

3 PEOPLE



OUR CREED

Livestock Feed Ltd adheres to and holds at heart the values of our Group in all activities it initiates and undertakes. In our onboarding and induction processes, each new entrant receives an explanation of the Credo and shows their commitment by signing our Credo charter.

Mutual Respect and Recognition
are essential elements to our relationships.

Our Professionalism, Creativity and Innovation
ensure the sustainability of our actions and our participation to growth.

Being prepared to **Listen to others** is an enriching experience since one learns from someone else's difference.

We believe that LFL Group's Culture is based on strong fundamental values.

Dignity has no hierarchy and represents each and everyone's most intimate treasure.

Loyalty ensures serene continuity to our relationships.

Equity guarantees social justice and liberty.

The Quality of our services, products and relationships leads to further development and progress.

Integrity is the foundation to these values and represents a rock-solid guarantee for our shareholders, personnel, clients, suppliers and the community at large.

WOMEN AND MEN, OUR FOUNDATION



These **Values** reinforce our convictions and urge us to fulfil our tasks and responsibilities.

RECRUITMENT

Selection and interview protocol

The right talent right from the start

LFL uses the Competency-Based Interviewing protocol and its own Operatives Interview Questionnaire to ensure appropriate selection of Talent in terms of technical and cultural match with the Company.

Our managers are trained with regards to this methodology to maintain consistency and ensure effectiveness in the recruitment process.

The Company has leveraged its LinkedIn page to attract more qualified applicants and, by extension, gain greater visibility.

Our Company's recruitment practices and channels are designed to ensure a transparent, fair, and diverse selection and hiring process, helping us to find the right talent for the right roles.

Onboarding process (Mauritius, Madagascar & Rwanda)

Our comprehensive onboarding process ensures all new hires, from operatives to management level, are seamlessly integrated and can quickly contribute to the organisation's objectives.

Operatives receive an immediate orientation to their work environment and vital HR, Health & Safety Quality and Sustainability inductions. All new employees are welcomed with a company-wide email announcement and assigned a dedicated buddy for personalised support.

Our 3-week induction plan provides a deep dive into departments, while the monthly company induction covers our vision, values, and key aspects of the business.

Finally, our HRIS, implemented in 2022, streamlines HR tasks and provides employees with easy access to essential information and services from day one. Our HRIS has been deployed in phases across nearly all our operating countries to ensure all employees are on the same platform, with equal access to information and resources.



CAREER

Pépinière métiers

The Company implemented Pépinière Métiers to train, equip, and support its employees, as well as tertiary-level interns and students, in their professional development. This initiative is crucial for building a robust talent pool that directly supports the Company's succession planning needs, ensuring a continuous supply of qualified individuals for future leadership and critical roles within its structure.

Mauritius



1. Traineeship Programme

We have welcomed 7 trainees in H&S, HR, Maintenance, Logistics, and Sustainability, coming from diverse institutions such as Polytechnic Mauritius, Université des Mascareignes, Mauritius Institute of Training and Development (MITD), and Toulouse Business School and we have established a partnership with Mauritius Institute of Training and Development (MITD) and Université des Mascareignes to host maintenance students.

A group of students from African Leadership University (ALU) has visited our premises in May 2025 for an industrial visit.

2. Managerial Plan

Ensures leadership continuity and organisational stability by supporting smooth transitions in key roles, developing internal talent, and sustaining performance. As part of the plan, Financial Year 24 - 25, we completed coaching for 4 managers, 2 seniors managers participated in the Senior Leadership Pinnacle Program by Stellenbosch Business School, and 2 managers went for a cross exposure in France at MiXscience.

3. Exchange Programme

Fosters synergy across entities by encouraging the exchange of knowledge, skills, and work environments, alongside the discovery of diverse customs and cultures. In February 2025, 2 colleagues from the HR and Production teams visited LFL Madagascar to better understand the operational practices.

4. Leadership Continuity

Dale Carnegie partnered with our managers and senior managers to strengthen overall company management, focusing on direction, alignment and commitment in January 2025 during our Mid Term Business Review.

5. Operatives Training Plan

We are developing in-house trainers via Mix Academy, leveraging our internal competency framework to align our operational teams' expertise with job requirements.

Madagascar



1. Traineeship Programme

Partnership was established with École Supérieur des Sciences Agronomiques, Ecole Supérieur Polytechnique d'Antananarivo, Institut Supérieur de Technologie Antananarivo, University de Tombontsoa and Avischool. Through this partnership, 8 interns have been recruited as permanent employees.

2. Exchange Programme

In February 2025, 2 team members from Nutrition Department came to LFL Mauritius and attended an on-site training session led by experts from MiXscience.

3. Foreign Labour

Due to challenges in recruiting Mauritian labour, LFL Madagascar has partnered with LFL Mauritius for the selection of Malagasy employees who will be sent to Mauritius to support its operations.

4. Managerial Plan

A total of 1,872 training hours were delivered to managers and future managers to strengthen their management skills and enhance their leadership capabilities.

5. Technical Training

To maintain its leading position in this industry, employees received technical training in collaboration with MiXscience and Technofeed ensuring they stay up to date with best practices and continuously enhance their individual efficiency.

Rwanda



1. Traineeship Programme

Partnership was made with African Leadership University (ALU) and Rwanda Institute for Conservation Agriculture (RICA).

A cohort from ALU visited our premises in September 2024 for an industrial visit. We have also collaborated in November 2024 on marketing strategies from their perspectives as student which were considered in our budget plans.

A Management Trainee has been welcomed from ALU for 6 months in the Marketing Department.

2. Operative training plan

A total of 197 hours of training were conducted during the financial year 2024-2025, focusing on on-the-job training in Health & Safety and Production areas.

3. Exchange Programme

The Cost Controller of LFL Madagascar visited LFL Rwanda in February 2025 to identify loops hole and share best practices to be implemented at LFL Rwanda.

CAREER

Learning and development

Country	Total hours of training
Mauritius	2,966 hrs
Madagascar	5,768 hrs
Rwanda	197 hrs

Professional development (Mauritius)

As part of our ongoing commitment to talent development and internal mobility, several team members have progressed into new roles during the Financial Year 2024-2025:

- A Logistics Trainee, who successfully completed a one-year internship, has been appointed as Weighbridge Clerk on permanent basis.
- A Sales Support Assistant has seamlessly transitioned since September 2024 as Logistics & Planning Officer implying a completely different role and department.
- A Data Analyst, has been promoted to Assistant Production Manager, marking a significant step in their leadership journey within the production team.
- A Delivery Clerk has been promoted to Delivery Team Leader.
- A Cost Controller, has progressed to the role of Financial Analysis Manager, reinforcing our strategic focus on financial performance and insights.

Professional development (Madagascar)

Details	Status
Internal promotion rate	29%
Number of fixed-term contracts converted to permanent contracts	19
Number of interns hired on permanent contracts	8

Eclosia for Life

During the Financial Year 2024-2025, 7 collaborators retired. A six-month succession planning process was implemented, during which each retiree trained their successor to ensure a smooth transition. Their departure was celebrated collectively with all employees, honouring their contribution and years of service.



CORPORATE LIFE (MAURITIUS)

LFL Times

An internal magazine celebrating successes to boost employee recognition and motivation.

Budget and mid-term review

In July, the Managing Director communicates the overall budget across all entities within the Group. Respective Country Managers then take the lead for their respective scopes to enhance transparency, inspire trust and improve strategic alignment. A mid-term review is then conducted around February to share our midway efforts and boosts motivation for the end of the financial year.

“Atelier Co-développement” (Codev)

LFL has created a learning community in the form of Atelier Codev. We have trained 8 collaborators to be facilitators and ambassadors of the new approach across LFL MRU. This tool was added to our toolbox to improve problem solving techniques, to embark our employees to find solutions to a common problem as cross functional teams. This structured reflective approach has been linked to our 4 “P” indicators that is People, Process, Planet and Profit. This approach has been deployed during the financial year 24-25. To date, we have carried out 7 workshops mainly about Ecofan, Planet, Valeurs, Strengthening inter-Business Unit cooperation, Gen Z and Women in a male-oriented industry. Several solutions have been actioned.

“Atelier Valeurs”

To reinforce our core values, several initiatives were carried out during the Financial Year 2024-2025. These included an “Atelier Valeurs” with all collaborators, during which we collectively worked on our four key values: “Respect”, “Écoute”, “Intégrité”, and “Dignité”.

Operatives Reward and Recognition Programme (LFL Mauritius & Rwanda)

Aims to acknowledge, appreciate, and reward employees for their exceptional efforts and contributions.

Achieving strong synergy between business units to function as a single, cohesive entity (Madagascar)

Three key elements played a fundamental role:

1. Standardisation of practices are applied across all business units
2. Transparency to demonstrate our commitment
3. Field presence to build trust and foster a positive and collaborative work environment.

Several channels have thus been deployed:

- **Maresak LFL:**
An internal magazine sharing insight across all the business units
- **WhatsApp Group:**
Communicate on events and emergencies information
- **Emailing:**
Cascading Group and Company info
- **LinkedIn Page:**
Share projects, initiatives, vacancies, and build our employer brand
- **Operations Meetings:**
Review weekly operating performance and address coming issues
- **Monthly Management and Executive Meetings:**
Review each department’s achievement
- **Weekly Action Brief:**
Where each department review its KPIs and action plan

Conseil d’entreprise (CE) (Mauritius) & Réunion des délégués du personnel (Madagascar)

Forum that facilitates dialogue between the employee representatives and Management, addressing work environment issues and employee well-being at large, ensuring top-level oversight and decision-making.

Internal communication

At LFL Group, our diverse communication channels are designed to enhance employee awareness, promote our company culture, and ensure transparency. The main channels are “Réunion Élargie”, Focus Group and “présentation des vœux” and aim to:

- Create awareness
- Promote our culture
- Ensure transparency
- Support employee well-being
- Encourage participation

WELLNESS

Work environment

Creating a healthy, safe, and supportive work environment for all our employees is our top priority. Below are the measures we have put in place for Mauritius and Madagascar:

- Measurable goals in Performance Appraisal
- ISO 45001 Standards
- OSHA 2022 Standards
- Regular risk assessments
- Daily Safety and Health Inspection
- VST- “Visite Sécurité Terrain”
- Training sessions on safety protocols, emergency procedures, and proper equipment use
- Health surveillance programme to detect potential health issues
- Weekly Health check-ups and screenings by our Health Practitioner
- Internal “Cellule d’écoute”
- Health & Safety Wellness programme in Rwanda

Welfare

We foster a friendly and engaging atmosphere through year-round social and fun activities, both internally and in collaboration with the “Art Culture & Sport” (ACS) Department at Group Level.

At Madagascar, we have also established an internal ACS Committee to strengthen Team Cohesion and Collaboration.

Cultural activities

To promote Inclusivity & Diversity:

We have organised cultural activities to celebrate the diverse backgrounds, customs, and talents within our workforce. By creating an inclusive environment where everyone feels welcome, valued and leverage the richness of our diverse teams.



DIVERSITY, EQUITY, INCLUSION (DEI)

Diversity and Inclusion (Mauritius)

We are dedicated to fostering an inclusive workplace where individuals from all backgrounds feel valued, respected, and included. Our commitment to diversity is evident in our factory, where we have welcomed 5 female employees and 6 casual workers. Furthermore, with 25% of our senior positions held by women, we are actively improving equal opportunities for career advancement, irrespective of gender.

Recognising the diverse needs of our team, we have also enhanced our working conditions by introducing flexible part-time opportunities, specifically designed to support candidates with varying family obligations.

Our recruitment strategy extends beyond typical catchment areas to proactively attract diverse talent and reinforce our commitment to Diversity, Equity, and Inclusion (DEI).

Equity (Mauritius and Madagascar)

At LFL Group, we are fully compliant with the Salary Grid Structure and Job Grading standards, ensuring fairness, equity, and transparency in our remuneration practices.

Our Talent Management Cycle – encompassing Job Grading, Performance Management Systems (PMS), and Leadership Competencies – is designed to ensure fairness, equity, and transparency in all our talent processes.

LFL Madagascar has partnered with “Humanité & Inclusion” to actively integrate vulnerable and disabled individuals into the professional world. In line with this commitment, an Inclusion Committee has been established. These internal ambassadors, supported by “Humanité & Inclusion”, will train all staff to effectively welcome and support these new colleagues.

Inclusion (Madagascar)

To promote youth inclusion from the informal sector into the formal workforce, targeted recruitment initiatives have been conducted in the Andakana catchment area. This approach aims to provide professional opportunities to young individuals and support their transition into structured employment.

