



**Working
together**
to better
nourish
and protect
the planet

FERMENTATION.
UNLIMITED.



LESAFFRE



A French company, a global success story

LEVURE
LESAFFRE
MARCOQ EN BARCEUL
FRANCE



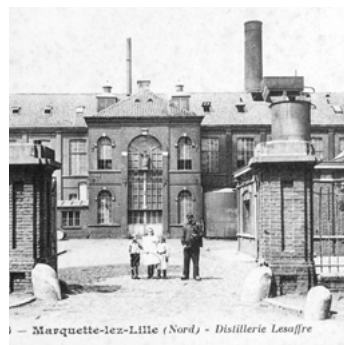
A pioneering reference in fermentation and microorganisms, Lesaffre is a French family-owned group with a global presence.

Building on our agricultural roots in northern France, we have **diversified our business** by developing our activities on every continent, strengthening our **global** presence and expertise.

For more than 170 years, we have capitalized on our unique and ever-expanding capabilities to assert our position as the **undisputed leader** in our field. Our independence gives us the ability to focus on the long term and the necessary freedom to **invest in the future, seize opportunities**, and develop **long-lasting partnerships**. We believe the unlimited potential of fermentation is one of the most promising solutions to the challenge of feeding the 9 billion humans who will be living on Earth in 2050 in a safer, healthier and more sustainable way. With generations of entrepreneurial experience, our audacious approach puts us **one step ahead**. We **anticipate** new consumer trends, ensuring everybody's nutritional needs and tastes are met while contributing to the well-being of human, animal and plant ecosystems and protecting our planet's resources. We **support** the vital transition in agricultural practices and provide the agri-food, nutrition, and healthcare industries with environmentally friendly solutions.

Our 11,000 employees embody and share this passion as they build a sustainable future and pursue our mission:

*Working together to better nourish
and protect the planet.*



*"Since 1853,
Lesaffre has fostered
an entrepreneurial
spirit and built
its success on
constant innovation,
diversifying its business
and expanding its
geographical presence
to become a global
leader."*

Léon LESAFFRE

4th generation, 1910-1999

The background of the image shows several stacks of petri dishes containing various microbial cultures. The cultures exhibit a range of colors including yellow, orange, green, blue, and red, indicating different types of microorganisms or growth media. The stacks are arranged in a way that creates a sense of depth, with some dishes in sharp focus and others blurred in the background.

Fermentation: **our specialty**

Bacteria, filamentous fungi, yeasts, bacteriophages: although these microorganisms are invisible to the naked eye, they are omnipresent and vital to life on Earth. At Lesaffre, we have mastered the **art of cultivating these microorganisms**, capitalizing on this impressive biodiversity to leverage their full potential. At the cutting edge of life sciences, we constantly explore their properties, developing new opportunities and discovering innovative applications. At LIST (the Lesaffre Institute of Science & Technology) and in our applied science centers, we study and select the most effective strains and develop bioprocesses **on all scales**, paving the way for their use in industrial production. This knowledge of the living world enables us to produce fermentation solutions

used by professionals worldwide to make bread and develop essential products for human, animal, and plant nutrition and health, along with industrial applications.

We develop natural and environmentally friendly solutions to support regenerative agriculture and feed people, animals, and plants, while ensuring their well-being.

We provide virtuous alternatives to petrochemical-based compounds and contribute to the transition to low-carbon mobility. Driven by the firm belief that microorganisms are one of the keys to a **sustainable future**, we have made them our raw material. Infinitely renewable, we use them to meet the many challenges posed by a growing global population and the ever-changing needs of industry.

203
patent families
at Group level

2,278
biological patents
pending or granted

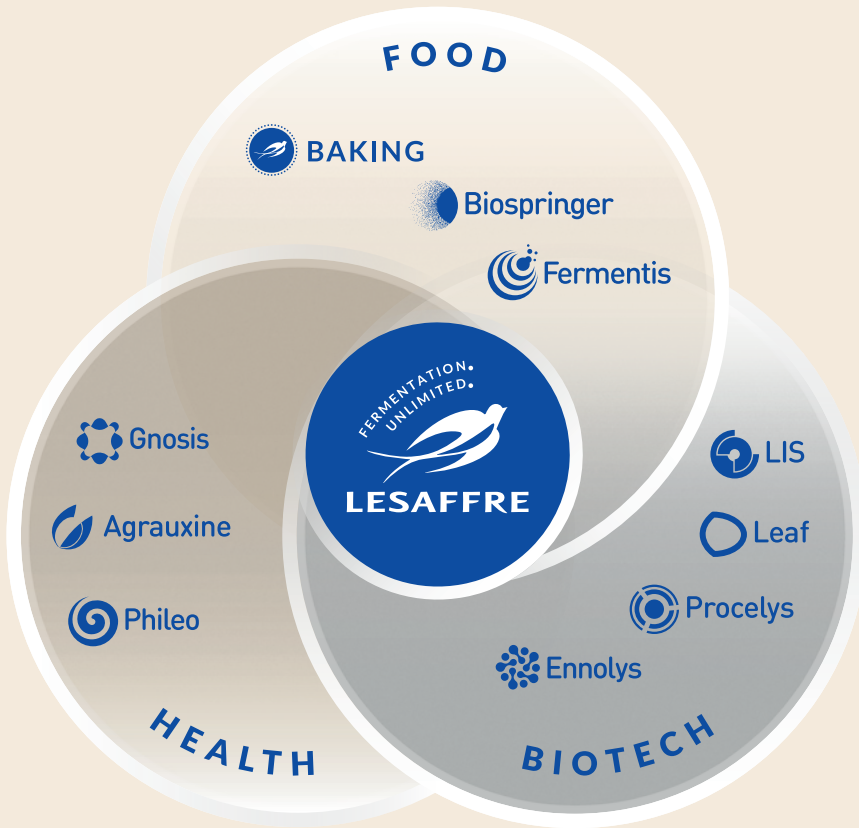
"Pushing the boundaries of fermentation is a key priority for us. The microorganisms (yeasts, bacteria and so on) that we cultivate enable us to position ourselves within the food, health and biotechnology sectors. Drawing on our state-of-the-art scientific expertise, we devote all our energy to creating powerful solutions to the challenges of our time: feeding people sustainably, cleaning up pollution, reducing our carbon footprint and more."



**Hassina
AIT-ABDERRAHIM**

Director of MicroOrganisms
Center of Excellence

One
passion,



three areas
of activity

Our passion for fermentation is structured around three areas of activity that contribute to better nourishing and protecting the planet. We share this passion, making it a reality through our wholehearted support for the One Health approach of the WHO (World Health Organization).

In our **Food** activity, we develop yeast and baking ingredients essential to meeting bakers' needs and addressing the challenges of nutrition, wellness, and specific diets such as gluten-free. We develop fermentation solutions for beverages, natural yeast extracts to enrich recipes, and natural flavors for food.

In our **Health** activity, we create solutions for human, animal, and plant

health that offer —among other benefits— an alternative to chemical products.

Finally, in **Biotech**, we create fermentation nutrients and fermentation-based solutions, bioethanol, and we make our fermentation and drying facilities available as a contract service for start-ups and industrial companies.

One Health: health as a whole

Our three areas of activity are consistent with the World Health Organization's "One Health" public health approach. We share and embody its integrated vision of health, in which human, animal, and environmental health are closely linked. This is key to meeting food safety challenges, preventing the risk of zoonoses and tackling antibiotic resistance.

"Accelerating in innovation, digitalization and social, societal and environmental responsibility, while placing customers at the center of our collective actions is key. At Lesaffre, we are strategically positioned to be a partner of choice for global and regional key food and flavor industry players."



**Karine
SERRANO**

Key Account Manager,
Biospringer by Lesaffre



Our flagship brands

Lesaffre develops and markets innovative solutions, developed through fermentation, as part of its portfolio of strong, complementary brands. Widely recognized by the other major players in our ecosystem, our renowned products and solutions have been developed to meet the challenges of nutrition, health, naturalness and respect for our environment. They are designed for people who farm the land, rear animals and manufacture products, along with consumers who care about quality and innovation when it comes to their diet and health.



saf-instant® is a world-renowned instant yeast that simplifies craft baking while guaranteeing optimal quality. Keeping pace with consumer trends, it inspires bakers to develop innovative solutions, enabling them to broaden their knowledge and add new products to their ranges.



Since 1895, Lesaffre's iconic fresh yeast brand **L'Hirondelle®** has enabled bakers to give the very best of themselves. Its consistent quality and superior fermenting power make it an everyday choice for craft bakers, guaranteeing reliable, safe, and regular production.



LIVENDO®

Livendo®, offers a very comprehensive range, from starters to live and devalitized sourdoughs, along with sourdough-based preparations, available in powder and liquid form. Thanks to this major innovation, all bakers, whether beginners or experts, can discover the magic of nature through 5 product ranges: Signature, Notes, Easy, Specific and Unique.



The ultimate testament to Lesaffre's technological innovation, **Magimix®** revolutionizes the work of craft bakers with its high-performance improvers. This comprehensive range optimizes production while allowing craft bakers to be creative, resulting in an original product offering that reflects new consumer trends.



Quatrefolic® is the culmination of ground-breaking research by Gnosis and is a revolutionary product within the folate market. This 4th-generation patented formulation has superior bioavailability and solubility for optimal assimilation of vitamin B9, a vital vitamin at every stage of life.



Created by Phileo, the world leader in probiotic solutions for animal nutrition, **Actisaf®** is the leading probiotic yeast to optimize the performance of ruminants and their microbiota. This major innovation improves animal digestion and growth, contributing to more sustainable production.



Developed by Agrauxine, **Romeo®** is a natural solution for agriculture and can be used in organic farming. Its patented active ingredient Cerevisane® stimulates plants' natural defenses and helps to protect crops from numerous diseases such as mildew and powdery mildew, highlighting the Group's commitment to the transition to sustainable agriculture.



A pioneer in yeast extracts, natural ingredients derived from fermentation, the **Springer®** range of taste and nutrition solutions offers food manufacturers natural alternatives to enhance the taste experience: perfecting the flavor of their recipes and improving their nutritional profile.



Developed by Fermentis, the **SafAle®** brand is trusted by brewers all over the world. This premium range is the result of constant R&D efforts and close collaboration with professionals. It guarantees optimal fermentation and delivers distinctive aromatic profiles that will satisfy the ambitious aspirations of both craft and industrial brewers.



A major player in fermentation solutions for the biopharmaceutical industry, **ProCel®** is the culmination of Procelys' expertise. This range of innovative nutrients meets the industry's most stringent requirements for the production of antibodies, antibiotics, vaccines, and vitamins.



Regarded as a global leader in bioethanol production, **Ethanol Red®** is a yeast strain designed to maximize yields in a wide range of fermentation conditions. Enabling the production of ethanol concentrations of up to 18% v/v, contributes to the decarbonization of the transport sector.





One step
ahead:
what makes
us different



Because tastes, needs, and practices evolve, Lesaffre is **constantly in motion**. Consistently alert to the subtle signs of change, we have always had a **pioneering approach**, exploring new horizons, shaping new trends, and innovating to develop solutions for better nutrition, better health, and better agriculture to protect our planet's resources. Guided by our mission of **"Working together to better nourish and protect the planet"**, we draw on our expertise in fermentation to provide sustainable solutions.

Driven by a sense of passion and audacity, our teams strive to create new opportunities in fermentation and achieve change to benefit consumers, farmers, livestock breeders, brewers, bakers and industrial firms. In our laboratories, in our factories, and the field, close to our partners and customers on **5 continents**, we develop products and services in varied fields: food, nutrition, healthcare and bio-based solutions. We use the most advanced **technologies** to go **further and faster** while upholding our environmentally friendly approach. Our ability to go the extra mile and provide our partners with something more is the driving force behind our growth and our committed approach. Our belief in the importance of acting locally enables us to respond to current and future challenges.



A low-angle, upward-looking photograph of an industrial facility. The image shows large, cylindrical storage tanks and a network of pipes. The lighting is bright, creating a high-contrast scene with strong shadows and highlights. The perspective draws the viewer's eye towards the top of the frame, where the sky is visible through the structure.

Consolidating
our leadership,
**asserting our
position**

An independent, family-run, and global group, Lesaffre is a **pioneer of the fermentation movement**. As masters of our own destiny, our audacious and innovation-oriented strategy is focused on the long term. Our activities are driven by the major trends of population growth, the demand for food, global warming, the agricultural transition, and digital technology. To meet these challenges, we invest in all our areas of activity, combining **organic growth and acquisitions**, and we innovate to develop solutions that are already making a difference.

Growth must be sustainable

We are as ambitious about our development as we are about people and the environment. We are actively pursuing our ambitious **goal of carbon neutrality** by developing environmentally friendly solutions and optimizing our production processes so that they emit less CO₂ and use less water and fewer natural resources. This approach extends to supporting our employees, partners, and local communities by creating a respectful and inclusive work environment, all while contributing to a sustainable future for generations to come.

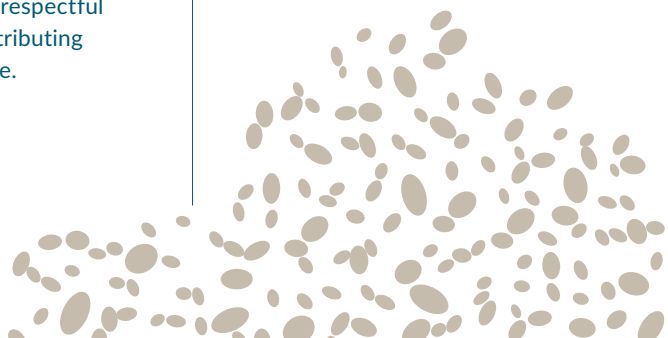
We are accelerating our development in baking in every region, along with our activities in Nutrition, Healthcare, and Biotech as we explore new geographies and new areas of innovation, such as bacteria and bacteriophages. Determined to pursue our growth and confident in our capabilities, we can rely on our world-class RD&I, our innovative application centers, our commercial influence, our portfolio of strong, complementary brands, our industrial excellence, and the unwavering commitment of our employees.

"Today, the time has come to accelerate and work together to explore and reveal the infinite potential of microorganisms and fermentation. We are convinced that our growth can and must be profitable, sustainable, and equitable, combining responsibility and durability."



**Brice-Audren
RICHÉ**

CEO, Lesaffre



A world-class
RD&I



Bolstered by our passionate researchers and technicians around the world, our RD&I efforts to harness the unlimited opportunities of fermentation, microorganisms, biotechnology and bioprocesses are recognized as **industry-leading**. We innovate constantly to support sustainable agriculture and develop healthy food that is a source of pleasure and tailored to individual needs. We are a player in sustainable mobility, jointly developing low-carbon and renewable energies such as bioethanol. We develop these solutions at the Lesaffre Institute of Science & Technology (LIST), on our 10 R&D sites in our Business Units and in our applied science centers.

Hosted on the Lesaffre Campus, the Lesaffre Institute of Science & Technology also has a presence in the United

States. A powerful driver of innovation and a comprehensive resource center, LIST has 7 Centers of Excellence that boasts cutting-edge facilities. This includes Europe's largest biofoundry, which accelerates biological and genetic engineering research and developments. We are committed to **open innovation**, working with public and private partners to explore possibilities and uncover the infinite potential of microorganisms. To strengthen our leadership and further our knowledge and understanding of microorganisms, we invest significantly in R&D every year.

From strain selection to marketing, we take an audacious approach to creating **sustainable value** today and tomorrow. For our customers looking for customized solutions, we offer a development package with bespoke support.

"Fermentation is a solution with infinite potential to meet the challenges facing our planet and its inhabitants. Lesaffre is at the forefront of research into microorganisms, including yeasts, bacteria and bacteriophages, and the bioprocesses that unleash their potential."



**Christine
M'RINI**

Chief RD&I Officer, Lesaffre

850

RD&I experts,
including 270 scientists
and technicians

70

**applied science
centers**

14 sensory analysis
laboratories

+100 academic
and scientific
partners



At your side,
all over
the world



Operating in more than 60 countries on all continents, Lesaffre is a world-class group that distributes its products in over 180 countries. With 81 production sites and 70 applied science centers, we have a significant presence in our local communities. Wherever we operate, we develop **partnerships** based on **trust** and reciprocity with our customers, suppliers and distributors. Although we are a global group with an industrial, scientific, and commercial impact, we are also resolutely focused on people. Our Group has 11,700 employees from more than 100 countries, who all **work together to better nourish and protect the planet**. We are a major player in fermentation and biotechnology solutions, responsible for a third of the world's bread production. Driven by the dynamism of our RD&I and the strength of our growth, we are constantly expanding our portfolio of products and solutions in fermentation and microorganisms. We believe in their **limitless potential** to expand both the frontiers of knowledge and our own frontiers, here at Lesaffre.

Products distributed
in more than

180 countries

1/3 
of bread worldwide
is made with Lesaffre yeast

€3.2  A presence in
62 countries
bn
in turnover

*"Our customers are
at the heart of
everything we do.
Our range of products
and related services
and our iconic brands
are a living entity that
is constantly evolving.
Our actions and our
innovations are guided
by our proximity
to our customers and the
continuous improvement
of our customers' and
partners' experience."*



**Alexandre
DEPOID**

Global Marketing Director for
Yeasts – Baking with Lesaffre

Industrial
**performance
and excellence**

With 80 product sites all over the world, Lesaffre is an industrial group committed to modernizing the agri-food industry, healthcare and nutrition, sustainable agriculture, and industrial biotechnology by ensuring **the quality and food safety** of its products. Our strategic acquisitions and the recent construction of plants in France, Indonesia, and Brazil have strengthened our global industrial footprint. This global presence reflects our **strategic approach** of **focusing locally** while **diversifying** and enables us to provide our customers in the food, nutrition, healthcare, and agricultural sectors with effective

support. Our flexible production capacity, our industrial excellence, and our high standards of quality and safety enable us to respond to local needs by adapting our industrial facilities to every scale, from the **laboratory to production**. Present throughout the value chain, we ensure the traceability and safety of our ingredients from development to marketing. Our agile and robust supply chain is **both global and local** and makes us particularly responsive to all our customers' needs. In 2023, 88% of Lesaffre's turnover came from products manufactured on sites certified to Global Food Safety Initiative (GFSI) standards.

"With our expertise in fermentation processes and our operational excellence, we can guarantee food safety and personal safety. From the laboratory to production, we innovate to meet the specific needs of each customer with reliable solutions."

From the Earth to the Earth

All the Group's subsidiaries are committed to recovering and reusing waste produced during industrial processes. For instance, we transform the by-products produced during fermentation into nutrient-rich ingredients that can be used by fertilizer manufacturers. These by-products help to improve soil quality by providing essential nutrients, thereby contributing to sustainability and the circular economy.



**Jaimir
BROTTO**

Industrial Director
for LATAM

A close-up photograph of a petri dish containing a blue agar medium. Numerous white, circular bacterial colonies of varying sizes are visible, some appearing as confluent lawns and others as discrete spots. A white circular graphic with tick marks around its perimeter is centered over the image.

24
hours
with Lesaffre



Yeasts, flavors, enzymes, bacteria, lactic ferments, fermented beverages, food ingredients: based on fermentation and microorganisms, our solutions are omnipresent in consumers' daily lives. They play a key role in everybody's diet and well-being throughout the day.

07.45



Enjoy a crusty baguette for breakfast

We develop essential yeasts and sourdoughs for bakers.

12:30



Finish off the meal with a yogurt, produced using lactic ferments and with all the benefits of probiotic bacteria
Our experts work to support the production of ingredients used in the composition of foods produced by fermentation.

12:00



Sit down to a family lunch
We provide a range of ingredients to improve the taste, organoleptic properties, and nutritional profile of foods.

10:15



Take a break with a glass of apple juice
We develop biosolutions for more sustainable agriculture.

13.45



Take the dog for a walk
We use microorganisms to improve animals' nutrition and digestive health.

15.00



Fill up the car
We produce sustainable solutions that are derived from fermentation to replace molecules of petroleum origin.

16.00



Indulge with a mid-afternoon vanilla ice-cream
Using fermentation, we produce natural aromatic molecules, bacteria and enzymes, and offer custom development and production services.

20:30



Have a drink with friends
We develop innovative fermentation solutions to produce fermented drinks, including beer, wine, spirits, and kombucha.

19.30



Tuck into a vegan burger
We transform thousands of food ingredients into powder to make them easier to use.

18:00



Exercise
We develop active ingredients using microorganisms to improve human health and well-being.



*A family feel:
the Lesaffre
signature*

As a family-owned group for generations, Lesaffre continues to grow and diversify, inspired by the values that are at the heart of its identity: respect for others, a passion for innovation, and humility when faced with challenges. Built on trust and enthusiasm, this Lesaffre spirit is embodied by all our employees in their work. Our committed and enterprising teams work in a multicultural environment that brings together different professions and cultures and provides a wide

range of opportunities. To enable our employees to thrive and to provide support for their development, we invest in training and career development programs to ensure excellence in the long term. Mindful of their well-being, we strive to provide working conditions that are conducive to their personal development. In addition to their professional activities, our employees are also involved locally, contributing to neighboring communities through ECHO, our corporate charity program.



1,800
employees
involved in solidarity
projects

11,700
employees

100+
nationalities

"Working at Lesaffre means working in an environment in which independence, collaboration, and teamwork are key to everything we do. We contribute passionately and proudly, each in our own way, to useful and meaningful projects."



**Haitham
AZZAM**

Fresh Packaging Operator
Egypt



Going further and
faster together



Although Lesaffre is an ambitious industry leader, the company also champions humility and cooperation. We believe in collaboration to achieve change. To go faster and further, we **join forces** with renowned academic, scientific, and industrial partners with whom we develop alternative solutions and more virtuous production processes. Every year, we forge **partnerships** to consolidate our expertise in the unlimited potential of fermentation and microorganisms, build on our position as a leader and develop **more environmentally friendly solutions**. We **work closely** with bakeries, the agri-food industry, ingredient manufacturers, pharmaceutical companies, and farmers to develop responsible solutions that meet their needs and those of their customers. Our network of **Baking Center™** is the perfect illustration of this collaborative strategy, driven by our **desire to share** our expertise and the best techniques with our customers and understand them better.

70 applied
science
centers

53 Baking
Center™

14 sensory
analysis
laboratories



*Naturally
and genuinely
committed*

Our mission of **"Working together to better nourish and protect**

the planet" is central to our Corporate Social Responsibility commitments. Shared by our 11,000 employees, this ambition guides our day-to-day activities and shapes our choices. It encourages us to take care of our employees, produce sustainably, ensure food safety and the circularity of our products, and respect the environment. We are investing in and adapting our processes to minimize our impact on the environment

by reducing our CO₂ emissions and our use of natural resources, including water. We are investing to decarbonize our plants and industrial processes and are focused on renewable energies. For example, we recover the waste heat produced by fermentation to dry the yeast in our plant in Marcq-en-Barœul (France). Sustainable production begins with ensuring the safety of our employees and partners. It also means being beyond reproach in the way we conduct our business and behave as individuals.

"Sustainability is the driving force behind everything we do: empowering men and women, ensuring responsible production from natural resources and protecting our environment to build a sustainable future. That's what Fermentation. Unlimited. is all about: pushing the boundaries, whilst protecting the planet."



Karine DELAFAYE

CSR Director, Lesaffre

OUR CSR COMMITMENTS



Taking care of **MEN AND WOMEN**



Producing and maintaining responsible relationships with our partners in a **SUSTAINABLE** way



Respecting our **ENVIRONMENT**

91%

of sites have Global Food Safety Initiative certification

41,000

safety inspections are carried out on our sites in 2026

91%

recyclable content in our packaging in Europe in 2026



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