



Prospérité Fermière  
• INGREDIA

ingredia  
DAIRY EXPERTS

— Dairy explorers since 1949 —

## ANNUAL REPORT 2024

# SUSTAINABILITY

01 OUR DAIRY  
COOPERATIVE GROUP

02 GOVERNANCE

03 SOCIAL

04 ENVIRONMENT

05 ANALYSIS FINANCIAL



# EDITORIAL

The year 2024 marked a turning point for our cooperative group. After a turbulent 2023, we are delighted to report a return to positive results. This success is the fruit of a collective effort, carried out with determination by all our teams, and favored by a more favorable price trend for our products since the summer of 2024, and which remains well oriented for 2025.

The French dairy industry is facing significant challenges that are also affecting Prospérité Fermière. A shrinking dairy herd and the imminent retirement of a large number of farmers are hampering milk supply, while the sector is struggling to attract a new generation of farmers. The dairy industry is therefore working to improve its attractiveness and support farmers, particularly when they set up in business.

20 years ago, unlike many other French departments, we in the Pas-de-Calais opted to maintain family-run farms; the economic profitability of these farms no longer needs to be demonstrated. Through the aids and support to be put in place, let's keep up with the times, as we did 20 years ago, and we'll be able to guarantee the sustainability of our farming system.

The turbulence of 2023, as well as the audit of our cooperative that took place this year, also prompted us to reassess our strategy and governance. With the help of an outside consultancy, we have launched a mission to analyze our positioning and future directions, in order to help us achieve a clear ambition: to improve our management and gradually reduce our dependence on fluctuations in the global powder markets, by strengthening our presence in the French market and in value-added products.

This new strategic direction is part of an approach designed to ensure the long-term future of our business, and requires us to make clear choices that will enable us to make the best possible use of our members' milk.

**Evelyne BROISIN**



Chief Executive Officer

**Serge CAPRON**



President



— Dairy explorers since 1949 —





# 01 OUR DAIRY COOPERATIVE GROUP



# 01 OUR DAIRY COOPERATIVE DAIRY

## TOGETHER, WE ARE A DAIRY COOPERATIVE GROUP

At the origin, there's the terroir, the territory. There's audacity, desire and conviction. There's **this thirst to explore**, to innovate, to pass on the best of milk. And then there's the certainty that there can be no prosperous future without respect for the living. Above all, there's Nadège, Jacky, François, Élise, Béatrice, Benoît... and all the others. **Together, we are a dairy cooperative group that innovates in the respect of traditions in the service of health and food that respects the planet.** We're Prospérité fermière Ingredia and we're all about milk.

## OUR BUSINESS: FEED AND PROTECT BETTER

Alongside our producers, we dare to embark on the dairy adventure of the 21st century, as part of a cooperative group with a positive impact.

### LINKS FORGED

**Supporting our 1025 dairy members, every step of the way**

- We collect 409 million liters of milk a year;
- We support installation projects, from training courses to technical support and expert advice;
- We support best practices in milk quality and hygiene, productivity, animal welfare, waste recovery and energy decarbonation;
- We're there for every member, and every member has a say.

**That's the value of the cooperative model.**

### CREAM OF THE CREAM

**Adding value to milk in all its forms**

- We produce high-quality drinking milk, 100% from Hauts-de-France, with a guaranteed income for farmers;
- We supply dairy ingredients for food and nutrition: milk powder, cream, milk proteins and specialty proteins. They are used in a wide range of everyday products (cookies, cheese, yoghurts, nutritional drinks, protein bars, ice creams, chocolate, etc.);
- We explore bioactive ingredients that are beneficial to human and animal health. Dietary supplements and ingredients with scientifically proven effects on stress and blood sugar levels. To contribute, in our own small way, to health and nutrition issues that concern us all.

# FROM MILK TO INGREDIENTS

Innovative industrial processes at the Saint Pol sur Ternoise plant enable the group to transform its members' milk into a range of state-of-the-art dairy ingredients, while preserving its intrinsic qualities. These ingredients are used in the recipes of our customers' products, which are sold in numerous markets.



## Total proteins

- Dairy products
- Nutrition



## Micellar caseins

- Dairy products
- Cheese
- Nutrition



## 100% natural origin ingredients

Well-being, human health and animal:

- Dietary supplements
- Functional foods and beverages

## Native whey proteins

- Dairy products
- Nutrition

## Protein hydrolysates

- Clinical nutrition
- Sport



## Milk proteins



## Bioactives



## 100% milk from Hauts de France

which provides a guaranteed income for the cooperative's farmers



## Milk powders



## UHT milk



## Different fat contents

- Chocolate
- Ice cream
- Yoghurts
- Milk drinks
- Bakery
- Nutrition



Standard milk, organic milk, milk from grass-fed cows and GMO-free (<0.9%)

- Drinking milk
- Milk cream

# A TERRITORIAL GROUP WITH AN INTERNATIONAL OUTLOOK

While our group's raw material production and processing activities have been based in the Hauts-de-France region since its creation, our distribution activities now extend beyond France's borders. We have been exporting our products for over 30 years: 46% of our sales were generated internationally in 2024. Our innovative ingredients can be found on every continent, enabling as many people as possible to enjoy their health, food and nutritional benefits. Our 2 international subsidiaries and our excellence in the management of logistics and customs flows enable us to be as close as possible to our international customers to satisfy the variety of their needs.

1 600 clients in nearly  
70 countries

46% of turnover  
generated abroad

2 industrial partners in  
Switzerland and Australia



# A CSR POLICY FOR OUR FUTURE

A recognition that measures the work accomplished to create a dairy industry with a positive impact for all.

## A CONSISTENT ENVIRONMENTAL APPROACH

- Sustainable energy mix, ISO 50001-certified energy management system.
- Optimization of water resources.
- Constant measurement of carbon impact, with a target of storing 230 tonnes more carbon per farm by 2030.
- Differentiated farming practices, respecting biodiversity.
- Supporting members in their projects to help the planet.



## FAIR, TRANSPARENT AND EQUITABLE GOVERNANCE

- One breeder, one voice.
- An ethics charter shared with our partners and suppliers.

## LOCAL ROOTS

- 100% of our milk producers are less than 80 km from our factory.
- Over 8 years' average working relationship with our suppliers.

## QUALITY OF LIFE AT WORK FOR ALL OUR EMPLOYEES

- Flexibility, financial advantages, social benefits.
- Career development: 63% of employees receive training each year.
- A policy of inclusion that also extends to our members: a balanced age pyramid, a gender parity index of 92/100, 11 nationalities in the Group, 6% of the workforce with disabilities.

## A BUSINESS SERVING MAJOR SOCIAL CHALLENGES

- Food and nutrition: the potential to feed 1,960,000 people thanks to our farms
- Human and animal health

## 54% TANKER TRUCKS INTO BIOFUEL

Christophe is a dairy transporter at La Herlière in Pas-de-Calais. He's one of the first links in the chain to reduce our carbon footprint, and he's playing his part to the full: firstly, optimizing routes, then switching to semi-trailers with electric pumping and bio-fuels. An investment well worth the stakes.

By 2024, 54% of Ingredia tankers run on biofuel.

## Milk collected by electric tractor

In 2024, an electric tractor collection trial was successfully carried out.

**For many years, the CSR policy has been built around three pillars: the environment, social responsibility and governance.**

**From upstream to downstream, everyone is involved in its implementation and success.**

**We ensure our CSR commitment through our certifications: 50001, 14001, Supplier Relations and Responsible Purchasing Label.**

**Our members and employees act daily for the planet and our society.**



# OUR CERTIFICATIONS

## WHO CONTRIBUTE TO OUR CSR APPROACH



### OUR PROMISE TO RESPECT LIVING THINGS

Because we respect people, animals and nature, because we believe in innovation that respects tradition and local produce, and because we love our region and its authenticity:

**We provide our customers with the milk and dairy ingredients for a prosperous future in the service of planet-friendly health and nutrition.**

### PEOPLE, OUR SIGNATURE

The “Dairy Explorers since 1949” signature. Since 2022, “Prosperité Fermière” and “Ingredia” logos have honored the men and women of the cooperative group and the continuity of their commitment. Pioneers and innovators, they carry high the pride of our shared history, our terroir and our mission to serve food and health around the world.

# FROM FARM TO LABORATORY, WE'RE DAIRY EXPLORERS



## Innovative expert

We believe in the power of innovation in the service of human and animal health. Milk is a white gold, whose natural bioactives are known to act on stress, sleep, glycemia, weight management, immunity, bone health, cognitive health and digestive health. These are just some of the public health issues we explore every day in our laboratories using high-tech separative methods that preserve all the qualities of the milk components.



## Performance

Achieving excellence in our daily work, striving to surpass ourselves, a source of well-being, with the ultimate goal of satisfying our customers, promoting our milk and ensuring the sustainability of our collective.

451

million euros in sales

46%

of export sales

10%

of staff dedicated to innovations

8

patents pending

1

innovative ingredient launched per year

72%

of sales in dairy ingredients

## Ingredients for a healthier world

- **Pep2Dia®**: hydrolysate from milk proteins, which reduces the transformation of sugars into glucose. It thus reduces blood sugar peaks after meals. Its efficacy has been demonstrated in 3 clinical studies.
- **Lactium®**: milk protein hydrolysate containing a decapeptide of interest, α1-alpha caseozepine, to better manage stress-related symptoms and improve sleep. Its efficacy has been proven in 9 human and 6 animal studies.
- **Xelflex®**: milk protein hydrolysate with anti-inflammatory effects. Several studies have shown that consumption of dairy products is associated with a reduction in low-grade systemic inflammation. Xelflex® has demonstrated its efficacy in reducing inflammatory markers and edema. Xelflex® can therefore promote joint comfort.



## Daring to undertake

Encourage and awaken the initiatives and talents that make our company grow, so that we go higher and further.

12

young farmer installations

1

Research chair, Proteino-Peps, in partnership with INRAE, ANR and the University of Lille.

10

members involved in a project "Regenerative Agriculture" pilot project





## Team Spirit

Build our way of working, of collaborating together, even beyond our perimeter, to achieve a shared goal.

488

employees, including

91%

permanent contract

5522h

training for employees

Women/men's index

92/100



## Sustainability

To inscribe responsibility for the environment in our genes as an inalienable duty for the future. Feeding the planet better means respecting and preserving it.

80%

of our farms have a superior and excellent level of animal welfare

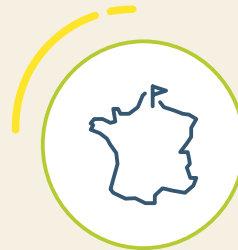
-25%

Target for reducing water consumption by 2044.

-15%

Reducing the carbon footprint of our milk by 2028

# VALUE CREATION



## TERRITORIAL VALUE CREATION

A strong CSR policy and a commitment to **Corporate Territorial Responsibility (CTR)** by flying the flag for the Hauts-de-France region on the international stage



## FINANCIAL VALUE CREATION

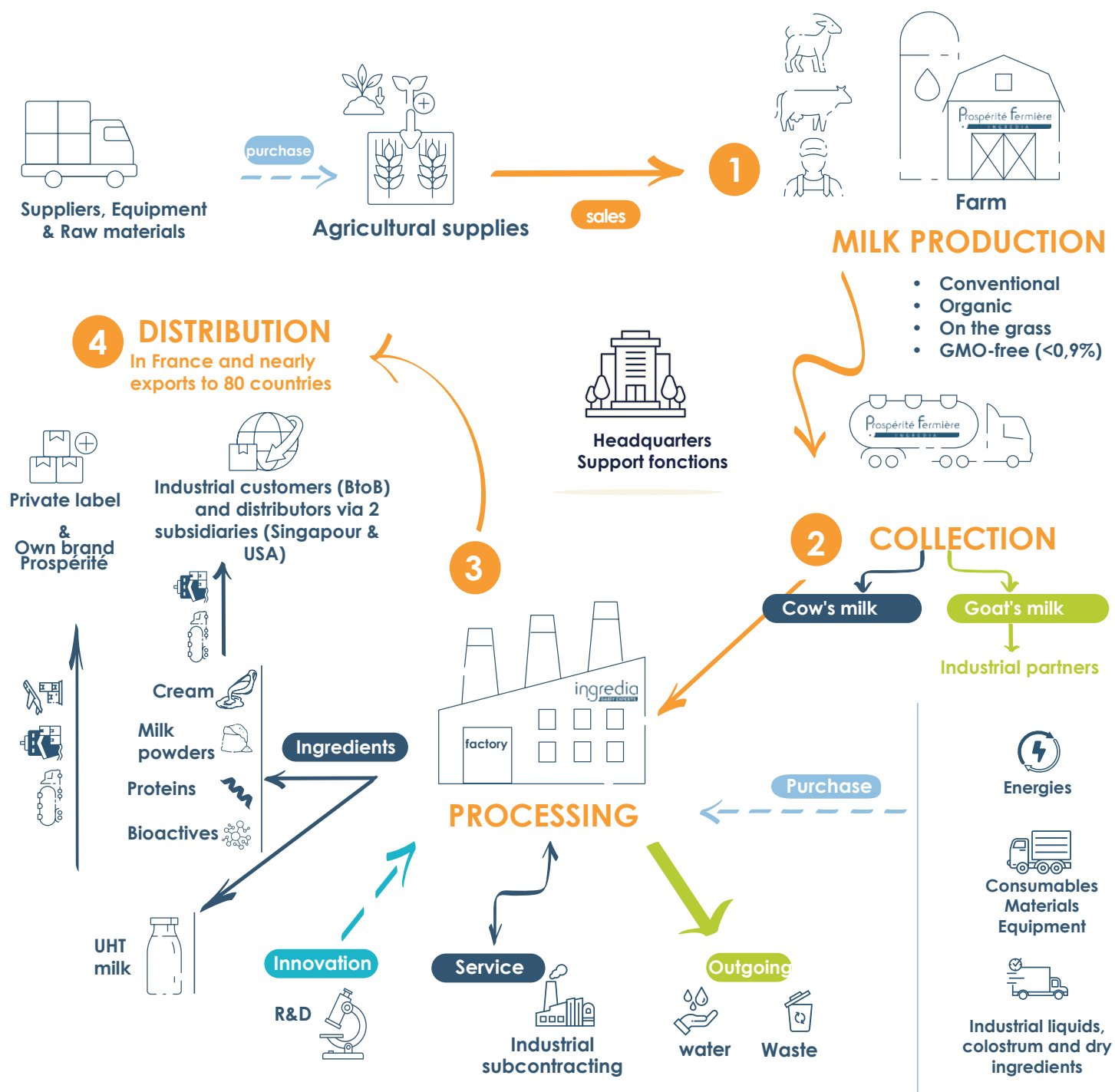
A **cooperative model, from the farmer for the farmer**, a virtuous and sustainable system of the cooperative group, with the return to farmers of the financial value created by the group.



## INNOVATIVE VALUE CREATION

Innovation throughout the production and processing chain, from milk to ingredients, to develop innovative products from Hauts-de-France milk.

# OUR BUSINESS MODEL





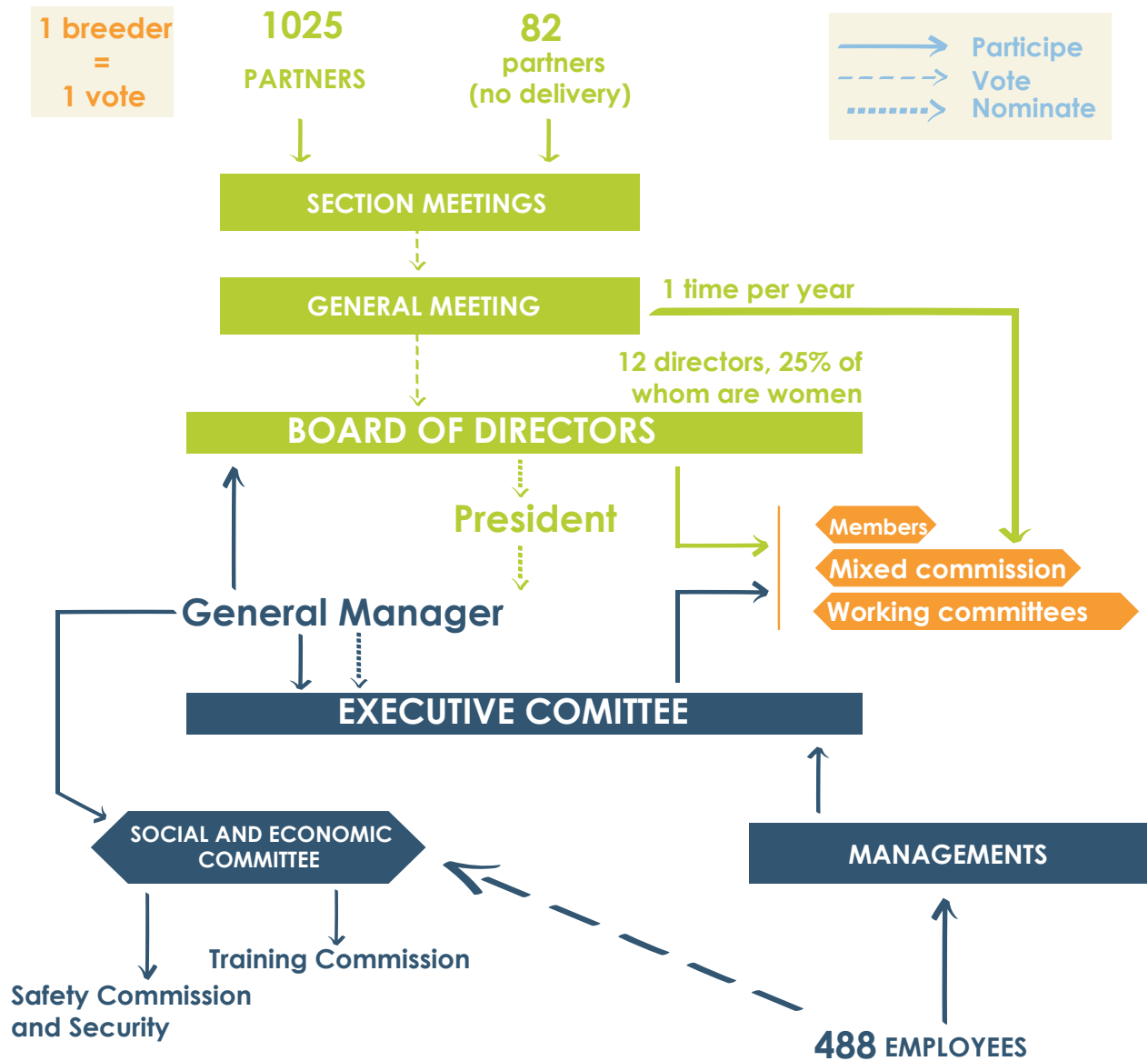


## 02 GOVERNANCE



# 02 GOVERNANCE

## MEMBERS AND EMPLOYEES AT THE HEART OF GOVERNANCE





## THE BOARD OF DIRECTORS

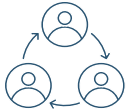
Each meeting of the Board of Directors brings together all the directors, as well as the Chief Executive Officer, the Chief Financial Officer, the Cooperative Project Director, four staff representatives and the Legal Manager.

The 12 members of the Board of Directors are elected for a three-year term by the member farmers. They represent them in the cooperative group's working groups. The elected Board of Directors reflects the group's values:



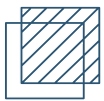
### Mixed

25% women  
75% men



### Transgenerational

Average age 50



**Transparent** Monthly  
information for  
directors



### Eight thematic working committees

They bring together employees and administrators to develop proposals for the cooperative group's activities and operations.

- Communication
- Volumes
- CSR
- Young people/Installation and transmission
- Oxygen
- Differentiated milks
- Financial audit
- Plant

The role of administrator requires a significant commitment in terms of responsibility and time:

- 12 days of plenary meetings
- 11 half-days of Council Bureau meetings
- 47 meetings (spread over 31 days) of committees and other working groups

## MANAGEMENT COMMITTEE

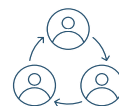
It consists of **8 departments**: Marketing and Sales, Human Resources, Finance, Cooperative Projects, Supply Chain, Transformation, Manufacturing and Research & Development/Quality.

It implements the strategy defined by the Board of Directors. It is responsible for financial performance and risk management.



### Mixed

25 % women



### Transgenerational

Average age 54



# ETHICS AND RESPONSIBILITY FROM START TO FINISH

We have been certified as a 'Responsible Supplier Relations and Purchasing' company since April 2023. This certification reflects our commitment to establishing sustainable and ethical relationships with our suppliers, while incorporating responsible purchasing practices. It is a recognition of our efforts to promote transparency, trust and mutual respect in our business transactions.

## RESPONSIBLE RELATIONSHIPS AND PURCHASING

In order to strengthen our approach, we plan to broaden the scope by including the purchase of milk from our members in our responsible purchasing practices. In this way, we hope to reinforce our practices with our members and extend the values of responsible purchasing that are so important to our cooperative.

Our objectives for maintaining this label are to exceed €100 million in annual turnover within Responsible Purchasing and to pay all our invoices on time or in advance.



Promoting a sustainable future through concrete and continuous actions.



### Tree key principles

- Mutual commitment
- Respect for the environment
- Promotion of local business and SMEs

### The Responsible Procurement Portfolio in 2024

- €261 million in turnover
- 1,030 suppliers
- 80% local suppliers
- 90% SMEs
- 23 days average payment period
- 94% of invoices paid on time or in advance





03 SOCIAL



# 03 SOCIAL

## COOPERATIVE COMMITMENT AND EMPLOYER BRAND AT THE HEART OF THE HAUTS- DE-FRANCE REGION

Prospérité Fermière Ingridia is a pillar of the socio-economic issue of the Hauts-de-France region. Its activities generate more than 3,500 direct and indirect jobs in various sectors. In response to changes in the job market, the group has rolled out an 'Employer Branding' strategy to enhance its image, build team loyalty, attract talent.

This commitment responds to the challenges of the world of work and reaffirms its cooperative foundations. Crises have reinforced the values of team spirit and solidarity, as illustrated by internal mobility initiatives.

### COOPERATIVE VALUES

Team spirit and mutual support (illustrated by employee engagement), inclusion and diversity (highlighted in its employer brand), valuing human capital (through its employer brand and the integration of young people), and social and regional responsibility (particularly through its partnership with Engie).

Prospérité Fermière Ingridia's commitment is reflected in its consideration of the social and economic issues in its region and its proactive approach to employment challenges.

### KEY FIGURES



- 488 employees
- 91% permanent contracts
- Internal mobility: 64%



### PROMOTING GENDER DIVERSITY AND EQUALITY

Equality Index W-M : 92/100



### PROMOTING YOUTH EMPLOYMENT

- 69 trainees
- 23 vacation jobs
- 16 work-study contracts



### PROMOTING EMPLOYMENT FOR PEOPLE WITH DISABILITIES

6% of workforce is  
disabled



# MEMBER TRAINING

Training our members is key to the long-term success of our cooperative. Technical, economic, environmental, and societal issues are becoming increasingly important in the agricultural sector.

## TRAINING AND TECHNICAL SUPPORT FOR MEMBERS

Our members are committed and motivated; they want to acquire the knowledge that will enable them to progress confidently in their job.

**+81% participation  
of members in training courses**

In 2024, 12 training days were organised with a participation rate of 81%.

### Topics covered

- Adapting to climate change
- Herd health management
- Cattle handling and restraint
- Cow signs
- Heifer rearing in relation to reducing carbon footprint
- Conservation agriculture and cover crops

Training also takes place through our pilot groups: one on regenerative farming practices and the other on High Environmental Value specifications.

Both groups receive technical and personalised support on agronomic and economic issues.

Finally, learning also involves discovering other cultures, which is why our Young Farmers were able to discover the Massif des Bauges and its livestock farming practices in June.



## TARGETS 2025

- Maintain participation rates at 80%.
- Provide training that meets the expectations of our members, as determined by questionnaires.
- Renew the Young Farmers' trip.



# SUPPORTING PERFORMANCE THROUGH SKILLS DEVELOPMENT

Whether we're talking about performance in terms of operations, production, dairy quality, industrial quality or energy efficiency, there is one common factor: the need for the right skills to excel in one's work. Prospérité Fermière Ingredia has always invested in training its members and employees throughout the value chain.

## DEVELOPING EMPLOYABILITY AND CAREER DEVELOPMENT

Our group implements a proactive policy in terms of training and career support.

**In 2024, 63% of employees benefited from at least one training course**

The range of sessions offered is very broad in order to adapt to the needs of each employee, from highly technical professional training to mandatory regulatory training for operators, as well as managerial training.

## YOUTH INTEGRATION

For several years now, we have been stepping up our efforts to integrate young people, which is essential for any socially responsible company and useful for building a talent pool.

Thanks to the commitment of our managers and mentors, around 100 young people are welcomed each year through internships, summer jobs or work-study programs.

It is worth noting that 44% of our work-study students continue their adventure at Ingredia by signing a permanent or fixed-term contract.

## Discover milk activities

In partnership with the Ecole Nationale des Industries Laitières de Surgères (National Dairy Industry School in Surgères), our company invests each year in an eight-module training course to offer all employees who wish to do so the opportunity to develop their knowledge in the field of milk and its processing!

This eight-month course involved 11 volunteer internal trainers in 2024, who shared their knowledge on the various topics covered.

Eleven motivated employees from different departments and workshops within the company signed up. The diversity of profiles enriched the interactions!







# 04 ENVIRONMENT



# 04 ENVIRONMENT

## LIMITING OR OFFSETTING OUR ENVIRONMENTAL IMPACT

Through its general policy, INGREDIA has made strong commitments. Everyone, through their activities and choices, must implement these commitments: limiting or offsetting the environmental impact of their activities by applying principles of environmental preservation, pollution prevention and the wise use of sustainable resources. This means that every process will be committed to contributing to climate change mitigation and adaptation, as well as to the protection of biodiversity and ecosystems.

### WHAT ARE OUR NEGATIVE AND POSITIVE EXTERNALITIES?

The environment is an indisputable issue to which Ingredia has been committed for many years.

Driven by the Paris Agreement and the climate challenges it presents, we are committed to combating global warming and reducing our carbon footprint.

Aware that agriculture and industrialisation contribute to gas emissions, we rely on scientific tools and relevant projects to lower our carbon footprint.

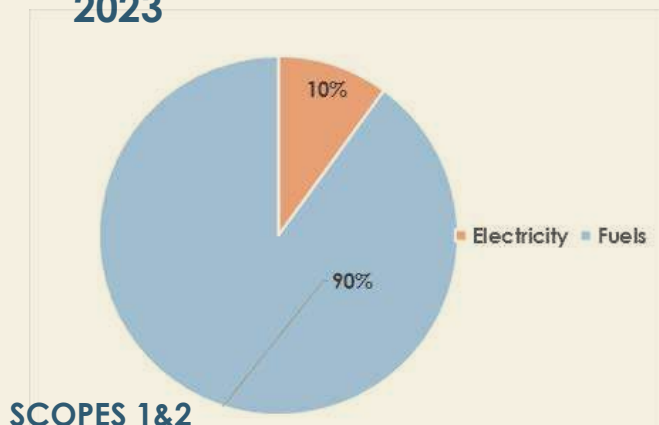
This was established and audited based on 2023 data for scopes 1, 2, 3 non-FLAG and FLAG.

Upstream, we are stepping up our members' environmental actions and assessments in order to establish a robust inventory and the related decarbonation trajectories.

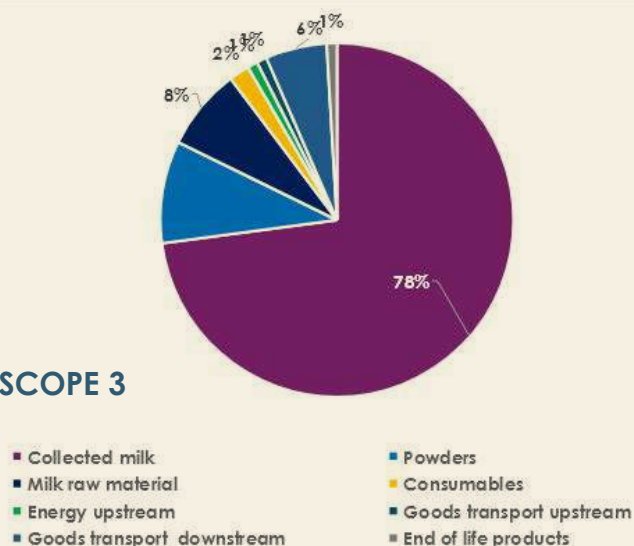
Downstream, our teams anticipate and improve industrial processes with the aim of reducing their impact.

2024 was marked by the inauguration of our biomass boiler to reduce the use of fossil fuels, ISO14001 certification, the start of our product life cycle analyses and the launch of a regional project with Uneal and Tereos cooperatives.

### KEY FIGURES CARBON FOOTPRINT 2023



### SCOPE 3



# TERRITORIAL DECARBONATION PROJECT

Decarbonation, yes, but in a smart and, above all, collective way! That was the initial idea behind this project, set up with the help of Carbone Farmers, in collaboration with UNEAL and TEREOS cooperatives.

The aim is to offer a single programme to optimise members' practices while reducing the carbon footprint of milk, beet and cereal workshops.

## A SIMPLE AND INNOVATIVE APPROACH

- A single diagnosis prior to a 5 years transition on the 'animal' and 'plant' workshops.
- Understand and improve gas emissions and carbon sequestration using the certified methodology of the Low Carbon Label.
- Additional promotion of low-carbon products through:
  - carbon credits
  - to sectoral premiums

This project aims to provide technical and financial support to members who commit to the project. Each year, members are rewarded for their commitment and the measures they implement on their farms. To date, 50 members have signed up!

## Since 2020

190 environmental assessments (CAP2ER) on farms

0,97 kg CO2 equivalent/litre of milk, specific average

1,8 km hedges per farm

20% committed to a plan to reduce our carbon footprint

## THE ENVIRONMENTAL CHALLENGE IS ENORMOUS

We are not only talking about the 78% of our carbon footprint, but also about societal expectations that challenge the agricultural world. It is our role, as a cooperative, to communicate about our members' practices and the co-benefits of livestock farming for the planet, while at the same time providing support on issues that need improvement.

Training, discussing, experimenting, preserving biodiversity, reducing our carbon footprint, better promoting the work of livestock farmers, feeding the world in an increasingly complex geopolitical context...

The challenges of tomorrow are being written today, and we and our cooperative members must be ready to respond to them.

- A single diagnosis prior to a 5 years transition on the 'animal' and 'plant' workshops.

## 2025 OBJECTIVES UPSTREAM

- 60 CAP2ERS to refine our specific data
- Planting 5,000 trees
- Training in new agricultural practices
- Training courses related to farming practices and carbon reduction.



# ISO 14001 CERTIFICATION

The year 2024 saw the success of the environmental management initiative launched under the name 'Ros'Eau' project, with Ingredia obtaining ISO 14001 certification.

This certification is listed as one of the best available technologies to be implemented by agri-food companies subject to the obligations of the European IPPC Directive. It has enabled us to further develop our commitment to the environment.

This approach, based on a comprehensive analysis of our environmental aspects, relies on the continuous improvement of our practices and compliance with regulatory requirements.

Every employee and every workshop has a part to play. This initial approach will need to be strengthened over the coming years in order to pass the successive annual audits required to maintain certification.

The EMS (Environmental Management System) has become the cornerstone of our environmental approach.



## A WAY TO DEFINE OUR ENVIRONMENTAL OBJECTIVES

The environmental certification process based on the ISO 14001 standard has enabled us to structure our organisation, define our environmental policy and set annual environmental targets.

It is a system of continuous improvement that has prompted us to prioritise our projects and adopt a method of steady, organised progress through the monitoring of action plans and roadmaps.

The environmental analysis provided an opportunity to examine the significant environmental aspects of our business in order to assess their impact on our environment. This enabled us to define priority actions to gradually limit these impacts on the environment.

Finally, this approach has led to the mobilisation of all Ingredia employees and nurtured our company's environmental culture.

There are still many projects to be completed, but we are now structured for greater efficiency, to measure our progress and share it with all our stakeholders.



# 05 ANALYSIS FINANCIAL



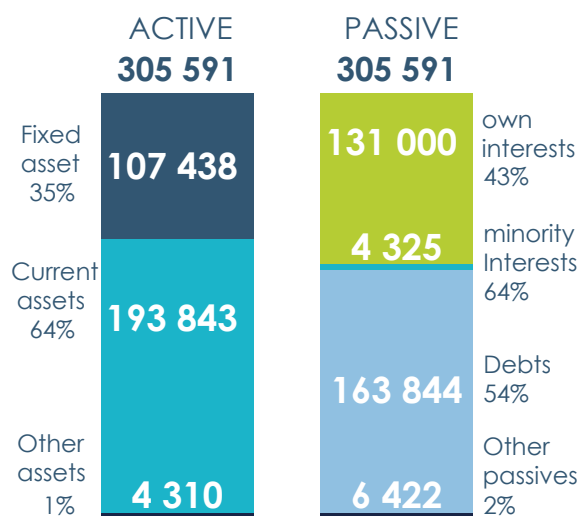
# 05 ANALYSIS FINANCIAL

## FISCAL YEAR 2024

### BALANCE SHEET AS OF 31/12/2024 (IN K€)

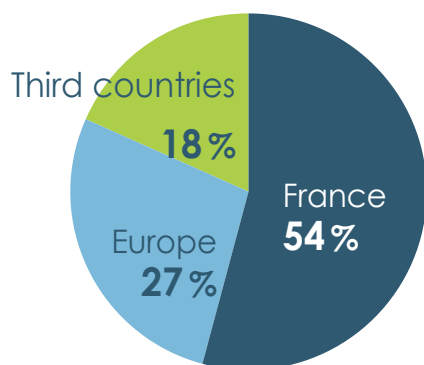
	2024	2023
Turnover	451 497	436 458
Contributions Member milk	193 408	196 476
Operating profit	13 245	-12 246
Net profit	9 118	-12 543
Cash flow	19 154	2 355

Income statement (in K€)

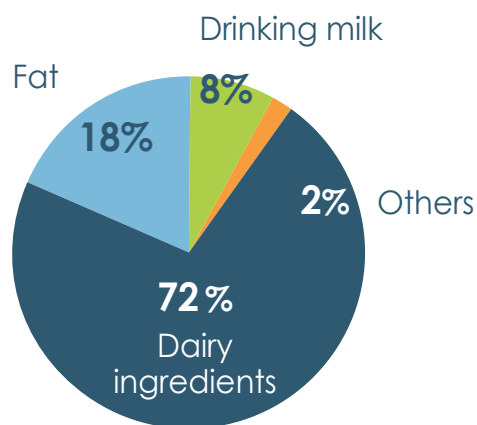


BALANCE SHEET AS OF 31/12/2024 (IN K€)

### TURNOVER BY GEOGRAPHICAL AREA



### TURNOVER BY BUSINESS SEGMENT



# ONE GROUP, ONE IDENTITY, TWO ENTITIES

In 2022, the cooperative group was keen to revamp its corporate identity to better symbolise the shared value chain that unites its members and employees, from upstream to downstream. The two logos used separately until then, Prospérité Fermière for the cooperative and Ingredia for the industrial and commercial side, are now united under the banner of dairy innovation, symbolising their shared past, present and future.



## ONE SIGNATURE

The new Prospérité Fermière Ingredia signature complements the group's logos. It honours the women and men of our cooperative group and their long-standing commitment. Pioneers and innovators, they are proud of our shared history, our terroir and our mission to promote food and health around the world.

# DAIRY EXPLORERS SINCE 1949



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• INGREDIA

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