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OCTOBER 2024

Accelerating Digital Transformation: Fermenting Innovation at Lesaffre

Francois Pineau, Factory 4.0 Group Leader

Remi Correia, PI Program Manager - Factory 4.0

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LESAFFRE

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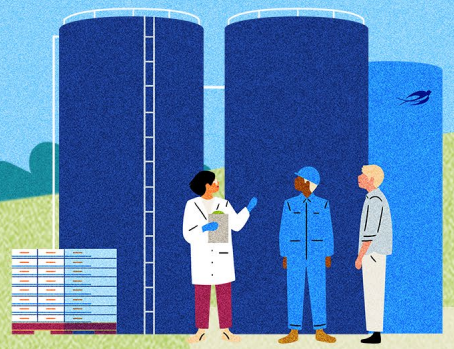
OCTOBER 15, 2024

LESAFFRE

IN 2024

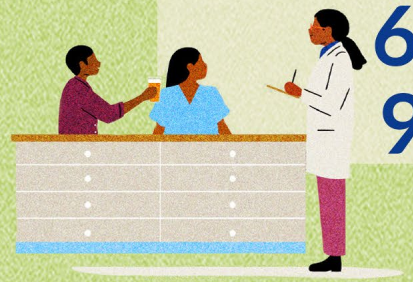
3 billion euros turnover

180 Our solutions are distributed in more than 180 countries



80 production sites in more than **50** countries

88% share of turnover from products sold having been manufactured by a GFSI* certified site



63 applied science centers

9 sensory analysis labs

90 international partnerships

700 R, D&I experts

51 Baking Center™

11,000 employees

96 nationalities

SILVER 2023 ecovadis Sustainability Rating

WORKING TOGETHER
TO BETTER NOURISH AND PROTECT THE PLANET

** Global Food Safety Initiative*

DEPLOY A PI SYSTEM ?

Challenge

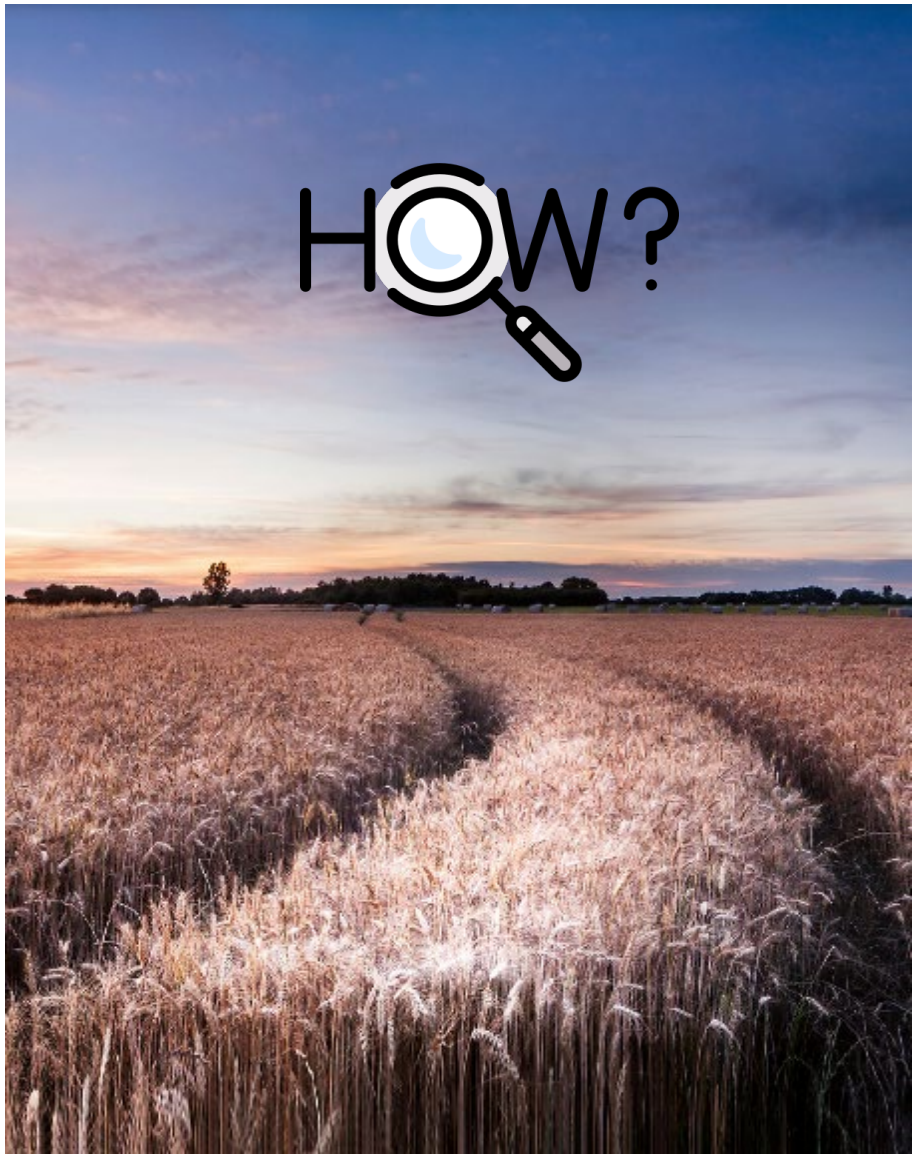
- Impulse a highly standardized Pi system
- Deploy 30 plants in 4 years (starting from 2023)
- Adapt according a high autonomy culture

Solution

- High scalability
- High standard

Results

- Developed system to manage and analyze large sets of operational industrial data



PI SYSTEM: HOW IT ALL BEGAN AND WHY?

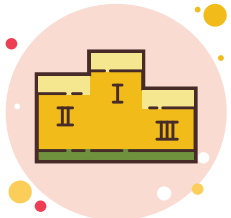
Industrial Digitalization : A strategic move for the Group to aligned with business ambitions

Engaging industrial digital transformation starts with
the Industrial Data Platform as the backbone for any use cases

Global initiatives and governance

Local adjustments and adoption

Main objectives :



Increased competitiveness

Knowledge acceleration (local, regional, global)

INDUSTRIAL CHALLENGES

Why is this a big challenge for Lesaffre ?

- **Subsidiarity**:

  Strong decentralization and autonomy of local units, making centralized control difficult.

- **Local Oriented Model (no global standard):**

  Lack of standardization across plants (e.g., same lab test has different names across factories).

  Many different countries and cultures of change

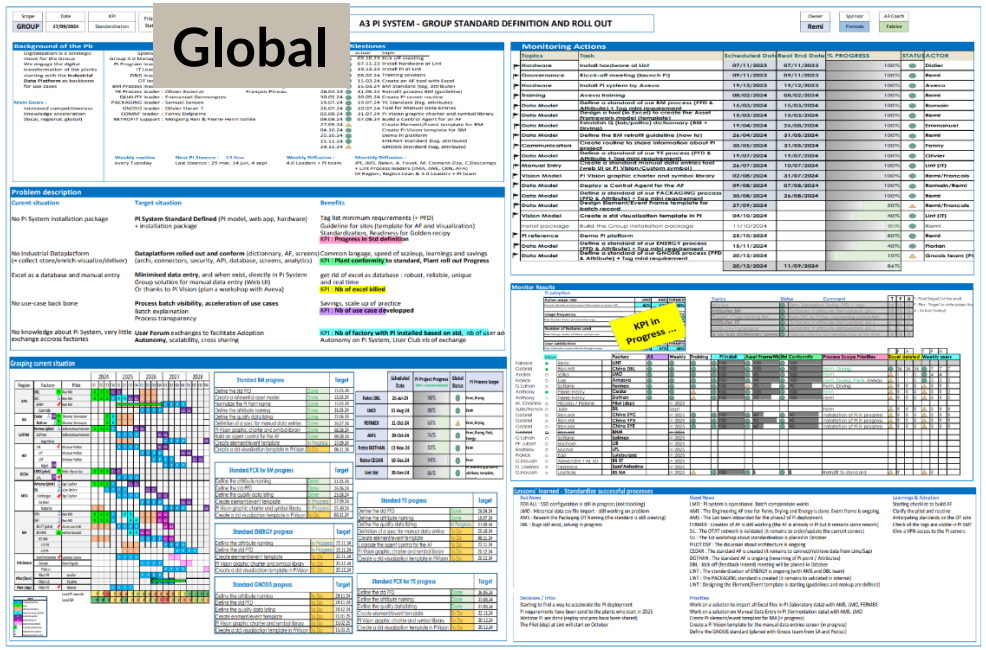
- **Mergers & Acquisitions:**

  Many plants were acquired, leading to significant variations in processes, systems, and culture across sites.

ALREADY DEPLOYED IN 6 SITES LOOKING AT 30+

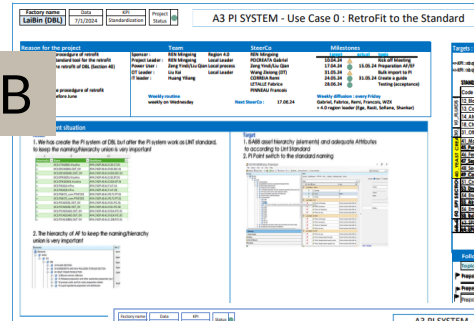
SIMPLIFY TO ALIGN

Global

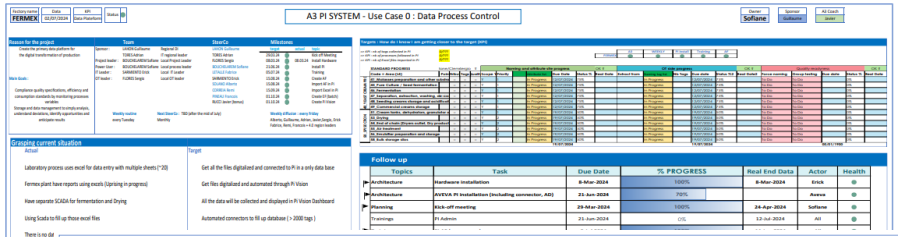


Site A

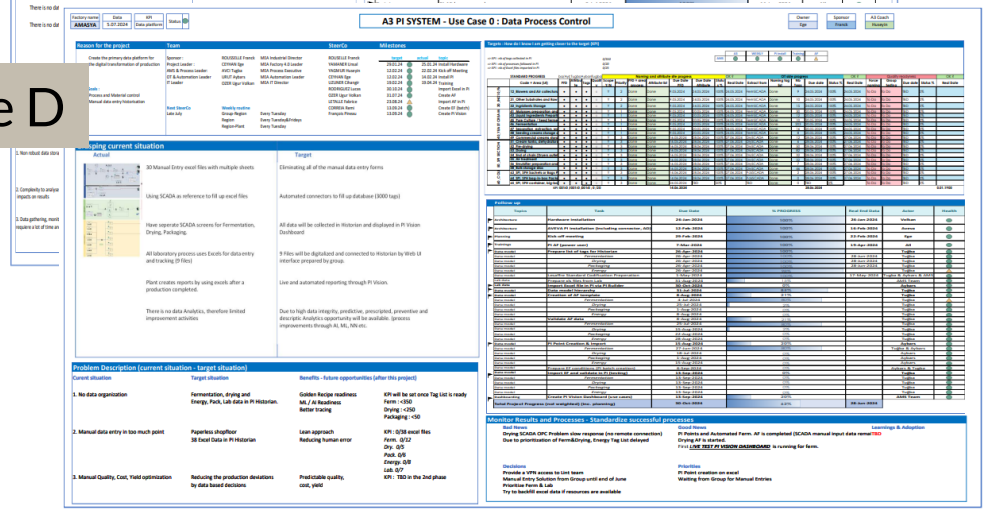
Site B



Site C



Site D



A3 Project Mgt Approach

Weekly updates pushed by all to all

LESAFFRE

SUCCESS AND POSITIVE FEEDBACK

For operations

- Reduce time and effort collecting operational data
- Ensure integrity and availability of critical real-time data
- Give operations staff self-service access to data for faster insight – no programming required

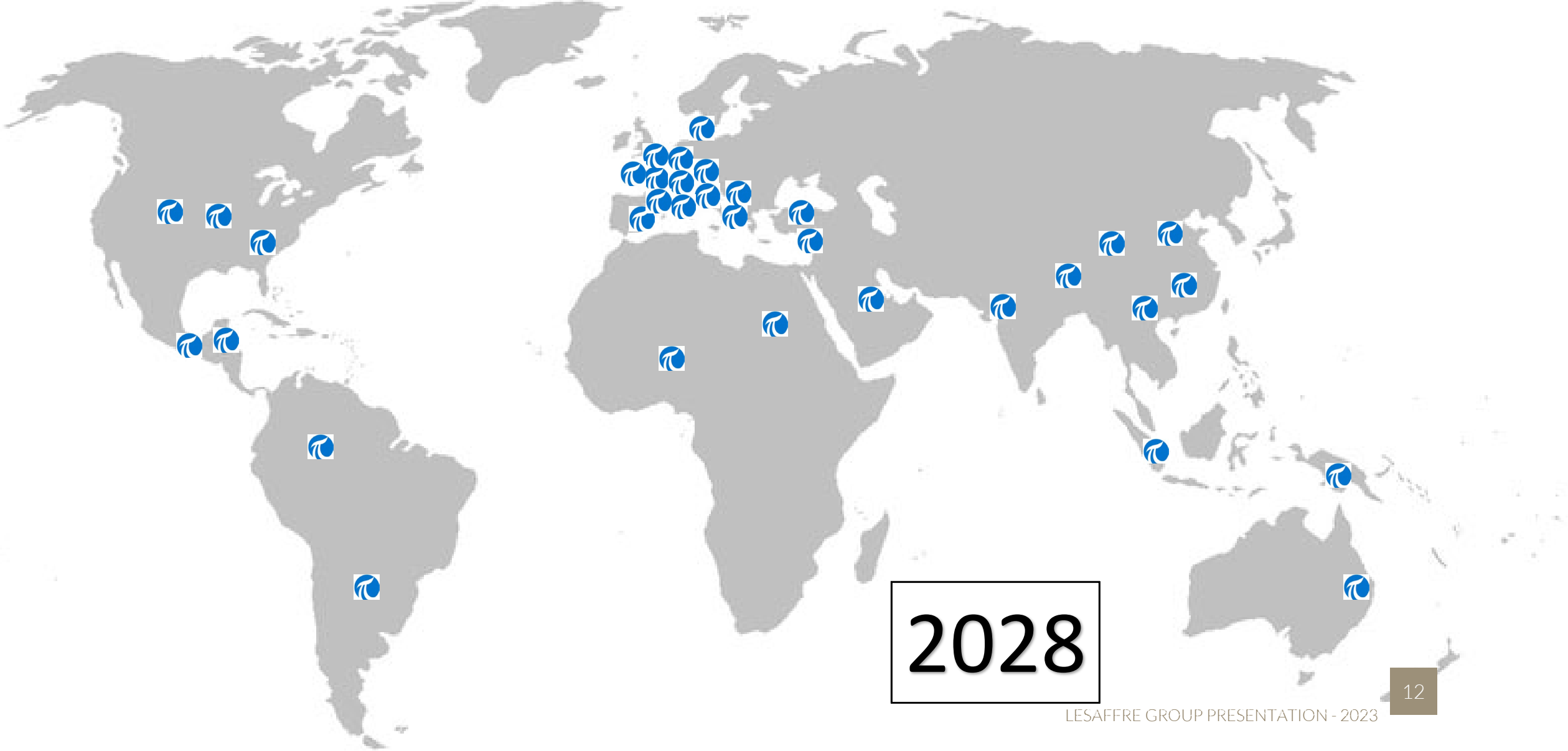
For business

- Make years of data easily accessible for predictive analysis
- Drive business applications with curated, trustworthy data
- Give operations staff self-service access to data for faster insight – no programming required

KEY TAKE-AWAYS

- Empowering People For a shared success
- Leveraging Data to serve Sustainable growth
- The User Experience at the hearth of the program

DEPLOY > 30 PLANTS IN 4 YEARS



2028

ONE VISION, ONE FUTURE

The Future is Now:

- Develop more use-cases through Pi
- Create complete process dashboards

Together at Lesaffre, we are building a future where innovation, sustainability, and empowerment help us **working together to better nourish and protect the planet.**

It’s not just about processes and technology,

it’s about people driving meaningful change.

Let’s make it happen.

Questions?

Please wait for the microphone.

State your name and company.

Please remember to…

Navigate to this session in the mobile app to complete the survey.

Let’s be data Pioneers !

Thank you!