCHESTER, ON

- 2025 Mayor's Challenge
- Bike Night
- Chesterville Fair
- Community Food Share Winchester
- Meet Me on Mainstreet
- Mountain Township Agricultural Society
- North Dundas District High School
- North Dundas Junior Hockey Club
- South Mountain Fair
- Spencerville Fair/St. Paul's Church/Wish Lions
- The House of Lazarus Matilda
- Winchester Dairy Fest
- Winchester Hawks Hockey Club

# SPOTLIGHT

## next VENTURES

### NEXT VENTURES 2025: ESG FOCUS

In the 4th edition of Next Ventures<sup>10</sup>, employees across Lactalis Canada submitted 110 ESG-focused ideas addressing waste reduction, circular economy, sustainable packaging, renewable energy, employee engagement, digital innovation, and community impact.



### NEXT STEPS: BUILDING POTENTIAL AND PURPOSE

This year's winning concept proposal focuses on establishing a partnership with a community support agency organization to provide vulnerable youth with skills development and meaningful work experience opportunities at Lactalis Canada. The initiative aims to support youth empowerment while strengthening our community engagement and long-term social impact.

10. Next Ventures is Lactalis Canada's future-thinking, crowdsourcing innovation competition where employees across the organization submit innovative ideas on a common theme.

# COMMUNITIES

## COMMITMENT 2:

Build and nurture strong corporate and brand partnerships “for good” with key organizations, institutions, and special interest groups



### Objectives:

- Support youth and community wellbeing through long-standing philanthropic partnerships with Kids Help Phone and the Grocery Foundation
- Leverage the reach of our brands “for good” to raise awareness and support for community initiatives

### What We Did:

- Continued to strengthen our long-standing partnership with Kids Help Phone, supporting youth mental health through financial donations and on-pack crisis line awareness initiatives across our iÖGO, iÖGO nanö, Astro, Olympic, siggi's, and Beatrice brands
- Partnered with The Grocery Foundation through our Beatrice, Cheestrings, Cracker Barrel, Astro, and iÖGO brands to provide nutritious breakfasts and snacks to school-aged children through Back to School and Make Happy Tummies programs
- Launched the Lactalis Culinary Companion Scholarship in partnership with WeCare, supporting culinary students with disabilities
- Rolled-out fifth [“P’tits Projets pas si P’tits”](#) community-focused initiative

### What’s Next:

- Strengthen existing partnerships while pursuing new opportunities that support youth wellbeing, address food insecurity, and build resilient communities
- Continue providing in-kind product donations to Canadian food banks, including expanding our partnership with Second Harvest across distribution centres
- Support employee charitable giving through a new Employee Recognition and Rewards program

### 2025 HIGHLIGHTS



# 812,246

litres or kilograms of product donated



# 6.8M

meals donated across Canada



# \$130,000

and 1+ tonnes in Olympic yogurt donated to Canadian food banks and organic associations in Western Canada



# SPOTLIGHT

## BUY LOCAL: SUPPORTING CANADIAN DAIRY AND LOCAL COMMUNITIES

In 2025, Lactalis Canada reinforced its commitment to Canadian dairy farmers, local manufacturing, and domestic supply chains through a national Buy Canadian campaign, including a Grocery Guide to help shoppers identify Canadian-made products. The initiative was complemented by Astro's "So Canadian" campaign, celebrating the brand's heritage through limited-edition packaging, a Canadian-themed rooftop mural, and community and government engagement at our Etobicoke, Ontario yogurt facility.

**LACTALIS CANADA BUY CANADIAN GROCERY GUIDE**

Lactalis Canada takes pride in producing trusted, high-quality, nutritious, and great tasting products right here in Canada. Our commitment to excellence ensures that Canadians can enjoy our extensive range of cheese, butter and tablespreads, yogurt, milk, cream, desserts, and more available at retailers nationwide under our iconic brands Cracker Barrel, Black Diamond, Pils Quebec, Baderon, Chestings Fictio, JMO-Dal, Astro, Khas, IGGO, iGGO namé, Olympic, Lactalis, Bearice, BFT, Enjoy and Marie-Marin Canada. We are deeply committed to enriching and nurturing the lives of Canadians including supporting Canadian farmers, customers, partners, suppliers and local communities. To learn more, visit [www.lactalis.ca](http://www.lactalis.ca).

| PRODUCT SEGMENT                          | BRAND(S)   | MADE IN CANADA | 100% CANADIAN |
|--|--|----------------|---------------|
| <b>CHEESE</b>                            |  |                |               |
| Cheddar Blocks                           | Cracker Barrel®, Black Diamond®, Galban®, Pils Quebec® | ✓              | ✓             |
| Shredded Cheese                          | Cracker Barrel®, Black Diamond®, Pils Quebec®          | ✓              | ✓             |
| Natural Cheese Slices                    | Cracker Barrel®, Black Diamond®, Pils Quebec®          | ✓              | ✓             |
| Process Cheese Slices                    | Cracker Barrel®, Black Diamond®                        | ✓              | ✓             |
| Snack Cheese - Adults (excluding combos) | Cracker Barrel®, Black Diamond®, Pils Quebec®          | ✓              | ✓             |
| Snack Cheese - Kids                      | Chestings® aMOOZa!                                     | ✓              | ✓             |
| Grated Parmesan Cheese - Ambient         | Kraft® Parmesan®                                       | ✓              | ✓             |
| <b>BUTTER &amp; TABLESPREADS</b>         |  |                |               |
| Butter                                   | Beatrice®  | ✓              | ✓             |
| Butter                                   | Lactalis®  | ✓              | ✓             |
| Cream Cheese                             | Lactalis®  | ✓              | ✓             |
| Margarine                                | Lactalis, Parley                                       | ✓              | ✓             |
| <b>FINE CHEESE (DELI)</b>                |  |                |               |
| Cheddar Blocks, Shreds, Slices, Spreads  | Baderon®   | ✓              | ✓             |
| <b>MILK</b>                              |  |                |               |
| Regular                                  | Beatrice®  | ✓              | ✓             |
| Filtered, Ultra-Filtered, Lactose Free   | Lactalis®, Beatrice®                                   | ✓              | ✓             |
| Organic                                  | Lactalis®, Olympic®                                    | ✓              | ✓             |
| Chocolate Milk                           | Lactalis, Beatrice                                     | ✓              | ✓             |
| Buttermilk                               | Beatrice®  | ✓              | ✓             |
| Cream                                    | Lactalis®  | ✓              | ✓             |
| Shakes                                   | Lactalis, BFT  | ✓              | ✓             |
| Eggnog                                   | Beatrice   | ✓              | ✓             |
| <b>YOGURT &amp; CULTURED</b>             |  |                |               |
| Plain & Flavoured                        | Astro, iGGO, iGGO namé, sgg's, Olympic, Krema, Khas    | ✓              | ✓             |
| Drinkables                               | iGGO namé, Olympic                                     | ✓              | ✓             |
| Organic                                  | Olympic  | ✓              | ✓             |
| Sour Cream                               | Beatrice, Olympic                                      | ✓              | ✓             |
| Cottage Cheese                           | Beatrice   | ✓              | Coming Soon!  |
| <b>DESSERTS</b>                          |  |                |               |
| Mousse, Pudding, Custard, Cheesecake     | Marie-Marin  | ✓              | Coming Soon!  |

Made in Canada: This product is made in Canada with domestic ingredients. E.g. Imported paper or plastic. 100% Canadian milk and fat or solid content from Canada. Buy Canadian: This product from the Dairy One has 100% Canadian milk and fat. 100% Canadian milk and fat. 100% Canadian milk and fat. Product of Canada: At least 90% of the total processing ingredients used to make this product is Canadian. E.g. Non-fat yogurt and sour cream made in Canada with imported milk.



# SO CANADIAN YOU HAVE TO BE HERE TO EAT IT.

ONLY AVAILABLE IN CANADA SINCE 1922.





# AUTHENTIC PRODUCTS AND HERITAGE

## FOOD SAFETY AND PRODUCT QUALITY

With 140 years of brand heritage, we are committed to enriching and nurturing the lives of Canadians by producing trusted, nutritious, and great-tasting dairy products, guided by robust food safety and quality standards applied consistently across our operations.



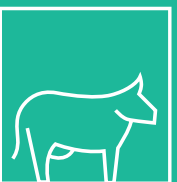
## SIMPLE AND NATURAL INGREDIENTS

We value the health and wellbeing of Canadians and aim to offer high-quality, nutritious dairy products made with clearly identifiable ingredients. Where feasible, we prioritize ingredients that are minimally processed<sup>11</sup> and sourced in alignment with recognized health and sustainability standards.



## ANIMAL WELFARE

We are committed to building a responsible and sustainable business that positively impacts our people, customers, partners, suppliers, and communities. This commitment includes upholding strong animal welfare standards and supporting the responsible care and treatment of dairy cows and laying hens across our value chain.



11. Foods whose safety and nutritional quality have not been altered significantly, following the Canadian Food Inspection Agency's guidance for minimum processes.

# FOOD SAFETY AND PRODUCT QUALITY

## COMMITMENT 1:

Ensure food safety and regulatory compliance to provide Canadians with brands and products they trust



### Objectives:

- Meet applicable food safety regulations and operate in accordance with internationally recognized food safety management standards
- Continuously strengthen ways of working, sanitation practices, and equipment to reduce food safety risks

### Targets:

- 100% of Lactalis Canada manufacturing facilities certified to the Global Food Safety Initiative (GFSI) by 2025
- 100% of Lactalis Canada suppliers certified to GFSI by 2030
- 100% completion of our online foreign material detection program by 2029 (New)

Achieved

In progress

In progress

### What We Did:

- Achieved 100% of distribution centres are third-party audit and certified for Good Hygiene Practices (Food Safety)<sup>12</sup> under AIB or GFSI Standard requirements
- Equipped 5 additional production lines with X-ray or metal detection technology to strengthen foreign material controls and support product quality
- Implemented a digital platform to manage non-compliance events, root cause analysis, and corrective and preventive action (CAPA) workflows, improving traceability and response time

### What's Next:

- Advance the online foreign material detection program, targeting more than 50% completion by the end of 2026 through expanded automated controls
- Enhancing end-to-end traceability capabilities within SAP to better identify non-compliant products and help prevent unnecessary product destruction
- Pilot a new Laboratory Information Management System (LIMS) to strengthen laboratory governance, improve sample traceability, streamline results management, and reduce manual processes

## 2025 HIGHLIGHTS



# 100%

of plants FSSC 22000 (GFSI) certified



# 97%

of ingredients sourced from Tier 1 supplier facilities certified to GFSI



# 83%

of direct-contact packaging sourced from supplier facilities certified to GFSI

12. Consolidated Standards for Food Distribution Centers – AIB International, Inc.

# FOOD SAFETY AND PRODUCT QUALITY

## COMMITMENT 2:

Deliver high-quality products and services that support consumer and customer satisfaction



### Objectives:

- Continuously validate Pillar Products<sup>13</sup> through regular sensory taste and quality monitoring under the Passion for Taste<sup>14</sup> program
- Improve “right-first-time”<sup>15</sup> efficiency to reduce product destruction

### Targets:

- Implement expert-trained sensory panels for 100% of new Pillar Products by 2027

In progress

### What We Did:

- Launched a new consumer call centre in partnership with AnswerPlus, a Canadian-owned service provider, to strengthen responsiveness and support for consumers
- Applied the Quality in Design process<sup>16</sup> to major innovation projects, embedding quality and food safety considerations throughout development

### What’s Next:

- Complete rollout of the expert-trained sensory panel program for Pillar Products to closely monitor quality on high-volume products by 2027
- Further integrate the Quality in Design process into innovation projects to ensure quality and food safety considerations are embedded at each stage

## 2025 HIGHLIGHTS



6 new sensory-trained panels implemented across plants to support consistent evaluation of Pillar Product taste, smell, and other sensory aspects



64% decrease in leaking bags in store in 2025 vs 2024, reflecting improved production oversight and manufacturing controls



13. Pillar Products are key Lactalis branded products identified as priorities based on market importance and consumer visibility.  
 14. Passion for Taste is a Lactalis Canada global initiative placing quality at the core of our product culture. It ensures excellence across the product lifecycle from development to manufacturing, right to the consumers.  
 15. “Right-First Time” is the measure of how often a process delivers an output that meets all specifications, standards, and customer requirements without corrections, adjustments, or reprocessing.  
 16. Quality in Design process is a proactive approach that builds food safety and product quality into new products and processes from the earliest stages, using cross functional collaboration, risk assessment, and clear design standards to ensure consistent, reliable results for consumers.

# SIMPLE AND NATURAL INGREDIENTS

## COMMITMENT 1:

Enhance our products by focusing on simple and natural<sup>17</sup> ingredients, promote dairy's role in a sustainable, balanced diet, and adapt to evolving consumer expectations



### Objectives:

- Assess our product portfolio against Health Canada Front-of-Package Labelling thresholds<sup>18</sup> for sugar and saturated fat and identify products for reduction initiatives by 2025
- Deliver high-quality dairy products that reflect evolving consumer needs and preferences
- Share accurate, peer-reviewed information about dairy's nutritional benefits to support informed decision-making

### What We Did:

- Introduced an internal dairy-positive nutrition lecture series covering items such as GLP-1 metabolic nutrition strategies and dairy's role in supporting foundational nutrition and healthy aging
- Launched B-Fit High Protein Milkshake with no sugar added, a lactose-free formulation, and no artificial colours, responding to consumer preferences for reduced-sugar options

### What's Next:

- Explore expanded functional dairy offerings featuring probiotics and high-protein formulations tailored to seniors, adults, and families
- Support Canadian health policy dialogue by sharing peer-reviewed evidence on dairy's role in age-related nutrition



17. Natural, as defined by Government of Canada Method of production claims on food labels.

18. Aligned to Health Canada Nutrition Labelling

# SIMPLE AND NATURAL INGREDIENTS

## COMMITMENT 2:

Support the adoption of responsibly sourced ingredients to align with evolving consumer expectations



# SPOTLIGHT

## DELIVERING ON OUR 2025 CAGE FREE EGG COMMITMENT

In 2019, Lactalis Group publicly committed to eliminating all caged egg (Code 3) sourcing worldwide by 2025.

In Canada, this multi year transition is now complete. By mid 2024, all Lactalis Canada brands had fully converted to cage free egg sourcing, with the exception of Marie Morin, which was newly acquired in 2023.

Following the acquisition, procurement teams partnered with two Canadian suppliers to secure cage free eggs and align sourcing practices with Lactalis Group’s animal welfare commitments. As a result, Marie Morin completed its transition to 100% cage free eggs by the end of 2025, bringing the entire Canadian portfolio into alignment with the Group’s global commitment.

### Targets:

- Achieve 100% cage-free egg sourcing in line with Lactalis Group’s Animal Welfare Policy<sup>19</sup> by 2025
- Ensure 100% cocoa sourced is deforestation-free in line with Lactalis Group’s Deforestation Policy<sup>20</sup> by 2025
- Maintain 100% certification of palm oil and derivatives under the Roundtable on Sustainable Palm Oil (RSPO) by 2025, in line with Lactalis Group’s Palm Oil Sourcing Policy<sup>21</sup>

✓ Achieved

✗ Not Achieved

✓ Achieved

### What We Did:

- Transitioned all Marie Morin egg sourcing to cage-free
- Renewed RSPO certification at the Victoriaville, Quebec plant
- Launched the ‘Canadian Moments’ employee engagement campaign, celebrating iconic products made in Canada including Lactantia, Cracker Barrel, siggi’s, iÖGO nanö, and Cheestrings

### 2025 HIGHLIGHTS



# 100%

of eggs used in Lactalis products are now cage-free<sup>22</sup>



# 100%

of palm oil used in our margarine is sourced from certified sustainable suppliers<sup>23</sup>

19. Lactalis Group Animal Welfare Policy  
 20. Lactalis Group Deforestation Policy  
 21. Lactalis Group Palm Oil Sourcing Policy  
 22. Certified by American Humane  
 23. Roundtable on Sustainable Palm Oil (RSPO) certified.

# ANIMAL WELFARE

## COMMITMENT 1:

Advocate for the implementation, deployment, and reinforcement of ambitious animal welfare standards, phasing out the most problematic practices while strengthening best practices across the sector



## Objectives:

- Support research and industry initiatives to advance animal welfare science and practical solutions
- Contribute to national and global initiatives, including the National Farm Animal Care Council, Dairy Farmers of Canada proAction<sup>®</sup> Animal Care module, and the Lactalis Group Animal Welfare Policy, aligned with the Five Freedoms of the World Organisation for Animal Health
- Work closely with our value chain partners to:
  - Prevent animal cruelty or neglect
  - Comply with applicable animal health and welfare regulations

## What We Did:

- Maintained Lactalis Canada’s strict Zero Tolerance Policy against the mistreatment of farm animals
- Strengthened transparency and industry engagement through a [podcast](#) featuring Senior Vice President, Industry & Government Relations, Gilles Froment, highlighting the importance of consumer trust, social licence, and the role of proAction in supporting dairy sector accountability
- Continued investing in internal expertise, supporting our Animal Welfare Specialist in completing the HoofSignals module, building on the CowSignals<sup>24</sup> Master certificate obtained in 2023
- Contributed to scientifically informed practices as an active member of the National Farm Animal Care Council, supporting ongoing work related to animal care, housing, feeding, and husbandry practices

## What’s Next:

- Support sector adoption of the updated Code of Practice for the Care and Handling of Dairy Cattle, published by the National Farm Animal Care Council, which will inform the next iteration of Dairy Farmers of Canada’s proAction Animal Care module
- Apply the latest codes, practices, and policies to guide our animal welfare practices and programs in alignment with the evolving Lactalis Group Animal Welfare Policy<sup>25</sup>



24. CowSignals Master training is a comprehensive program that teaches participants how to interpret cow behavior (signals) to improve animal welfare and farm management  
 25. Aligned with [Lactalis Group’s Animal Welfare Policy](#).

# SPOTLIGHT

## HEALTHY COWS, SUSTAINABLE FARMS FACT SHEET

In 2025, our Animal Welfare specialist partnered with industry experts, including ACER Consulting's Steve Roche, to develop the Healthy Cows, Sustainable Farms factsheet and technical paper. These resources highlight the link between herd health, emissions reduction, resource efficiency, and long-term farm sustainability, and were shared widely across the sector, including through the Canadian Association of Bovine Veterinarians.

**Factsheet**  
**ANIMAL HEALTH AND SUSTAINABILITY**

**Key Messages**

**Healthier cows means lower emissions.** Healthier cows produce milk more efficiently and for longer, reducing greenhouse gas emissions per litre of milk.

**Common health problems increase emissions.** Conditions like lameness, mastitis, and ketosis increase emissions by reducing milk yield and increasing the need for treatments.

**Longer cow lifespans is one way to reduce resource use.** Healthy cows that live longer reduce the need for replacements, saving resources like feed and energy. However, focusing on overall health and productivity, not just longevity, is the key to sustainable farming.

**Health management is key.** By preventing disease, detecting issues early, and improving cow health and welfare, farmers can enhance both sustainability and profitability.

**Why Cow Health is Important for Sustainability**

Sustainability isn't just about the environment; it's also about keeping farms running smoothly and benefiting the community. Here's how animal health plays a role:

- ENVIRONMENTAL** Healthy cows need less feed, water, and energy to produce the same amount of milk, reducing environmental impact.
- ECONOMIC** Fewer sick cows means less money spent on treatment, better productivity, and cows that last longer, saving money long-term.
- SOCIAL** Keeping cows healthy shows the public that farmers are committed to responsible practices, which is important to today's conscientious buyers.

**LACTALIS CANADA**

**Understanding Emissions in Dairy Farming**

Environmental sustainability focuses on **greenhouse gas (GHG) emissions**—gases that trap heat in the atmosphere and contribute to climate change. These include **carbon dioxide (CO<sub>2</sub>)**, **methane (CH<sub>4</sub>)**, and **nitrous oxide (N<sub>2</sub>O)**.

**ABSOLUTE EMISSIONS**  
The total amount of GHG a farm produces over a period of time.

**EMISSIONS INTENSITY**  
Measures the GHGs produced per unit of milk. Lower emissions per litre indicate a more environmentally efficient farm.

**How Health Conditions Impact Emissions**

Here are a few examples of the impact of health conditions on emissions:

- LAMENESS**  
Cows with foot issues like digital dermatitis or sole ulcers can cause emissions to rise by up to 7.8% per kg of milk due to less production and extra treatments.
- MASTITIS**  
Preventing mastitis can cut a cow's emissions by 6.2%.<sup>2</sup> Reducing subclinical mastitis can lower a farm's total emissions by up to 3.7%.<sup>4</sup>
- KETOSIS**  
This metabolic disorder in cows increases emissions by 2.3% per case because it reduces milk production and requires extra care.<sup>4</sup>

Measuring emissions under specific conditions and modeling their environmental impact is challenging. As this is a relatively new field of study, current research is limited, but efforts are ongoing to expand our understanding.

**How Improving Cow Health Cuts Emissions**

Healthy cows produce milk more efficiently, meaning less energy and fewer resources are used. Here are a few ways cow health directly impacts emissions:

- REPRODUCTION**  
Improving reproductive health can cut emissions by maximizing the productive period of a cow's life, increasing productivity, and reducing resources spent on non-productive animals or raising replacements.
- YOUNGSTOCK MANAGEMENT**  
Proper calf care, including adequate colostrum intake and disease prevention, helps calves grow into healthy and productive cows. This reduces costs by minimizing the need for replacements and improving farm efficiency.
- BETTER DIGESTION**  
Healthier cows digest feed more efficiently, leading to less methane production.

**LACTALIS CANADA**

**Technical Note**  
**ANIMAL HEALTH AND SUSTAINABILITY**

**KEY MESSAGES**

- Sustainability encompasses environmental, economic, and social aspects, all of which benefit from improved animal health.
- Healthier cows have lower emissions intensity (greenhouse gas emissions per unit of milk) due to better efficiency in feed use, digestion, and productivity.
- Conditions like lameness, mastitis, and ketosis increase emissions by reducing milk yield and requiring more resources for treatment.
- Longer cow lifespans reduce the need for resource-intensive replacements, but improving cow health more holistically should be the primary focus.
- Veterinarians and advisors can help improve cow health through disease prevention, early detection, and better management practices, enhancing farm sustainability and profitability.

**INTRODUCTION**

Sustainability is a broad term encompassing environmental, economic, and social factors (Purvis et al., 2019). Approaching sustainability from an animal health perspective, there are benefits to improving animal health extending into each of the three supporting pillars of sustainability:

- Environmental:** Healthier cows contribute to the environmental sustainability of the dairy industry by using less feed, water, and energy to produce the same amount of milk.
- Economic:** Improving animal health lowers treatment costs, improves productivity, and maximizes the lifetime performance of cows.
- Social:** Ensuring the health and welfare of dairy cattle demonstrates farmers' dedication to responsible farming practices, which is important to consumers who are increasingly concerned about the ethical impacts of their food choices.

While sustainability may seem disconnected from individual conditions like lameness, the broader picture shows that managing cow health leads to more efficient, resource-conserving practices, benefiting the farm, the environment, and society.

**LACTALIS CANADA**

**KEY HEALTH CONDITIONS IMPACTING EMISSIONS**

The table below is a summary of literature on key health conditions impacting greenhouse gas emissions on dairy farms. Researchers in these studies have tried to quantify emissions related to specific conditions and model the environmental impact of improving animal health in clearer terms per condition. This is a relatively new area of study and current studies are limited in the data they have used for their models, often using data specific to a single farm or breed of cow.

| Condition                  | Summary of Results   | Study Description   | Reference                  |
|----------------------------|--|---|----------------------------|
| Lameness                   | GHG emissions increased by 1.5% per case of foot lesions   | <ul style="list-style-type: none"> <li>This is an average of the impact of digital dermatitis, white line disease, and sole ulcers</li> <li>Model was applied to a Dutch dairy farm</li> <li>Used a dynamic stochastic model to estimate production losses and an LCA to quantify GHG impacts</li> </ul>  | Mostert et al., 2018       |
| Lameness increased         | GHG emissions per kg of milk produced by 0.7% to 7.8%  | <ul style="list-style-type: none"> <li>Used UK averages and Holstein cows for model scenarios</li> <li>Used an LCA to assess environmental impact</li> </ul>  | Chen et al., 2016          |
| Mastitis                   | Preventing a case of clinical mastitis can reduce GHG emissions of a cow by 6.2%                 | <ul style="list-style-type: none"> <li>Model simulated random removal of cows from the herd and did not model culling decisions based on milk production or severity of clinical mastitis</li> <li>Modeled on a Dutch dairy farm</li> <li>Used a dynamic stochastic model to estimate production losses and an LCA to quantify GHG impacts</li> </ul> | Mostert et al., 2019       |
| Subclinical Mastitis       | Total farm emissions reduced by 3.7% if SCC was reduced from 800,000 cells/mL to 50,000 cells/mL | <ul style="list-style-type: none"> <li>Modeled on an average Norwegian dairy farm</li> <li>Combined a dynamic programming model focused on maximizing profit per cow when making replacement decisions and a GHG model (HolistNor)</li> </ul>   | Ozkan Gulzari et al., 2018 |
| Subclinical mastitis cases | Increased the GHG emissions by 2% per kg of milk produced  | <ul style="list-style-type: none"> <li>Modeled on a Norwegian dairy farm</li> <li>Breakdown of GHG emissions for the output values is unclear; only soil carbon changes are mentioned</li> <li>Combined a dynamic programming model and a GHG model (HolistNor)</li> </ul>  | Ozkan et al., 2015         |

**LACTALIS CANADA**

# SPOTLIGHT

## SHOWCASING THE BLUE COW LOGO

As a leading national dairy processor, Lactalis Canada began adopting the Blue Cow logo in 2018 and continues to expand its presence across hundreds of milk, cream, cheese, and yogurt products under the Balderson, Beatrice, Black Diamond, Cheestrings, Cracker Barrel, P'tit Québec, Astro, IÖGO, IÖGO nanö, Khaas, Olympic, and siggi's brands.

When consumers see this logo, which is associated with the Dairy Farmers of Canada proAction initiative, they can trust that the milk used in these products meets some of the world's strictest standards for food safety, milk quality, biosecurity, animal welfare, and environmental stewardship.



Lactalis Canada products featuring the logo generate approximately 500 million consumer impressions annually



26. Canada's provincial milk marketing boards (e.g., Dairy Farmers of Ontario, Alberta Milk, Les Producteurs de lait du Québec) operate under a national supply management system to regulate production, set producers' quotas, and establish prices for some segments of the market

## CANADIAN MILK SUPPLY

In 2025, we sourced 2.2 billion litres of raw milk from more than 2,000 average-sized dairy farms across Quebec, Ontario, Manitoba, Alberta, and British Columbia, working in collaboration with provincial milk marketing boards (MMBs)<sup>26</sup>. Our long-standing relationships with Canadian dairy producers help ensure a stable, high-quality supply while supporting local agricultural communities.



## REDUCING WASTE

In 2025, Lactalis Canada achieved a 16% reduction in by-product solids – including whey, permeate, and buttermilk – sent to waste. This builds on a record 8% reduction achieved in 2024. Progress was supported by industry best practices, cross-functional collaboration, operational improvements, and increased efforts to valorize by-product streams. Maximizing the use of milk components remains central to our sustainability commitments, and we continue to focus on reducing waste across the value chain.



# LAND AND RESOURCES



## ENERGY AND CARBON

At Lactalis Canada, we are focused on contributing to a lower-emissions future. Collaboration will be key to success given the scale of the challenge, and we will continue working with stakeholders across the value chain to develop and implement solutions that aim to reduce carbon emissions and improve energy performance.



## TRANSPORTATION AND WAREHOUSE

We are committed to delivering nutritious dairy products to Canadians across the country efficiently and responsibly. With operations spanning 30 sites in 5 provinces, we continue working to reduce carbon emissions associated within our transportation and warehouse operations.



## CIRCULAR ECONOMY AND PACKAGING

Our goal is to transition toward more circular and responsible packaging solutions. We recognize that the right packaging protects our products, supports a positive consumer experience, and helps reduce environmental impact.



## WASTE

Our approach to industrial waste management focuses on reducing resource use and practicing responsible disposal to limit the environmental impact. We support a culture of continuous improvement, striving to enhance our performance year after year.



## WATER

Water is a critical natural resource and essential to our operations. We focus on reducing water consumption, improving wastewater quality, and managing compliance risks through structured monitoring and responsible practices. We support continuous improvement in how we measure, manage, and conserve water across our facilities.



# ENERGY AND CARBON

## COMMITMENT 1:

Accelerate the transition to a net-zero future by reducing energy intensity in Canada and contributing to Lactalis Group’s Science Based Targets initiative (SBTi) Scope 1 and Scope 2 greenhouse gas (GHG) reduction targets



### Objectives:

- Adopt new technologies that decarbonize our manufacturing processes
- Increase energy efficiency by ensuring facilities operate with high performance equipment, including energy reclamation<sup>27</sup> technologies

### What We Did:

- Partnered with SOFIAC on \$10 million in decarbonization projects, with construction underway at the Victoriaville, Quebec, and Laverlochère, Quebec facilities
- Completed commissioning of a new high-efficiency boiler at our Winchester, Ontario facility, improving operational reliability and reducing energy intensity as part of ongoing sustainability efforts

### What’s Next:

- Launch an Energy Management Information System (EMIS) at the Brampton, Ontario plant to improve real-time visibility into energy use and support data-informed decision-making
- Implement advanced heat pump and heat-recovery systems at the Granby, Quebec facility to capture waste heat and optimize thermal efficiency; these upgrades are projected to reduce reliance on fossil-based heat sources and could lower GHG emissions by approximately 1,400 metric tonnes annually

### 2025 HIGHLIGHTS



reduction in energy intensity at industrial sites vs. 2019 baseline

27. Technologies that capture and reuse waste energy – such as excess heat, steam, or pressure – from industrial processes.



# SPOTLIGHT

## DECARBONIZATION PARTNERSHIP WITH SOFIAC

Lactalis Canada advanced a \$10 million decarbonization partnership with SOFIAC to support upgrades at our Victoriaville and Laverlochère, Quebec facilities.

Fully funded through SOFIAC’s turnkey model, the initiative deploys high-efficiency electrification and energy-saving technologies expected to reduce energy consumption by approximately 11% and GHG emissions by approximately 28%.

The project includes a 1.6 MW winter peak-demand management strategy to strengthen operational efficiency and energy performance.

Collectively, these measures are estimated to reduce emissions by the equivalent of approximately 1,700 passenger vehicles annually, supporting continued progress toward a lower-emissions future.

# 28%

expected reduction in GHG emissions across the Victoriaville and Laverlochère facilities



# TRANSPORTATION AND WAREHOUSE

## COMMITMENT 1:

Reduce GHG emissions across transportation and warehousing operations by optimizing how we move and distribute our products to market



### Objectives:

- Use a mix of transportation methods, including intermodal<sup>28</sup>, to improve distribution efficiently
- Optimize the use of trucks, trailers, transportation assets, and routing to reduce fuel consumption
- Improve energy efficiency across our warehouse operations

### Targets:

- Reduce transportation-related GHG emissions by 30% by 2027 and 60% by 2033 (vs 2019)

In progress

### What We Did:

- Incorporated energy-efficient design and equipment at our Oshawa, Ontario facility, significantly reducing electricity use and supported by advanced refrigeration, heat recovery, insulation, material handling, and lighting systems
- Piloted our first electric truck on a direct-store-delivery (DSD) route in Ontario in partnership with a transportation carrier; when operating at full capacity in 2026, the truck is expected to reduce emissions by approximately 100 tCO<sub>2</sub>e annually, supporting lower-emission last-mile distribution and Scope 3 reduction efforts
- Launched a plug-in hybrid refrigerated trailer program at the Mississauga, Ontario Distribution Centre, installing 5 electric hybrid stations to eliminate diesel-powered refrigeration use for high-dwell SKUs; within the first 40 weeks, the initiative avoided 78 tCO<sub>2</sub>e and reduced diesel consumption

### What's Next:

- Assess new electric truck opportunities in markets with the infrastructure and operational capacity to support fleet electrification
- Install plugs for hybrid refrigerated trailers at our Oshawa, Ontario facility and explore rooftop solar panel installations to support on-site power generation
- Evaluate a hybrid refrigerated trailer project at our Montreal, Quebec facility to replace diesel units and further reduce emissions, improve air quality, lower operating costs, and support community well-being



## 2025 HIGHLIGHTS



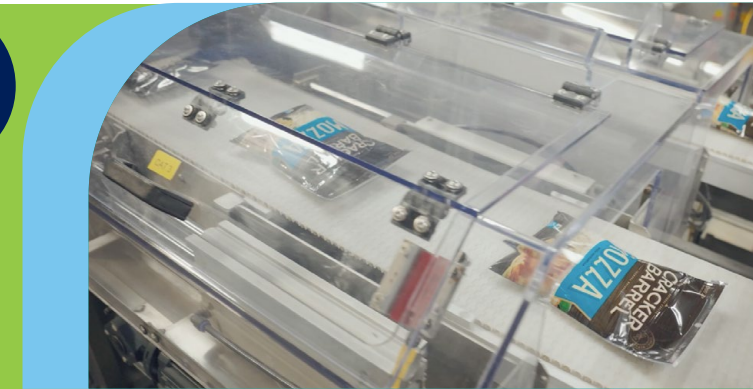
Canadian Grocer 2025 Impact Award (Sustainability category) for our Oshawa, Ontario Distribution Centre's sustainable design

<sup>28</sup>. Freight transportation including rail and road to move goods across long distance.

# CIRCULAR ECONOMY AND PACKAGING

## COMMITMENT 1:

Implement our Right Pack approach to reduce non-returnable packaging used per packaging format (Packaging Intensity) through eco-design and packaging optimization



### Objectives:

- Assess retail packaging against the Canada Plastic Pact's<sup>29</sup> Golden Design Rules for Plastics Packaging<sup>30</sup>
- Optimize packaging performance through responsible material selection and light-weighting initiatives, wherever feasible

### Targets:

- Analyze 100% of current Pillar Products<sup>31</sup> packaging and all future packaging innovations using an eco-design tool by 2025



### What We Did:

- Completed all 2025 eco-design tool assessments for innovation and renovation packaging projects, strengthening the integration of sustainability considerations into packaging decisions
- Converted the Balderson Black Tub to a fully recyclable format by removing the outer sleeve and reducing material usage through lightweighting
- Identified a qualified compostable parchment paper solution to replace foil wrapping on 45 million butter stick packs, reducing total portfolio packaging weight by 4,767 kg

### What's Next:

- Support Health Canada's research on the safe inclusion of recycled content in food-grade packaging, including studies on potential contamination migration, to help inform future circular packaging solutions while prioritizing consumer safety
- Continue prioritizing weight reduction opportunities and Recyclable by Design<sup>32</sup> initiatives aligned with the Association of Plastic Recyclers Golden Design Rules for Plastics Packaging and guidelines, including potential applications across cheese product portfolios

## 2025 HIGHLIGHTS



The 2025 Good Design® Award from The Chicago Athenaeum: Museum of Architecture and Design recognized the Krema brand for its new packaging design



49%

of our packaging<sup>33</sup> by weight was returnable<sup>34</sup>

29. The Canada Plastics Pact is a multi stakeholder, pre competitive initiative that brings together businesses, governments, and NGOs to advance a circular economy for plastics in Canada, with a focus on eliminating plastic waste and improving packaging design, reuse, and recycling.

30. Golden Design Rules for Plastic Packaging

31. Pillar Products are key Lactalis branded products identified as priorities based on market importance and consumer visibility.

32. Recyclable by Design: Designing products or packaging from the start to be easy to recycle, following the Association of Plastics Recyclers (APR) guideline.

33. Including primary packaging (that directly contains the product) and secondary packaging (that groups or protects primary packages during distribution or retail display).

34. Packaging designed and intended for multiple uses in a supply chain by returning it to the producer or another part of the supply chain (e.g. milk crates that are returned, cleaned, and reused).

# SPOTLIGHT



## BALDERSON ADVANCING CIRCULAR PACKAGING THROUGH SPREADABLE TUB REDESIGN

In alignment with the [Golden Design Rule #2](#) (Remove Problematic Elements), we redesigned the Balderson Spreadable 200 g tub from a black plastic container to a white plastic container, dramatically increasing its recyclability and supporting a more circular packaging system.

Following 'The Right Pack' axis of Lactalis' [Global Packaging Policy](#), we also removed the avoidable paperboard overwrap component from the Balderson Spreadable product, minimizing packaging intensity by reducing the amount of packaging materials used per item.



# CIRCULAR ECONOMY AND PACKAGING



## COMMITMENT 2:

Strive to ensure packaging is made from safe, sustainable materials and designed for circularity



### Targets:

- Maintain 100% sustainable sourcing certification<sup>35</sup> for virgin paper materials
- Achieve an average of 30% recycled content<sup>36</sup> in packaging by 2026
- Eliminate PVC<sup>37</sup> from all packaging by 2025
- Target 100% of retail packaging to be recyclable (Recyclable in Practice<sup>38</sup>) by 2030
- Aim for 100% of retail packaging to be Recyclable by Design<sup>39</sup> (RBD) by 2025

Achieved

Achieved

Achieved

In progress

Not Met

### What We Did:

- Completed analysis of 100% RBD packaging solutions across 134 cheese SKUs, with implementation transitions beginning in early 2026
- Introduced perforated shrink sleeves on milk bottles to enable easier removal by consumers and improve recyclability through more efficient sorting

### What's Next:

- Transition 88 cheese SKUs to RBD packaging formats identified in 2025, supporting the phase-out of non-recyclable materials across high-volume retail cheese categories
- Commercialize an RBD film solution for portion snack cheeses and cheese strings, replacing multi-layer formats that are difficult to recycle
- Continue industry collaboration and technical evaluation to support effective polystyrene collection and recycling
- Assess opportunities to incorporate post-consumer recycled (PCR) content into additional packaging applications, including 4L outer milk bags

### 2025 HIGHLIGHTS

**100%**

recycled or sustainably sourced paper packaging achieved

**30**

SKUs transitioned to RBD solutions

**82%**

of our packaging is Recyclable by Design (by weight)

35. Sustainable sourcing certifications include Sustainable Forestry Initiative and Forest Stewardship Council.  
 36. Recycled content by weight, including primary packaging (that directly contains the product) and secondary packaging (that groups or protects primary packages during distribution or retail display).  
 37. PVC (polyvinyl chloride) is a type of plastic that is difficult to recycle and can release substances detrimental to effective plastic recycling. Its removal aligns with the Canadian Plastic Pact's Golden Design Rules, which recommend eliminating problematic materials to improve packaging recyclability and support a circular economy.  
 38. Recycled in Practice: Consumers have access to a collection system that accepts this product or packaging, following the Association of Plastics Recyclers (APR) definition.  
 39. Recyclable by Design: Designing products or packaging from the start to be easy to recycle, following the Association of Plastics Recyclers (APR) definition.

# CIRCULAR ECONOMY AND PACKAGING

## COMMITMENT 3:

Educate consumers and employees to help close the loop and support a circular economy



### Objectives:

- Promote responsible waste management and recycling practices
- Embed packaging education across internal teams and public engagement efforts

### Targets:

- Aim for 100% of product packaging to include clear, on-pack waste management instructions (WMI) by 2026
- Aim for all new packaging designs to include on-pack WMI by 2026

In progress

In progress

### What We Did:

- Continued aligning on-pack waste management instructions with guidance from Producer Responsibility Organizations (PROs)<sup>40</sup> and Material Recovery Facilities (MRFs) to support accurate consumer recycling
- Ensured new packaging includes clear waste management information developed in consultation with PROs, supporting regulatory compliance and responsible design practices
- Delivered internal training on Extended Producer Responsibility (EPR)<sup>41</sup> and packaging circularity in collaboration with the Association of Plastic Recyclers, enhancing employee understanding of evolving regulatory requirements and recyclability considerations

### What's Next:

- Continue coordination with PROs and MRFs to improve the clarity and consistency of on-pack WMI
- Review and refine recycling instructions on beverage packaging to support compatibility with MRFs sorting processes and improve material capture rates



### 2025 HIGHLIGHTS

**100%**

of our fluid retail SKUs include on-pack waste management instructions (WMI)

**100%**

of our yogurt and cultured retail SKUs, including Marie Morin, include on-pack WMI

**8**

Lactalis Canada locations participated in World Cleanup Day events

40. Producer Responsibility Organizations are a recycling system operating company that manages the Blue Box recycling system on behalf of all producers.  
41. Extended Producer Responsibility is a process whereby all producers are financially and administratively responsible to manage the packaging waste they put in the marketplace and arrange for its management (collection, sorting, segregation, transfer and recycling into new products).

# WATER

## COMMITMENT 1:

Understand our water use and wastewater discharge to improve resource efficiency, wastewater quality, and compliance management



### Objectives:

- Establish metering and baseline data to guide effective water management strategies

### What We Did:

- Piloted InnoCyclone<sup>42</sup> technology at the St-Claude, Manitoba facility to remove fats and solids from wastewater, improving discharge quality and enabling reuse of nutrient-rich sludge as agricultural compost, supported by University of Manitoba research
- Installed flow meters on key equipment at the Ingleside, Ontario facility to establish a reliable water consumption baseline

### What's Next:

- Strengthen water management through improved data accuracy, consistent monitoring tools, and targeted reduction initiatives at high-use processes at the Ingleside, Ontario and other facilities



42. The InnoCyclone is an innovative Canadian wastewater clarification technology developed by Innovantage. It uses an accelerated flocculation and flotation process (separation without filtration) to remove fats, oils, greases, suspended solids, phosphorus, and other contaminants from industrial effluents, producing cleaner discharge water and a recoverable nutrient rich sludge.

# WASTE

## COMMITMENT 1:

Minimize environmental impact by reducing waste generated by our operations and conserving natural resources



### Objectives:

- Establish metering and baseline data to guide effective waste management strategies

### What We Did:

- Worked with our packaging regulatory team to identify packaging-related waste diversion opportunities across our plants, reducing landfill waste
- Engaged external partners to expand organic waste diversion to anaerobic digestion, supporting renewable natural gas (RNG) production
- Completed a waste audit at 1 industrial plant, establishing a detailed baseline to identify diversion improvement opportunities

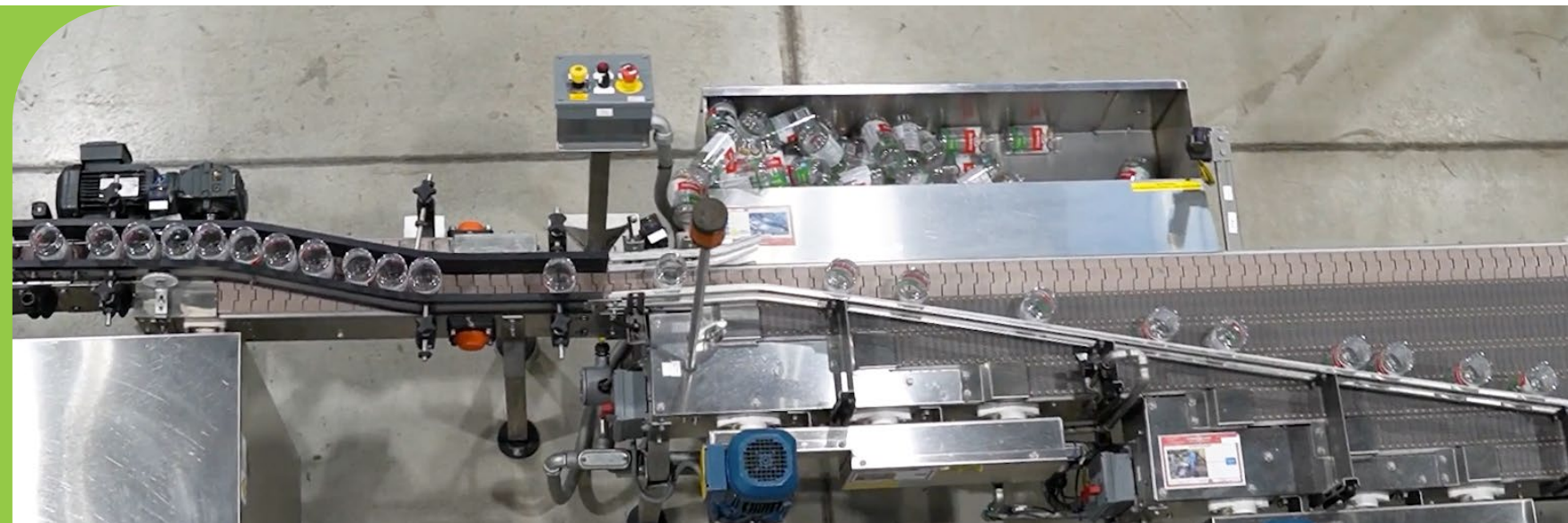
### What's Next:

- Complete waste audits at 6 plants
- Use waste audit findings to develop targeted action plans to increase diversion rates and support year-over-year improvement across all sites

### SATRON SENSORS



\*Satron sensors reduce milk from being wasted by showing when milk is still in the pipes instead of water



# 2025 ESG REPORT CARD



Please note that the items listed on this ESG scorecard represent a selection of key metrics and are not exhaustive. For more ESG performance indicators please refer to our [Group Lactalis ESG report](#)

| FOCUS AREA   | KEY PERFORMING INDICATOR   | UNITS   | 2025        | 2024        | 2023        | 2022        | 2021        | GRI Disclosure Alignment |
|--|--|---|-------------|-------------|-------------|-------------|-------------|--------------------------|
| HEALTH & SAFETY  | Company frequency rate of workplace accidents with and without lost-time (TF2)                     | # of workplace accidents with and without lost time/1,000,000 working hours | 16.7        | 13.3        | 15.1        | 15.8        | 19.8        | 403-9                    |
| COMMUNITY  | Total value of community investment  | \$  | 3.4 Million | 3.3 Million | 2.7 Million | 2.6 Million | 2.9 Million | 201-1                    |
|  | Total product donation   | # (Litres or kg)  | 900,000     | 906,499     | 1,000,000   | 901,780     | 1,001,236   | 413-1                    |
|  | Community Enrichment Fund (Program launched in 2022)   | \$  | 404,000     | 318,000     | 250,000     | 143,557     | N/A         | 201-1                    |
|  | Total community initiatives  | #   | 125+        | 100+        | 70+         | 50+         | 50+         | 413-1                    |
| FOOD QUALITY & SAFETY                                  | % of industrial activities certified according to at least one of: FSSC 22000, ISO 22000, IFS, SQF | %   | 100         | 95          | 90          | 85          | 85          | 416-1                    |
| SIMPLE & NATURAL INGREDIENTS                           | % of purchased volumes of palm oil and derivatives covered by RSPO certification                   | %   | 100         | 100         | 100         | N/A         | N/A         | -                        |
| CIRCULAR ECONOMY & PACKAGING                           | Sustainable sourcing certification for virgin paper material: Corrugated cardboard and boxboard    | %   | 100         | 100         | 100         | 98          | N/A         | -                        |
|  | Percentage of total packaging recyclable by design (by weight)                                     | %   | 82          | 82          | 80          | 83          | N/A         | 301-2                    |
| INDUSTRIAL ENERGY REDUCTION                            | Absolute reduction in energy consumption since 2019  | %   | 2.2%        | 1.6%        | -1.3%       | -0.1%       | 1.1%        | 302-1 / 302-4            |
|  | Total reduction in energy intensity since 2019   | %   | -8.1%       | -8.0%       | -9.4%       | -6.8%       | -6.4%       | 302-4                    |
| GREENHOUSE GAS (GHG) EMISSIONS REDUCTION <sup>43</sup> | Absolute reduction in scope 1 and scope 2 GHG emissions since 2019                                 | %   | 4.5%        | -1.6%       | -3.1%       | -1.7%       | 0.8%        | 305-5                    |
|  | Reduction in scope 1 and scope 2 emission intensity since 2019                                     | %   | -6.0%       | -10.9%      | -11.1%      | -8.2%       | -6.6%       | 305-4                    |

In the ESG scorecard, the values for GHG emissions and energy reduction represent the percentage change relative to the 2019 baseline. Negative percentages indicate a reduction in emissions and energy usage, whereas positive percentages reflect an increase.

<sup>43</sup> The increase in reported emissions was influenced in part by changes in emission factors

# ESG COMMITTEE & CONTRIBUTORS



We would like to thank all those who have contributed to our 2025 Environmental, Social, and Governance (ESG) Report

|                                 |   |
|---------------------------------|---|
| <b>CEO SPONSOR</b>              | Mark Taylor   |
| <b>EXECUTIVE SPONSORS</b>       | Gilles Froment<br>Matt Price<br>Ed Perugini<br>Vasile Raileanu<br>Martin Santerre<br>Xavier Suran<br>Tom Szostok<br>Eric Seguin<br>Sandra Senez<br>Tony Cugliari<br>Stephane Chatel<br>Adrienne Pagot-Gerault<br>Burhan Khan<br>Iven Zanardo<br>Nathalie Cusson |
| <b>ENTERPRISE ESG</b>           | Andrew Davis<br>Chirine Ben Amor-Amsterdam<br>Adnan Tambawala<br>Abigail Loewen   |
| <b>CORPORATE COMMUNICATIONS</b> | Roopa Shah<br>Sarah Sutton<br>Ghazi Chaar<br>Melissa Pinto  |
| <b>LEGAL</b>                    | Jatinder Chera  |

| <b>BROAD ESG COMMITTEE AND CONTRIBUTORS</b> |   |
|---|---|
| <b>PEOPLE AND COMMUNITIES</b>               |   |
| <b>PEOPLE</b>                               | Jackie Wheeler<br>Sandra Scollay<br>Shalini Sharma                            |
| <b>HEALTH AND SAFETY</b>                    | Randy MacMillan   |
| <b>COMMUNITIES</b>                          | Roopa Shah<br>Sarah Sutton<br>Ghazi Chaar<br>Melissa Pinto                    |
| <b>AUTHENTIC PRODUCTS AND HERITAGE</b>      |   |
| <b>FOOD SAFETY AND PRODUCT QUALITY</b>      | Stéphane Chatel<br>Valerie Cote   |
| <b>SIMPLE AND NATURAL INGREDIENTS</b>       | John Dilley<br>Erica Kao<br>Aramik Moosakhanian                               |
| <b>ANIMAL WELFARE AND MILK SUPPLY</b>       | Olivier Charbonneau<br>Thalia Buendia   |
| <b>LAND AND RESOURCES</b>                   |   |
| <b>ENERGY AND CARBON</b>                    | John Bayliss  |
| <b>TRANSPORTATION &amp; WAREHOUSE</b>       | Jason Taylor<br>Bharat Mudgal<br>Wassim Kadir<br>Raza Waheed                  |
| <b>CIRCULAR ECONOMY AND PACKAGING</b>       | David Accadia<br>John Dilley<br>Mike Macdonald<br>Jawad Khan<br>Lorne Hietala |
| <b>WATER &amp; WASTE</b>                    | John Bayliss<br>Anthony Leneveu   |

