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Nurturing the future

Lactalis Group Animal Welfare
2025 PROGRESS REPORT

Caring for animals all along our value chain

CORPORATE
SEPT 2026

At Lactalis, contributing to animal welfare is not only a responsibility, but also a cornerstone for the sustainability of the group's activities. As the world's leading dairy group, Lactalis pays special attention to all the animals in its supply chain, in particular to the approximately five million dairy animals (cows, sheep, goats and buffalos) producing the milk the group processes daily. Lactalis fully recognizes and respects them as sentient beings, capable of feeling emotions, that deserve both physical and mental health.

In this context, Lactalis has published its **Group Animal Welfare Policy since 2022**, with the objective of ensuring that animals have a good life, meeting the expectations of its stakeholders (clients, customers, NGO, etc.), and helping to improve the performance of its partnering farms. The group aims to apply this policy to all the animals in its supply chain, regardless of the related finished product. The version in force concerns three main products of animal origin in the group's supply chain: raw milk (dairy cows and calves), dairy ingredients (dairy cows and calves) and shell eggs[1] and egg products[2] (laying hens) used as ingredients.

In accordance with one of the commitments of its Group Animal Welfare Policy, Lactalis publishes each year its detailed progress on animal welfare.

01. SCOPE AND METHODOLOGICAL APPROACH

The present 2025 Progress Report covers two main animal-based products Lactalis processes or uses: raw milk from dairy cows and shell eggs and egg products from laying hens. Scopes and methodological approaches are different between these two animal-based products.

Raw milk (dairy cows and calves)

The scope of the 2025 reporting on raw milk from cows includes the direct volumes[3] collected by Lactalis in the 11 pilot countries covered by the Lactalis Animal Welfare Policy, as well as in 10 additional countries for which Lactalis has been collecting data since 2024 (although these countries are not yet officially included in the public version in force of the Lactalis Animal Welfare Policy).

11 pilot countries

The direct volumes collected by Lactalis in the 11 pilot countries are reported for Australia, Belgium, Brazil, Canada, France, Germany, Italy (excluding the Ambrosi subsidiary acquired in 2023), Spain, Sweden, United Kingdom and United States of America (excluding the Midwest Yogurt subsidiary acquired in 2025). These direct volumes represent 43% of the total volume of cow raw milk collected worldwide by Lactalis in 2025 (around 9.7 billion liters, 12,800 partnering farms, 1.2 million dairy cows and 0.5 million dairy calves – cf. *Appendix 1* for details).

(1) Whole raw eggs with the shell unbroken.

(2) Processed and convenience forms of eggs, including liquid, frozen, dried, and pre-cooked products.

(3) A volume of collected raw milk is considered as "direct" when coming from a "direct" farm (cf. next footnote). Otherwise, the volume is considered as "indirect" (including volumes coming from "brokers" and "spot milk").

The 2025 reporting is based on data collected on around 4,100 Lactalis' direct partnering farms[4], i.e. 32% of the direct farms in those countries. The data were collected during 2025 through on-farm assessments, according to an internal assessment method. This method is inspired from recognized assessment protocols and programs, such as the *Welfare Quality Assessment Protocol for cattle*, and has been discussed with international NGO specializing in animal welfare. It is based on an on-farm visit lasting 2 to 3 hours, during which a Lactalis dairy technician trained for this purpose (or, in rare cases, an external service provider commissioned by Lactalis and trained for this purpose) collects and analyzes around 100 data points. It includes measurable criteria assessing the respect of the "Five Freedoms" for animal welfare. The detailed 2025 reporting for the 11 pilot countries is available in Section *02 – Performances and discussions.*

10 additional countries

Since 2024, Lactalis has been assessing its direct volumes on animal welfare in 10 additional countries. Although these countries are not yet officially included in the public version in force of the Lactalis Animal Welfare Policy, data is being collected through the same on-farm assessments method as mentioned above.

Therefore, the scope of the 2025 reporting on cow raw milk also includes the direct volumes collected by Lactalis in these 10 additional countries: Croatia, Czech Republic, the Netherlands, Poland, Portugal (excluding the subsidiaries Sequeira acquired in 2024 and Tavares acquired in 2025), Romania, Slovenia, South Africa (excluding the Cremora subsidiary acquired in 2025), Switzerland and Türkiye.

For better understanding, the detailed 2025 reporting for the 10 additional countries has been aggregated with the reporting from the 11 pilot countries, and is available in *Appendix 2* of this document. The direct volumes for the 21 countries represent 54% of the total volume of cow raw milk collected worldwide by Lactalis in 2025 (around 12.2 billion liters, 16,200 partnering farms, 1.5 million dairy cows and 0.6 million dairy calves – cf. *Appendix 1* for details).

Shell eggs and egg products (laying hens)

The scope of the 2025 reporting on shell eggs and egg products is global, including a dedicated section for the European Union. Volumes of shell eggs and egg products purchased by R&D departments, in Russia, in Belarus and by acquisitions of less than 3 years (e.g., the Marie-Morin subsidiary in Canada acquired in 2023) are excluded.

The 2025 reporting on shell eggs and egg products is based on data collected during year 2025 from Lactalis' Purchasing management control information system.

(4) A farm supplying raw milk to Lactalis is considered as "direct" if a) There is an individual contract between Lactalis and the Farm Manager and/or b) Lactalis can propose to the Farm Manager individually, a plan to improve his farming practices, without having obtained a prior formal agreement of any third party (e.g. a cooperative). Otherwise, the farm is considered as "indirect" (including farms supplying milk to Lactalis via "brokers").

02. 2025 PERFORMANCES AND DISCUSSIONS

Raw milk (dairy cows and calves)

As a first step on raw milk from cows, Lactalis is committed to focusing its efforts regarding animal welfare on the direct volumes collected in 11 pilot countries and, more precisely, on 10 sensitive topics.

The 2025 group's performances on these 10 sensitive topics are reported and analyzed in the table below. All the key performance indicators (KPI) reported in this table are presented as percentages of the total direct volume of cow raw milk collected by Lactalis in the 11 pilot countries.

In 2025, Lactalis has completed its initial assessment cycle, allowing to assess, for the first time, most of its 12,800 direct partnering farms in 11 pilot countries during the last 3 years[5]. The 2024 and 2023 results are therefore also included in the table below in order to have an accurate overview of all Lactalis' partnering farmers initial performances on animal welfare. In general, there is no significant difference between 2023, 2024 and 2025 results as most of the farmers were assessed by Lactalis for the first time during this period. Significant improvements are not expected until 2026, when the second 3-years assessment cycle begins and progress can be measured against initial baseline.

In addition to the following table, Lactalis' performances on all animal welfare topics on raw milk from cows are reported in *Appendix 2* of this document for the 21 countries (11 pilot countries plus the 10 additional countries - see Section *01 – Scope and methodological approach*). KPI reported in *Appendix 2* are presented as percentages of the total direct volume of cow raw milk collected by Lactalis in the 21 countries.

(5) In Brazil and in France, some direct volumes have not yet been assessed due to technical reasons. Lactalis will continue its efforts to achieve full coverage for the 11 pilot countries in 2026.

Reminder: Lactalis' commitments and positions (and related scopes)		Lactalis' initial performances					Explanations & analyses
		Key performance indicators (KPI)	2023 values	2024 values	2025 values	Optimal values	
Tethering							
Lactalis encourages loose housing systems and is committed to raising farmers' awareness not to build new tie-stall barns	All 11 pilot countries	Percentage of direct volume coming from farms where lactating cows are **free from tethering**	99%	99%	**99%**	100%	Most of Lactalis' partnering farms assessed in the 11 pilot countries have complied with Lactalis' position on this topic, namely that they do not practice tethering of lactating cows. However, in a few farms, traditional tie-stall systems are still in place especially in mountain areas where it can be challenging for farmers to switch to loose housing systems (regarding land availability, needs for investments, etc.). Lactalis will therefore continue raising awareness among these remaining farmers, especially by providing guidance on the transition toward tie-stall free systems during barns renovations.
Bedding space							
Farms supplying milk to Lactalis should provide cows with satisfying bedding space[6]	All 11 pilot countries	Among direct volume coming from farms where lactating cows are housed and not tethered (loose housing and free-stall systems)[7], percentage of volume coming from farms where lactating cows have a **satisfying bedding space**	73%	67%	**70%**	100%	In some countries, national guidelines on this topic are less ambitious than Lactalis' recommendations (for example, 100 cubicles for 110 cows). This is probably the main reason for the current performance of Lactalis' partnering farmers. In this context, Lactalis has been actively working to communicate its recommendations widely and convince farmers of the benefits (e.g. a cow with a satisfying bedding space will produce more milk). In France, for example, Lactalis published in 2024 a technical guide on bedding space for the attention of the farmers. Moreover, Lactalis firmly believes that its dairy technicians, whose daily work includes providing technical support to farmers, have a key role to play on this topic. That's why, all of them in the 11 pilot countries have been trained with an enhanced and standardized training on animal welfare (via the CowSignals® Training Company), equipping them to provide farmers with the best possible recommendations in this area. Lactalis is confident that these efforts will encourage more farmers to adopt best practices over the next few years.

(6) See details after the table.

(7) Percentage of direct volume coming from farms where lactating cows are housed and not tethered: 88% in 2025 (scope: 11 pilot countries).

Calves in groups							
Lactalis promotes group housing for calves from 4 weeks of age	All 11 pilot countries	Among direct volume coming from farms rearing calves "on-farm" from at least 4 weeks of age, percentage of volume coming from farms rearing **calves in groups from at least 4 weeks of age**	52%[8]	52%[8]	**63%[8]**	100%	*Same analyses as for Bedding space above.*
In European Union Countries*, the UK*, Australia and Brazil, all dairy calves within Lactalis supply chain must be reared in groups from at least 8 weeks of age **According to local regulations*	Belgium, France, Italy, Spain, UK, Australia, Brazil	Among direct volume coming from farms rearing calves "on-farm" from at least 8 weeks of age, percentage of volume coming from farms rearing **calves in groups from at least 8 weeks of age**	87%[9]	92%	**93%**	100%	In some EU countries, a few Lactalis' partnering farms were identified as not complying with applicable regulations. As a first step and given that these farmers were assessed by Lactalis for the first time, a reminder has been addressed to the farm managers. In Brazil, rearing calves in groups is not a common practice among Lactalis' partnering farms. The Lactalis' local teams are therefore actively working to raise awareness on this topic among farmers and convince them of the benefits (e.g. grouping dairy calves before 8 weeks fosters social bonding and lowers stress). Since 2023, training courses (addressing various animal welfare topics including rearing calves in groups) are organized, with an increasing number of sessions each year. In 2025, nearly 500 Brazilian farmers participated to these training courses, i.e. around 15% of Lactalis' direct partnering farmers in Brazil. In the end, although it is not yet possible to analyse trends over time due to different farms being assessed each year, Lactalis' work appears to be having a positive impact on this topic.

(8) France is not included in 2023, 2024 and 2025 values (data not available for technical reason).

(9) France is not included in 2023 values (data not available for technical reason).

Access to pasture							
Lactalis endorses pasture grazing for dairy cows wherever appropriate	All 11 pilot countries	Percentage of direct volume coming from farms where lactating cows have **access to pasture** at least 120 days per year (at least 6 hours per day)	55%	55%	**51%**	/	In some milk production systems, grazing is limited due to low pasture availability or very wet or cold weather conditions. Lactalis' main objective on this topic is to support farmers in decision-making and to highlight the benefits of pasture grazing, adapted to local realities.
Effective species-specific environmental enrichment							
Lactalis encourages partnering farms to implement enrichment tools to give animals the opportunity to express their natural behaviors	All 11 pilot countries	Among direct volume coming from farms where lactating cows are housed[10], percentage of volume coming from farms where lactating cows have **access to effective species-specific environmental enrichment** (access to an outdoor loafing area at all times and/or to cow brushes)	49%[11]	52%[11]	**46%[11]**	100%	In some countries, cow brushes are not common, and their benefits seem not to have been widely communicated to farmers yet. Lactalis will continue to raise awareness among farmers on this topic over the next years.

(10) Percentage of direct volume coming from farms where lactating cows are housed: 89% in 2025 (scope: 11 pilot countries).

(11) France is not included in 2023, 2024 and 2025 values (data not available for technical reason).

Growth promoting substances							
In European Union Countries*, the UK*, Australia and the USA, growth hormones are not permitted within Lactalis supply chain **According to local regulations*	Belgium, France, Italy, Spain, UK, Australia, USA	Percentage of direct volume coming from farms **not using growth promoting substances** on lactating cows (including, among others, rBST, oxytocin and antibiotics at low dose in the feed)	100%	100%	**100%**	100%	All farms assessed in the listed countries comply with Lactalis' position on this topic, namely that they do not use growth promoting substances on lactating cows.
In Brazil, Lactalis is committed to eliminate artificial growth hormones (rBST) by 2030	Brazil		40%	54%	**32%**	100%	Use of growth promoting substances is still relatively common in Brazil. Since 2023, Lactalis has started a long journey to encourage and support farmers to eliminate this practice. The group expects to see a positive trend in this KPI by 2026, when the farms will be assessed for the second time. Note: the lower performance in 2025 compared to 2023 and 2024 is likely due to a sampling effect.

Antibiotics							
Lactalis aims to fight against antimicrobial resistance and supports partnering farms to reduce prophylactic use of antibiotics	All 11 pilot countries	Percentage of direct volume coming from farms **not using antibiotics for prophylactic use** on dairy animals (i.e. in a preventive way)	42%	59%	**44%**	100%	Traditionally, most of Lactalis' partnering farms do not use antibiotics for prophylactic use on cows except at the time of drying off. Indeed, it is a common practice to use antibiotics at this time when cows are at high risk of developing mastitis. To avoid antibiotic resistance that creates issues for both animal and human health, Lactalis' local teams are actively working to recommend farmers to implement selective dry cow treatment (only cows with high level of somatic cell counts should be given antibiotics). In addition, an online event was held in 2025 to give Lactalis' local teams in different countries the opportunity to share best practices and identify successful ones for implementation. In terms of results, while a substantial improvement was observed in 2024, it was mainly driven by sample size and volume effects in a few countries. 2023's and 2025's results reflect a more accurate picture of the overall performance. Given the importance of this topic, local teams plan to step up their efforts to ensure continued progress during the second cycle of assessments starting in 2026.
In European Union Countries, according to local regulations, prophylactic use of antibiotics is prohibited since 2022 (except in certain exceptional cases as described in the regulations)	Belgium, France, Italy, Spain, UK		49%	72%	**53%**		Since 2022, the prophylactic use of antibiotics is beginning to decrease in some EU countries and the UK due to increasing regulatory pressure. However, Lactalis' overall performance seems to remain stable over the years (see explanation above regarding the 2024 performance). As a leading dairy company, Lactalis acknowledges that it has a significant role to play in ensuring that its partnering farmers comply with local regulations. Lactalis' local teams have therefore been actively working on this topic to raise awareness among farmers. For example, in Belgium and in Spain, educational materials on responsible use of antibiotics were made available for all partnering farmers. In 2026, this topic will be one of the top priorities for the group, which intends to accelerate its efforts until the 100% target is reached.

Disbudding / dehorning							
Lactalis promotes recognized best practices for disbudding (including before 8 weeks of age)[12]. More precisely, Lactalis will eliminate routine dehorning (after 8 weeks of age) by 2025* **2026 for the last farms who will be assessed in 2025*	All 11 pilot countries	Among direct volume coming from farms practicing disbudding or dehorning of dairy animals "on-farm"[13], percentage of volume coming from farms practicing disbudding before 8 weeks **(i.e. not practicing routine dehorning)**	90%	90%	**94%**	100%	For the past 3 years, eliminating routine dehorning after 8 weeks of age and promoting recognized best practices for disbudding have been one of the top priorities for Lactalis. Local teams have been actively working with partnering farmers to communicate Lactalis' recommendations widely and raise awareness through various actions. For example, in France, Brazil and the UK, several training sessions on disbudding best practices have been organized. Although year-on-year comparisons are limited because of variation in the farm samples assessed, Lactalis' work appears to be having a positive impact on this topic. Confirmation of this trend will only be possible from the 2026 assessment round, comparing results against a complete baseline.
		Among direct volume coming from farms practicing disbudding or dehorning of dairy animals "on-farm", percentage of volume coming from farms practicing **disbudding according to recognized best practices**	32%	32%	**38%**	100%	

(12) See details after the table.
(13) Percentage of direct volume coming from farms practicing disbudding or dehorning of dairy animals "on-farm": 85% in 2025 (scope: 11 pilot countries).

Tail docking							
Practicing routine tail docking is not permitted within Lactalis supply chain	All 11 pilot countries	Percentage of direct volume coming from farms **not practicing routine tail docking** on dairy animals	99%[14]	100%	**100%**	100%	Except for a few farms assessed in 2023, all farms in the 11 pilot countries comply with Lactalis' position on this topic, namely that they do not practice routine tail docking on dairy animals.
Animal derived proteins in feed							
All Lactalis partnering farms must be in compliance with national regulations regarding the use of animal derived proteins in dairy animal feed. In European Union Countries and Australia, according to local regulations, this practice is strictly forbidden for ruminants	All 11 pilot countries	Percentage of direct volume coming from farms **not feeding dairy animals with animal derived proteins**	100%	100%	**100%**	100%	All farms assessed in the 11 pilot countries comply with Lactalis' position on this topic, namely they are compliant with national regulations on the use of animal derived proteins in dairy animal feed.

(14) France is not included in 2023 values (data not available for technical reason).

Definitions:

Satisfying bedding space for lactating cows

Lactating cows have a satisfying bedding space when there is at least:

- In loose housing system with loafing area integrated: 10 m² per large-sized* cow or 7.5 m² per small-sized* cow
- In loose housing system with distinct loafing area: 7 m² per large-sized* cow or 5.5 m² per small-sized* cow
- In free-stall system: 1 stall per cow

**Large-sized cow: average live weight of cows ≥ 600 kg*
Small-sized cow: average live weight of cows < 600 kg

Recognized best practices for disbudding

The 3 following situations (method + age of the calves + analgesic and/or anaesthetic) are considered as "recognized best practices for disbudding":

- Chemical disbudding before 2 weeks with analgesic and/or anaesthetic
- Thermal disbudding before 4 weeks with analgesic and/or anaesthetic
- Thermal disbudding between 4 and 8 weeks with analgesic and anaesthetic

Shell eggs and egg products (laying hens)

As a first step on shell eggs and egg products, Lactalis is committed to focusing its efforts on the cage-free transition at European Union and at global level. The group's performances on this topic are reported and analyzed in the table below.

Reminder: Lactalis' commitments and positions (and related scopes)		Lactalis' performances				Explanations & analyses
		Key performance indicators (KPI)	2024 values	2025 values	Optimal values	
In the European Union, Lactalis has committed to stop purchasing shell eggs and egg products coming from caged systems ("Code 3") from 2021	EU	Percentage of annual volume of purchased shell eggs in the EU coming from cage-free systems	100%	**100%**	100%	For several years now, Lactalis' global and local buyers have been engaged in discussions with suppliers of shell eggs and egg products used as ingredients by the group to ensure that all volumes purchased come from cage-free systems. In the European Union, this is already the case for 100% of the volumes. At global level, for shell eggs, 100% of volumes purchased come from cage-free systems. However, Lactalis could not convert all its egg products volumes by the end of 2025. Among the countries that still had to convert their volumes in 2025, Türkiye has switched its purchases to cage free systems at the end of 2025. Similarly, although not included in the results reported due to its acquisition from less than three years, the Marie-Morin subsidiary in Canada has also switched its volumes to cage free systems during the year. Only Brazil could not complete this switch in 2025, but it has been approved for early 2026.
		Percentage of annual volume of purchased egg products in the EU coming from cage-free systems	100%	**100%**	100%	
At global level, Lactalis will stop purchasing shell eggs and egg products coming from caged systems ("Code 3") by the end of 2025	Global	Percentage of annual volume of purchased shell eggs worldwide[15] coming from cage-free systems	100%	**100%**	100%	
		Percentage of annual volume of purchased egg products worldwide[15] coming from cage-free systems	92.0%	**92.7%**	100%	

(15) Excluding Russia, Belarus and acquisitions of less than 3 years (e.g., the Marie-Morin subsidiary in Canada acquired in 2023).

APPENDIX 1: LACTALIS' SCOPE ON RAW MILK FROM COWS

	Volume of cow raw milk collected by Lactalis in 2025 (billion liters)	Estimated number of partnering farms* (thousand)	Estimated number of dairy cows* (million)
Worldwide (47 countries)			
Values	22.6	208.2	3.1
Direct volumes in 11 pilot countries			
Values	9.7	12.8	1.2 (+ 0.5 dairy calves)
% of Worldwide	43%	6%	40%
Direct volumes in 10 additional countries			
Values	2.4	3.4	0.3 (+ 0.1 dairy calves)
% of Worldwide	11%	2%	10%
Direct volumes in 21 countries			
Values	12.2	16.2	1.5 (+ 0.6 dairy calves)
% of Worldwide	54%	8%	50%

*Number of partnering farms and number of dairy cows (and dairy calves) have been estimated, country by country, based on "Volumes of cow raw milk collected by Lactalis in 2025" and:

- For 21 countries (Australia, Belgium, Brazil, Canada, France, Germany, Italy (excluding the Ambrosi subsidiary acquired in 2023), Spain, Sweden, the United Kingdom and the United States (excluding the Midwest Yogurt subsidiary acquired in 2025), Croatia, Czech Republic, the Netherlands, Poland, Portugal (excluding the Sequeira subsidiaries acquired in 2024 and Tavares acquired in 2025), Romania, Slovenia, South Africa (excluding the Cremora subsidiary acquired in 2025), Switzerland and Türkiye): data collected in 2025 during on-farm assessments;
- For the other countries: average 2024 data from IFCN[16] or 2025 data from Lactalis Country Milk Supply departments when available.

(16) Hemme, 2024: IFCN Dairy Report 2024, IFCN, Kiel, Germany.

APPENDIX 2: FULL REPORTING ON ANIMAL WELFARE FOR RAW MILK FROM COWS (SCOPE: DIRECT VOLUMES IN 21 COUNTRIES, I.E., 54% OF THE TOTAL VOLUME OF COW RAW MILK COLLECTED BY LACTALIS IN 2025)

Animal welfare topics	Key performance indicators (KPI)	2024 values	2025 values	Optimal values
Freedom from hunger, malnutrition and thirst				
Body condition	Percentage of direct volume coming from farms where more than 10% of lactating cows are very skinny (body condition score < 2)	1%	**1%**	0%
Access to water	Percentage of direct volume coming from farms where lactating cows have a satisfying access to water (2 water troughs per area, 6 cm linear access at water trough per cow and water troughs are clean)	69%	**73%**	100%
Freedom from heat stress or physical discomfort				
Cleanliness condition	Percentage of direct volume coming from farms where more than 10% of lactating cows have an unsatisfying cleanliness condition (cleanliness score)	21%	**22%**	0%
Tethering	Percentage of direct volume coming from farms where lactating cows are free from tethering	98%	**98%**	100%
Access to pasture and/or to an outdoor loafing area	Percentage of direct volume coming from farms where lactating cows have access to pasture at least 120 days per year (at least 6 hours per day)	51%	**47%**	/
	Among direct volume coming from partnering farms where lactating cows do not have access to pasture at least 120 days per year, percentage of volume coming from farms where cows have access to an outdoor loafing area at all times	9%	**12%**	100%
Bedding space	Among direct volume coming from farms where lactating cows are housed and not tethered (loose housing and free-stall systems), percentage of volume coming from farms where lactating cows have a satisfying bedding space[17]	71%[18]	**75%**	100%
Freedom from pain, injury and disease				
Lameness	Percentage of direct volume coming from farms where more than 5% of lactating cows have severe lameness	12%	**11%**	0%
Integument alterations	Percentage of direct volume coming from farms where more than 10% of lactating cows have integument alterations (hairless patches, lesions or swellings)	16%	**17%**	0%
Udder health	Percentage of direct volume coming from farms with a worrying udder health level (geometric average at farm level > 250,000 cells/ml)	26%	**27%**	0%

(17) See details above.

(18) South Africa is not included in 2024 values (data not available for technical reason).

Animal welfare topics	Key performance indicators (KPI)	2024 values	2025 values	Optimal values
Mortality	Percentage of direct volume coming from farms where the cow mortality rate is above 3.5%	56%	**56%**	0%
Disbudding / dehorning	Percentage of direct volume coming from farms with disbudded or dehorned dairy animals	95%	**93%**	/
	Among direct volume coming from farms practicing disbudding or dehorning of dairy animals "on-farm", percentage of volume coming from farms practicing disbudding before 8 weeks (i.e. not practicing routine dehorning)	91%	**94%**	100%
	Among direct volume coming from farms practicing disbudding or dehorning of dairy animals "on-farm", percentage of volume coming from farms practicing disbudding according to recognised best practices[19]	33%	**38%**	100%
Tail docking	Percentage of direct volume coming from farms not practicing routine tail docking on dairy animals	97%	**97%**	100%
Growth promoting substances	Percentage of direct volume coming from farms not using growth promoting substances on lactating cows (including, among others, rBST, oxytocin and antibiotics at low dose in the feed)	96%	**94%**	100%
Antibiotics for prophylactic use	Percentage of direct volume coming from farms not using antibiotics for prophylactic use on dairy animals (i.e. in a preventive way)	57%	**46%**	100%
Animal derived proteins in feed	Percentage of direct volume coming from farms not feeding dairy animals with animal derived proteins	100%	**100%**	100%
Freedom to express normal patterns of behaviour				
Non-housing systems	Percentage of direct volume coming from farms where lactating cows are always in pasture (never housed)	12%	**10%**	/
Access to pasture	*See above*			
Effective species-specific environmental enrichment	Among direct volume coming from farms where lactating cows are housed, percentage of volume coming from farms where lactating cows have access to effective species-specific environmental enrichment (access to an outdoor loafing area at all times and/or to cow brushes)	55%[20]	**52%[20]**	100%
Freedom from fear and distress				
Human avoidance	Percentage of direct volume coming from farms where more than 30% of lactating cows show sign of human avoidance	3%	**4%**	0%

(19) See details above.

(20) France is not included in 2024 and 2025 values (data not available for technical reason).

Animal welfare topics	Key performance indicators (KPI)	2024 values	2025 values	Optimal values
Calves				
Colostrum intake	Percentage of direct volume coming from farms giving colostrum to the calves during the first 6 hours	99%[21]	**97%**	100%
Fibres intake	Among direct volume coming from farms rearing calves "on-farm" from at least 2 weeks of age, percentage of volume coming from farms giving ad libitum fibres (hay or straw) to the calves from at least 2 weeks of age	92%	**93%**	100%
Space allowance	Percentage of direct volume coming from farms where calves have a satisfying space (criteria depending on the age)[22]	98%	**98%**	100%
Rearing in groups	Among direct volume coming from farms rearing calves "on-farm" from at least 8 weeks of age, percentage of volume coming from farms rearing calves in groups from at least 8 weeks of age	87%	**85%**	100%
	Among direct volume coming from farms rearing calves "on-farm" from at least 4 weeks of age, percentage of volume coming from farms rearing calves in groups from at least 4 weeks of age	51%[23]	**57%[23]**	100%

(21) France is not included in 2024 values (data not available for technical reason).

(22) Satisfying space for calves:
- Calf weighing less than 150 kg: 1.5 m2/calf
- Calf weighing between 150 and 219 kg: 1.7 m2/calf
- Calf weighing 220 kg or more: 1.8 m2/calf

(23) France is not included in 2024 and 2025 values (data not available for technical reason).

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The targets, associated timelines and scopes mentioned in this document reflect current assumptions. Acquisitions, regulatory changes or other factors may have a major impact on these assumptions. In such cases, Lactalis Group reserves the possibility to review and adjust them accordingly.

The version of this document available on the Lactalis Group website shall prevail.