



**CORPORATE SOCIAL AND ENVIRONMENTAL
RESPONSIBILITY REPORT
2023**

2023, "A year of resilience and adaptation."

Dear colleagues, partners, and stakeholders,

The year 2023 presented a series of major challenges for Biscuits Bouvard, with increasingly frequent climatic uncertainties, soaring inflation, and an unstable macroeconomic and geopolitical context. These factors tested our ability to adapt and innovate. Despite these turbulences, we have managed to stay on course thanks to our unwavering commitment to sustainability and social responsibility.

The integration of CSR into our business model

At Biscuits Bouvard, Corporate Social Responsibility (CSR) is not merely a topic but a central pillar of our business model. We have gradually integrated CSR at every level of our organization, from product design to supply chain management. This integration allows us to create sustainable value for our customers, teams, and the communities we work with, while minimizing our environmental impact.

The major CSR innovations of 2023

This year, we made significant steps forward in CSR. We continued our commitment to carbon emission reduction with a ten-year decarbonization strategy in collaboration with the Science Based Targets initiative (SBTi). We also increased our use of renewable energy and strengthened our circular economy efforts. Additionally, we launched major initiatives to fight food waste and promote biodiversity at our production sites.

In conclusion, despite a challenging year, Biscuits Bouvard continued to progress towards sustainability. Our commitment to CSR remains a top priority, and we are determined to continue our efforts to create a more sustainable and equitable future for all.

With our sincere thanks for your continued support,

Alainé *Pierre-Alain Laine'*



Alain et Pierre-Alain Lainé
President and CEO
Bouvard Group

Our Activities

Since our establishment in 1990, we have been driven by the desire to design, produce, and promote tasty, healthy, and high-quality snacks. We are passionately committed to developing innovative products that respect individuals and the Environment. Our core values include ambition, open-mindedness & humility, professionalism, and the pleasure of sharing.

Structure and Activities of our Group

As a specialist in the snack sector, our Group offers a wide range of products: biscuits, soft cakes, chilled snacks, and ready-to-fill products. In addition to our Private Label offerings, we have our own specific Brands. Our international organization is structured into three distinct Business Units:



BISCUITS BOUVARD

Our 8 French sites are dedicated to produce various biscuits, focusing on Quality and Innovation. We offer a wide range of products, including sweet and savory biscuits. Our own brands include the Saint Georges range, the Cantreau brand, and BioAlbon brand for Organic products.



BOUVARD PRO

This unit, including the Pidy, Délos, and 3 Toques brands, operates on three sites in France and Belgium, a commercial office in the UK, and a production site in the USA. It specializes in ready-to-fill products for both individuals and professional caterers.

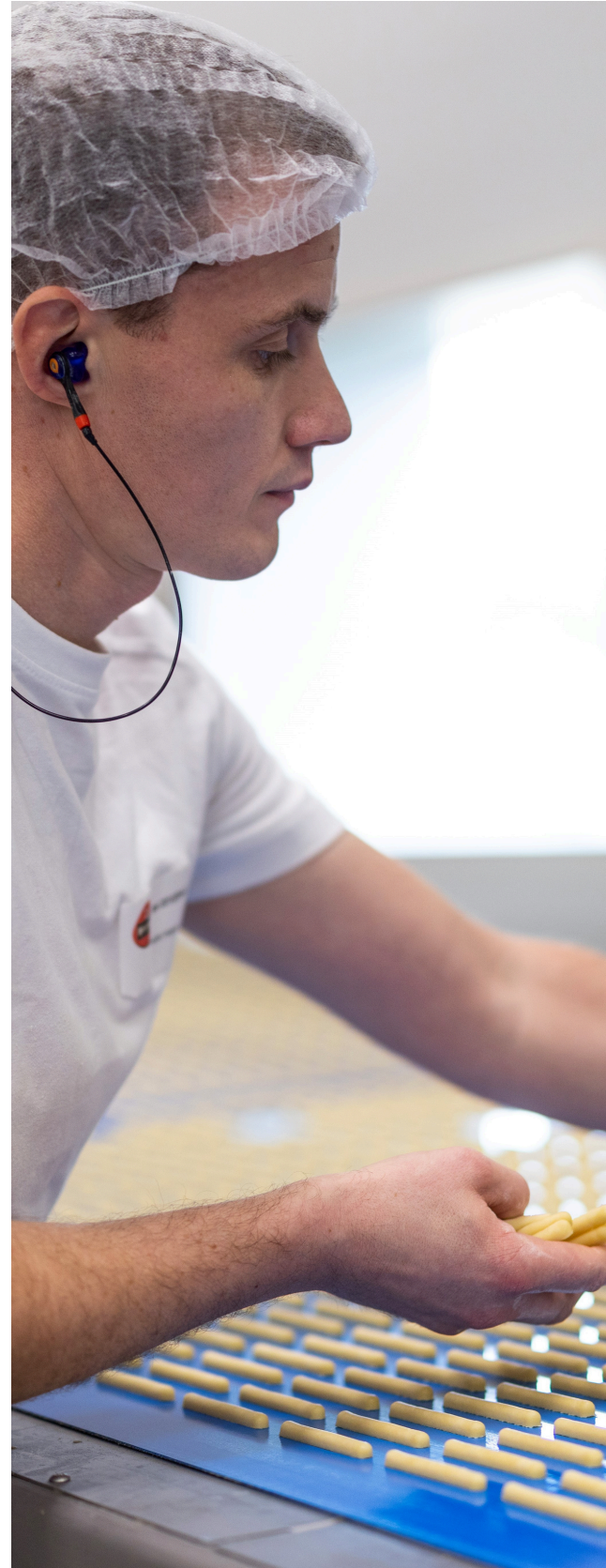


BOUVARD BAKERY ITALIA

Bringing together our 5 Italian sites, this unit specializes in soft cakes and the production of wafers under the Lago brand, or Milino brand for chilled snacks, or Private Labels, offering high-quality products for both Italian and international markets.

With our expertise and diverse offerings, we meet the needs of our clients and partners while remaining firmly committed to Social and Environmental Responsibility.

Key figures 2023



541 million € turnover

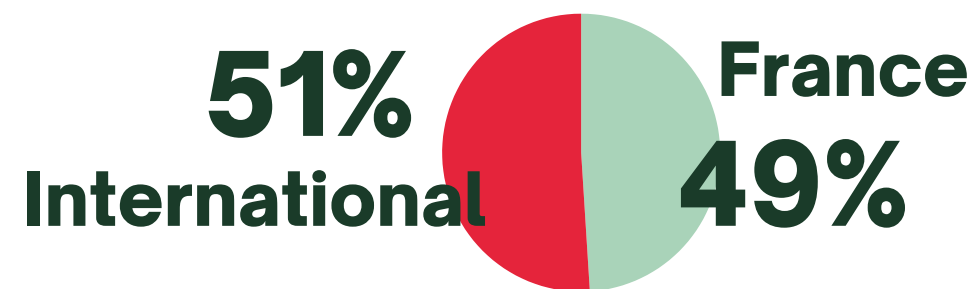
2,000 employees

1st Organic biscuit manufacturer in France

105,000 tons of products manufactured

+ 30 years of organic and external growth

Our sales :




18 sites based in Europe and in the United States

6 countries

4 logistic centers

Biscuits Bouvard Headquarters
Bouvard Alina Industrie Ceyzériat
Biscuiterie de la Tour d'Albon
Bouvard Alina Industrie Dole
Biscuits Saint-Georges
La Compagnie du Biscuit Pessac
La Compagnie du Biscuit Bessay
Cantreau
Technipat
La Cigale Dorée
Pidy Production Halluin

 Pidy Gourmet Ieper

 Bouvard Italia (x2)
Gusparo
Lago (x2)

 TSC joint-venture

 Pidy Ltd

 Pidy Inc.
Lago USA Inc.





Our governance and CSR strategy

"As the ideal partner for tasty breaks, our family Group passionately creates products, ever healthier, more respectful of our planet, for your greatest pleasure! "

Driven by this mission, we have dedicated over ten years to improving the quality of life for our employees, establishing sustainable and high-quality supply chains, reducing plastic use, and protecting biodiversity.

This drive for transformation is central to our CSR strategy, structured around four pillars and led by a dedicated CSR Steering Committee (COFIL RSE) integrated into the Group's governance. This committee, composed of nine members from various disciplines, meets quarterly to assess the progress of our initiatives. Its goal is to deeply integrate CSR policies into the strategic activities and daily operations of the company.

Among the notable advancements in 2023 is the creation of the **Green Team** at our Group French headquarters, in response to our employees' demand for increased environmental and social action. Composed of committed volunteers, the Green Team participates in various projects such as carpooling, ecological management of green spaces, and recycling awareness in offices. The first projects will be launched in 2024 at our Headquarters in Ceyzériat.

Another concrete achievement in 2023 is the first projects sponsored by the **Bouvard 4 All** fund. This fund aims to financially support the projects of Group employees in France. A jury selects the projects to finance, which must align with the Group's pillars and fit into one of the 17 UNO Sustainable Development Goals (SDGs).

This year, two projects were supported: Céline's project on biodiversity monitoring in Revermont with camera traps, and Mariette's project supporting a Dance and Cultural Exchange School in Côte d'Ivoire.

Our Commitments & Actions



TO FOCUS ON PEOPLE

- Ensuring the well-being and health of our employees.
- Helping cake lovers move towards healthier consumption.



TO CREATE THE PRODUCTS OF TOMORROW

- Listening to consumers to anticipate their needs.
- Innovating to optimize taste while improving nutritional profiles.
- Enhancing the eco-design of our packaging.



A SUSTAINABLE SUPPLY CHAIN

- Upholding ethical purchasing: responsible procurement charter, removal of controversial ingredients, ingredient traceability, and supporting sustainable agricultural sectors.



A SMART PRODUCTION SYSTEM

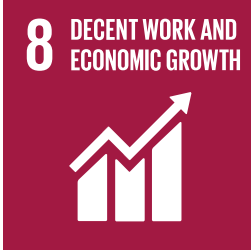
- Reducing the environmental impact of our factories (energy and water consumption, waste management, fighting against food waste, etc.) and the supply chain.
- Preserving and transmitting Bouvard's know-how.
- Continuous digitalization and modernization of production tools.

"To focus on people."

At Biscuits Bouvard, our strength lies in our team of motivated and passionate employees who can take on ambitious challenges. Our clients and partners are equally committed to offering the best to consumers. We are determined to place the expectations of all our stakeholders at the center of our strategy, providing them with solutions and products perfectly adapted to their needs.

HIGHLIGHTED ACTION 2023

In 2023, we implemented 8 Golden Rules that extend from our experience and risk analysis. These rules aim to consolidate appropriate daily practices to minimize accident risks. They are now an essential reference framework that must be known and followed by everyone, everywhere, at all times. Since implementing these rules, two of our factories have managed to maintain over 300 days without a workplace accident, showcasing the success of these initiatives.



Health, Safety, and Training

The foundations of a Health and Safety culture

Since 2020, we have been structuring our Health and Safety at Work approach to ensure a safe environment for our employees. Our program is organized around three main axes:

1. **Eliminate Critical Risk Situations:** Through technical interventions.
2. **Manage Health and Safety:** By establishing clear rules, operational procedures, and developing necessary skills.
3. **Encourage Safe Behaviors:** Among all employees.

30,4 Frequency Rate

2022 : 25,9 / 2021 : 26,2

9

New Occupational Diseases:

2022 : 7 / 2021 : 12

1,17 Severity Rate

2022 : 0,99 / 2021 : 1,29

This program has reduced our workplace accident rate by approximately 5% between 2021 and 2023 and decreased the number of lost workdays due to accidents by 9%. However, in 2023, we observed a reversal of this improvement trend, prompting us to intensify our action plans, particularly in promoting safe behaviors.

Measures to Strengthen Safety:

- **Safety Point in Meetings:** Integrating a Safety point at the beginning of each meeting over an hour and in performance management meetings with field teams to prioritize Safety in all actions.
- **Manager Training:** Training 250 managers in Safety dialogue techniques, leading to over 3,500 Safety dialogues aimed at promoting safe behaviors and making everyone responsible for Safety.
- **Targeted Training Days:** Organizing targeted training during Safety-dedicated days, where external speakers train our employees on various topics such as ergonomics, addiction prevention, road safety, etc. These days include production stoppage in our factories to allow all employees to participate.

These initiatives reflect our ongoing commitment to a safe work environment and our will to constantly improve Health and Safety practices at work.



Our employees: Safety actors

Qualified **Safety referents** are assigned to each site to assess risks, plan preventive measures, and raise awareness among all our employees about Safety standards. Every year, we train new referents to strengthen our network. In 2023, our team includes 15 Safety referents spread across all our sites.



Health, Safety, and Training

Training at the core of our Group.

78

Number of apprentices in the Group

2022 : 69 / 2021 : 60

72%

Percentage of employees who received training

2022 : 76% / 2021 : 76%

2,9%

Percentage of payroll dedicated to training

2022 : 3,9% / 2021 : 3,4%

We are deeply committed to supporting the professional development of our employees within the Group by offering enriching training programs and personalized mentoring opportunities.

The **Bouvard Academy** provides a comprehensive range of training programs for both new recruits and current employees. These programs include digital modules using immersive 360° technologies, designed to enhance the learning experience through practical workshops in various fields such as confectionery or aeration.

These initiatives not only develop skills but also open up opportunities for professional growth and internal mobility for participants.

Furthermore, to strengthen our ties with the educational sector, we have established a network of **Ambassadors** from various departments, such as production, administrative functions, and the Research & Development (R&D) department... These ambassadors play a crucial role in school forums and job fairs, highlighting the diverse careers offered by our Group, emphasizing their attractiveness, and presenting attractive job opportunities to future candidates. This approach aims to promote career paths within our Company and attract new talent.

Quality of Work Life, Diversity, and Inclusion

We are convinced that our performance is intrinsically linked to the engagement of each of our employees. To foster this commitment, we implement daily actions that promote a healthy and inclusive work environment.

Quality of Work Life

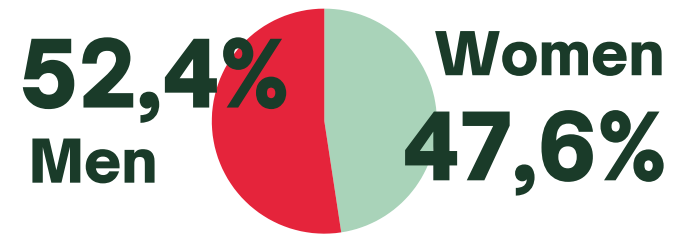
Improving well-being at work is at the heart of our commitments. This priority is reflected in the organization of cohesion events, the establishment of ergonomic workspaces, and the welcoming of families during Open days. In 2021, we formalized an agreement on teleworking for eligible positions. In 2023, we extended teleworking days to support employees with family responsibilities, such as childcare or caring for relatives with disabilities. This same year, we also launched an Intranet to centralize HR information and Group news, strengthening internal communication between different sites.

The year 2023 was marked by the opening of the Corporate daycare center for the Ceyzériat sites, joining the existing daycare center for the Dole site.

Diversity and Inclusion

Committed to gender equality and inclusion, we focus on several axes aligned with the strategic directions of our Group:

- **Developing job diversity** by establishing Best practices in professional relationships between women and men;
- **Promoting the inclusion** of people with disabilities;
- **Preventing and detecting** work situations or environments that could affect employee Health, through collaborations with protected and adapted sector establishments.



46 Nationalities present within the Group



France Charity sale in support of the fight against breast cancer.



A successful first operation with €2,400 raised and 3 participating sites.

In 2024, our goal is to repeat the operation on a Group-wide scale.



Belgique “Do You Speak Sunny Vibes ?”



The Pidy teams had the opportunity to taste the new Ready-to-Fill products during a friendly event before the summer holiday departures.



Interview

3 questions to Léa Bur, Technical Project Administrator at Bouvard Pro

Can you tell us about your professional background at Bouvard Pro?

I joined the Group in 2021 as a ICV^[1] Quality Engineer. My initial tasks included monitoring and managing our suppliers. After three months at Bouvard, I had the opportunity to switch roles. I now handle customer relations for the UK market: responding to customer's technical requests, coordinating product launches, and informing the Quality team of the UK's specific Quality requirements.

What do you like most about your job?

The learning! There's always something new, whether it's customer requirements or constantly evolving regulations. The UK often leads in its demands, and our monitoring allows us to follow trends, translate them, and implement them in our production sites.

If you had to highlight one positive aspect?

I would say the atmosphere and cohesion. The teams organize many activities, afterworks, and gatherings, which help us exchange ideas and get to know the people we work with. There's also Ambassador training days: besides sharing a convivial moment, we learn how products are made and how to use them daily.

[1] International Corporate Volunteer

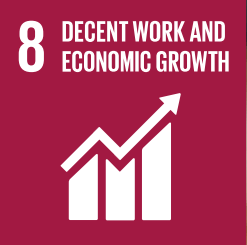
"To create the products of tomorrow."

At Biscuits Bouvard, we place paramount importance on the impact of our products on the Environment and Consumer Health, starting from their conception. This is why we constantly improve our recipes by gradually reducing sugar content, limiting the use of additives, choosing natural flavors, and adjusting portions. At the same time, we rework our packaging to align with a circular economy approach, thus reaffirming our commitment to more sustainable development.

HIGHLIGHTED ACTION

2023

In 2023, we renewed the distribution of our products on the French cycling Tour. These products now feature "next-generation" packaging. Composed of 70% paper and fully recyclable, these packages provide an effective ecological alternative to traditional plastic films while preserving the biscuit's quality over time.



An R&D rooted in consumption trends

At Biscuits Bouvard, Innovation is part of our DNA. Each year, we develop nearly 180 product Innovation projects. This dynamic is supported by the diversity of our product portfolio, our proximity to Consumers, the flexibility of our production tools, and, above all, the creativity of our teams.

Innovations directly linked to Consumer expectations

Around the world, our teams are on the lookout for new Consumer trends and the emergence of healthier alternatives for our current ingredients. This process is the result of close collaboration between our Research & Development (R&D) and Marketing teams.

To stay as close as possible to market expectations, we organize an annual Innovation Day. On this day, volunteers among collaborators and R&D teams are invited to design future Innovations with the Marketing department. The goal is to involve all employees in the development of our new products. In 2023, for the first time, Consumers were also invited to discuss their needs, consumption habits, budgets, and expectations regarding the environmental and social impact of products.

We also conduct Consumer Panels before product launches. For example, before reworking our funny-shaped biscuits, we collected the opinions of 60 children aged 3 to 15. These young Consumers were able to express their impressions and preferences on four types of biscuits with various shapes. The feedback from this Panel directly influenced the creation of our new biscuits.

Tasty products that are also ever healthier

We are committed to creating recipes that are always more tasty, healthy, and natural. How do we achieve this? By reformulating our recipes to reduce the number of ingredients, minimize the use of additives, and limit ultra-processed ingredients. To this end, we are collaborating with an R&D engineer as part of a thesis, as well as with the CNRS Research Laboratory and the AGIR Resource and Research Center, to further innovate and improve our products.

Our close collaboration with our distributor clients is at the heart of our strategy. One of the major achievements of 2023 was the creation of a distinctive biscuit for “Marque Repère” (E.Leclerc stores).



This biscuit, named "Mots Doux" (Sweet Words), is the result of a co-creation between the Scamark and Biscuits Bouvard teams, perfectly illustrating the ability to reinterpret and enhance the Private Label.



700 Consumer Panels organized in 2023



Focusing on Packaging Circularity

We believe that smart production involves rethinking our products throughout their entire life cycle. This includes several strategies such as eco-design^[1] and the reduction, or even elimination, of certain packaging materials. We also consider the Environment as an essential criterion during the development of our future products, alongside technical and economic criteria.

Examples of our initiatives for packaging circularity include:

- **Replacing** some of our plastic packaging with paper.
- **Changing** the composition of most of our trays from PP to PET to facilitate recycling.
- **Banning** the use of carbon black in our plastic trays to improve their recyclability.
- **Opting** for cardboard produced with 95% recycled material and sourced from sustainable sources certified by the FSC (Forest Stewardship Council) or PEFC (Programme for the Endorsement of Forest Certification).

These actions are supported by ambitious goals: we aim to use 100% recyclable materials in our packaging. We are close to this goal because our cellulose packaging (cardboard boxes and outer cases) is already 100% recyclable. However, there is still room to improve the recyclability of our flexible polypropylene packaging.

Change in Packaging for Our Petit Beurre with Chocolate Tablet

In collaboration with CITEO, we have replaced the family plastic trays of our Organic Petit Beurre with Chocolate Tablet with portion packs.

This change has produced significant results: a notable reduction in plastic use and improved recyclability of the packaging. Thanks to this initiative, we have managed to reduce our plastic consumption by 60 tons at our site within a year.

-60 Tons of
plastic
in 1 year

[1] A method that integrates reducing the impact of a product or service on the Environment from the design stage.

Interview

3 questions to Sara Campana, R&D Packaging Manager at Bouvard Bakery Italia



Which project from 2023 stands out for you the most?

Without a doubt, it's the launch of the packaging reduction project at our Fagagna and Coseano plants, our two Bouvard Italia sites. This project allowed the Group to continue its work related to the "National Pact on Plastic Packaging," which we have been part of since 2021. It's a project that allowed me to contribute to the ecological transition, a subject that is very close to my heart!

What was the process like?

We decided to address the overpackaging of certain products by identifying those where the removal of overpackaging would not impact Quality and Health Safety. This eco-design project also targeted some grouping and Ready-to-Sell (RTS) packaging.

Can you share the results of this project?

Of course! We are proud of our results: in total, we avoided 5.3 tons of plastic and just under 22 tons of cardboard. For cardboard, 9 tons were saved by reworking individual product trays and 12.9 tons by reworking the RTS packaging. Our goal for 2024 is to avoid using an additional 18 tons of cardboard through the eco-design of RTS packaging.

"A sustainable Supply Chain."

As one of the pioneers of responsible sourcing, we commit to cultivating a relationship of mutual trust with our stakeholders, while ensuring the Quality of our products for both users and the Environment. We have implemented two main action levers: responsible sourcing, particularly for our exotic Raw Materials, and the creation of sustainable Supply Chains for more local materials.

HIGHLIGHTED ACTION 2023

The cocoa Supply Chain, facing numerous sustainability challenges, is at the heart of our concerns. Recognizing the significant impact of our purchases, we are now directing our sourcing towards sustainable cocoa. Our ambition is to foster the development and sustainability of a rewarding and quality cocoa sustainable culture by promoting certification and closely collaborating with cooperatives.

How do we achieve this? By helping our clients choose recognized sustainability labels such as Rainforest Alliance (RFA), Fairtrade, or Organic. In 2023, 50% of our cocoa supply came from sources certified by these labels. We also support cocoa cooperatives that are committed to fighting deforestation, farmer poverty, and child labor, while promoting Good Agricultural Practices like agroforestry.

These cooperatives also work to improve access to Education, Healthcare, and enhance the living conditions of workers in the Supply Chain.



Our Sustainable sourcing

Our sustainable procurement approach is based on sourcing several exotic Raw Materials, such as cocoa and palm oil. This approach ensures Raw Materials transparency and traceability while supporting more sustainable farming practices.

Cocoa

Cocoa producer cooperatives play a crucial role in addressing major industry challenges. They strive to improve the daily lives of farmers and their families, promote sustainable agricultural practices, and ensure fair compensation. At Bouvard Group, we commit to supporting these cooperatives by:

- Purchasing cocoa from cooperatives affiliated with Rainforest Alliance (RFA) and Fairtrade labels;
- Sourcing 20% of our Organic cocoa from two cooperatives in the Dominican Republic.

Palm Oil

We are also committed to sourcing certified palm oil, relying on the Roundtable on Sustainable Palm Oil (RSPO) certification. This certification is based on a rigorous control chain that attests to the sustainability of palm oil production, which must be economically viable, environmentally appropriate, and socially beneficial. The RSPO system includes various Supply Chains:

- At the Group level, 100% of our conventional palm oil is RSPO Segregated (SG) certified. The SG designation ensures that products from RSPO-certified palm oil come exclusively from RSPO certified plantations.
- In France, 100% of our Organic palm oil is RSPO Identity Preserved (IP) certified. The IP designation ensures complete traceability of an RSPO-labeled product from individual plantations back to the final user.

These commitments highlight our determination to promote responsible and sustainable sourcing practices, thereby contributing to environmental protection and improving the living conditions of local communities involved in our Supply Chains.



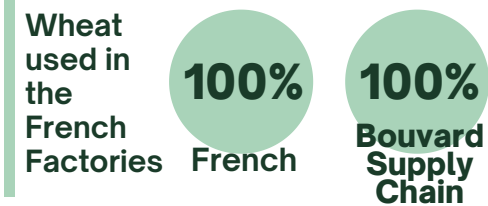
Our Sustainable Supply Chains

For the Bouvard Group, an agricultural Supply Chain is a network of actors, including farmers, processors, and ourselves, committed to a common agricultural Raw Material development project lasting at least three years.

Flour and eggs are two essential ingredients for our operations. Therefore, we pay particular attention to their origin and production.



Bouvard® wheat Supply Chain



In France, the Bouvard® wheat Supply Chain is based on a production charter established by Arvalis, which imposes several requirements on farmers, including:

- Reporting on fieldwork.
- Respecting interseasonal and intercultural practices.
- Conducting biodiversity assessments.

Additionally, we guarantee no chemical treatment on wheat after harvest. This supply chain undergoes multi-stakeholder audits at least once a year to ensure transparency.

1,500 farmers

12 storage organizations

7 millers associated with our production sites

100 storage silos



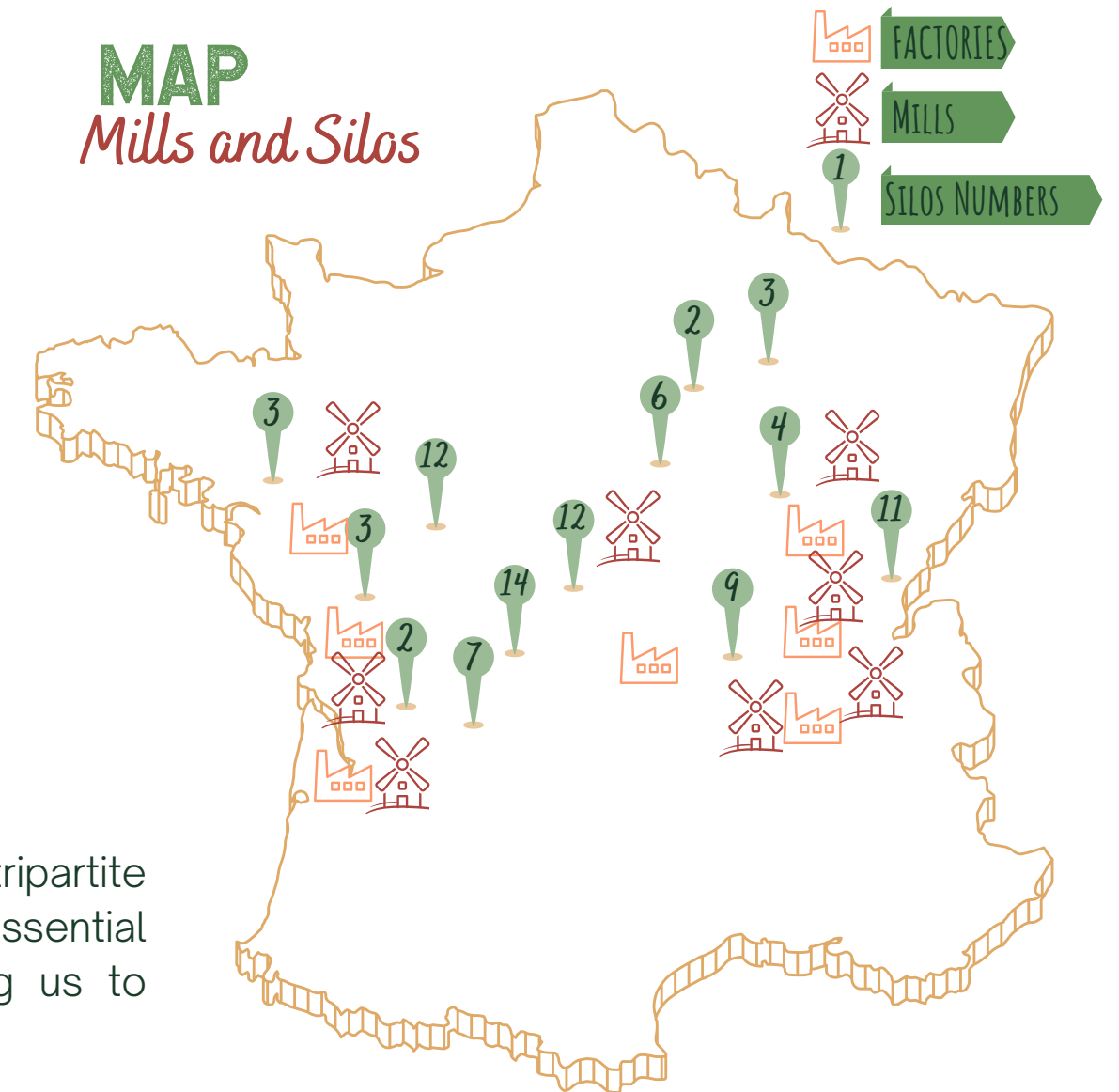
Eggs Supply Chain



The Bouvard egg Supply Chain relies on a production charter structured in a three-year tripartite contract involving breeders, hatcheries, and our Company. This charter covers essential aspects such as housing, outdoor access, feed, and breeding practices, allowing us to establish sustainable partnerships with selected farms.

200 breeders

Since 2019, we have also committed to hen welfare by using only eggs from alternative production methods on our French sites : Organic, free-range, or barn eggs. Across the Group, these supplies represent 90% of our egg requirements.



Our Organic Supply Chains

We have been committed to Organic farming for over 40 years. Since our inception, we have been the leading manufacturer of Organic biscuits in France. As leaders in the Organic sector, we advocate for this virtuous way of eating, which is beneficial for both our Health and the Environment.

Beyond simply adhering to a set of standards, Organic farming is an integral part of our DNA. We have established five French and Organic Supply Chains for milk, butter, wheat, sunflower oil, and eggs. These Supply Chains are dedicated to producing high-quality food that respects human and environmental Health while ensuring stable, sustainable, and uninterrupted supplies.

44%

The Organic Raw Materials purchased by the Group were under Supply Chain contracts.



50%

Goal within 2 years

Organic Butter Supply Chain



Organic butter used in the Group

100%
French

100%
Bouvard Supply Chain

 **60** average cows per farm.

 **23** farmers in Brittany.
18 farmers in the Jura region.

Organic Milk Supply Chain





Organic Milk used in the Group

100%
French

100%
Bouvard Supply Chain

Since 2018, we have implemented Good Production Practices, including the development of agroecological infrastructures to promote Biodiversity. Our farms display on average more than **10** plant species in the meadows and **17** km of hedges. We also implement Good Livestock Practices:

290  days of grazing per year on average, which is 90 days more than the standard Organic agriculture requirements.

84%  of the farmers primarily use alternative therapies for the well-being and care of the herd (phytotherapy, osteopathy, essential oils, etc.).

96% of the forage is produced on the farms.

88% of meadows within the forage area.

353  farmers in Western France.



Our concrete actions

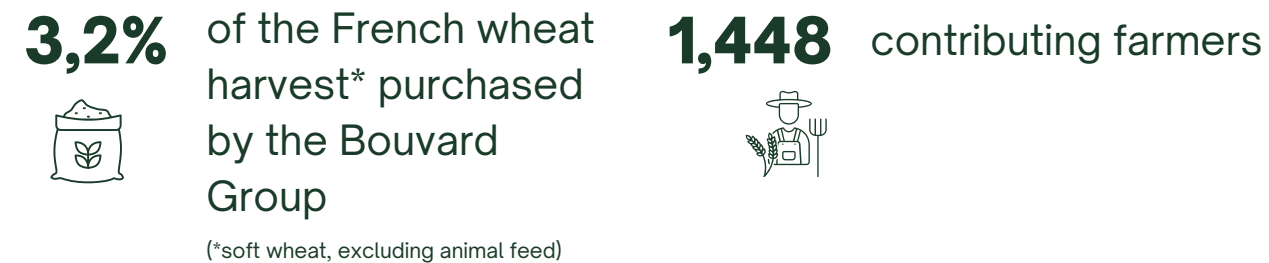
- **Participation in interprofessional working groups:** We actively contribute to discussions organized by interprofessional unions to promote Organic farming practices.
- **Public mobilization:** Through communication campaigns, we raise public awareness about the importance of Organic food.
- **Customer awareness:** During specific meetings, we inform our customers about the benefits and challenges of Organic farming.

63% of the volumes of Raw Materials concerned by our Organic Supply Chains have been purchased under Supply Chain contracts

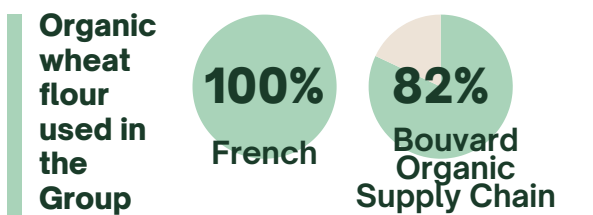
70% Goal within 2 years



Our Organic Wheat Supply Chain is organized around four production basins in France. The goal is to meet the needs of our factories locally and ensure the resilience of our Supply Chain against climatic conditions that may affect regional agricultural yields.



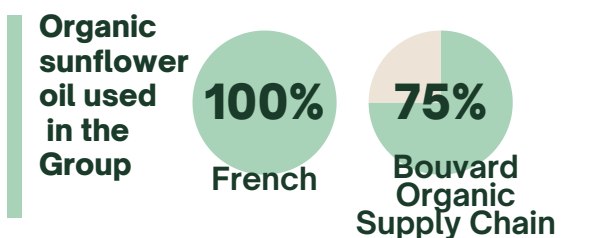
Organic Wheat Supply Chain



Our Organic Sunflower Oil Supply Chain is structured to meet the Group's production needs.



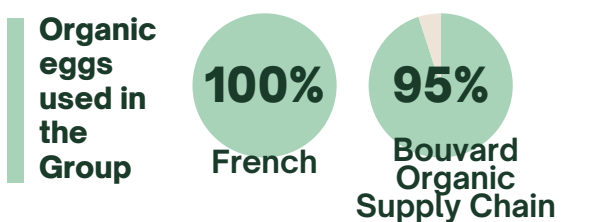
Organic Sunflower Oil Supply Chain



The hens benefit from at least 4 m² of outdoor space for at least one-third of their lives, according to a route defined by the principles of Organic farming (protective equipment, vegetation, sufficient feeders and drinkers).



Organic Eggs Supply Chain



Raise Awareness and Take Action

At Biscuits Bouvard, we are convinced that responsible sourcing of Raw Materials involves thoroughly educating our employees, especially our buyers, on Biodiversity issues and sustainable farming practices.

Examples of actions taken:

International Biodiversity Day

On the occasion of International Biodiversity Day, we organized a series of awareness-raising actions in favor of Organic agriculture across all our French sites. The program included knowledge tests on Organic farming practices, tastings of our range of Organic biscuits, and a communication campaign focused on Biodiversity and its key issues. The goal was to create a link between Organic farming practices and Biodiversity protection.

SYNABIO: Working Hand in Hand with Agricultural Upstream

We are members of a working group in collaboration with the French Syndicate of Organic Processors (SYNABIO). This group has developed ten indicators at the agricultural level and ten others at the Company level. These indicators aim for two main objectives: increasing the percentage of Agro-Ecological Infrastructures on the Utilized Agricultural Area and improving the diversity of crops.

LPO: Improving Biodiversity on Our Sites

Since 2022, our Ceyzériat sites has been certified by the League for the Protection of Birds. We plan to extend this certification to the Dole site in 2024. The Ceyzériat site has already implemented several initiatives to promote Biodiversity: installation of birdhouses and insect hotels, stopping mowing in specific areas, and installing ladders in water retention basins to allow frogs, Alpine newts, and insects to escape the water. Month by month, we observe and measure the return of Biodiversity.

We are also involved in the Auvergne-Rhône-Alpes Organic Cluster and the National Committee for Organic Agriculture (CNAB).



Creation and installation of insect hotels by the employees of Ceyzériat sites



Organic Sector Meeting at our BTA site - BIO (Organic) Cluster



Interview

2 questions to Agathe Moriano, Farmer-partner of our Organic sunflower Supply Chain

Within the framework of our Organic Supply Chains we visited partner farmers in Burgundy for sunflower oil, which is used in our biscuits. These interactions help us better understand the Supply Chain's challenges and the value derived from Organic engagement.

Agathe took over her grandfather's Organic farm a few years ago.

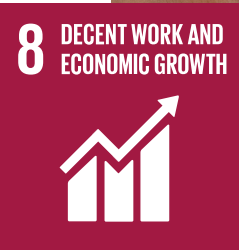
Can you tell us about your background?

I settled on my grandfather Jean-Marie's farm a few years ago. He is a staunch advocate of Organic farming, and his conviction has strengthened over the years. The farm's cultivated area has shifted from 1,200 ha of conventional agriculture to 300 ha dedicated to Organic cultivation of cereals, protein crops and oilseeds.

How is Organic farming doing today?

I believe in the Organic model: I settled here for a reason! But I do have concerns, particularly related to climate change. In recent years, the cultivation of legumes like lentils, peas, and chickpeas has faced many difficulties. Low yields, combined with insufficient valorization, have limited their cultivation. It's a shame because these legumes are beneficial for soil regeneration and human nutrition due to their high protein content!

We have developed an agroforestry activity on our farm to sustain our operations. This represents 45 hectares of trees planted over 3 years!



"A smart production system."

Our investment decisions are guided by the desire to enhance the impact of our industrial infrastructures. We prioritize ensuring optimal working conditions for our employees while reducing our ecological footprint. To this end, we rely on levers such as transitioning to decarbonized energy and optimizing our operational processes.

HIGHLIGHTED ACTION 2023

In October 2023, our Halluin facility initiated a Kaizen approach to enhance site Safety. This project focuses not only on reducing incident frequency but also on improving general hygiene standards to ensure optimal product Quality.

To achieve these goals, project teams, composed of members from the Management Committee (CODIR) and on-site staff, developed a detailed action plan.

Since 2023, our sites in Bortolotti and Coseano have also implemented 4 Kaizen projects to ensure the Quality of our products. Additionally, our Belgian site in Ieper will implement a similar initiative during 2024.

Management focused on Sustainability

Since 2023, we have been implementing Lean Office techniques across all services, particularly at our French headquarters. This project is led by a team of 12 people trained together with the Management Committee (CODIR) on Lean Management issues. They develop a continuous and sustainable approach aimed at:

- Developing a standard culture by reappropriating and updating processes, especially by linking them to the ISO tool.
- Avoiding task repetition by ensuring effective information transmission and essential step validation.
- Gaining maturity in operational team management by measuring team performance with key indicators and sharing them pedagogically.
- Continuing team training by offering training in proven methods such as the SIPOC method, Visual Performance Management, the 5S method, etc.

The Biscuits Bouvard Business Unit is ISO 14001 certified, a standard that defines the requirements for an Environmental Management System.

Our next goal? Obtaining certification for each of our Business Units.

Carbon emissions and decarbonization strategy

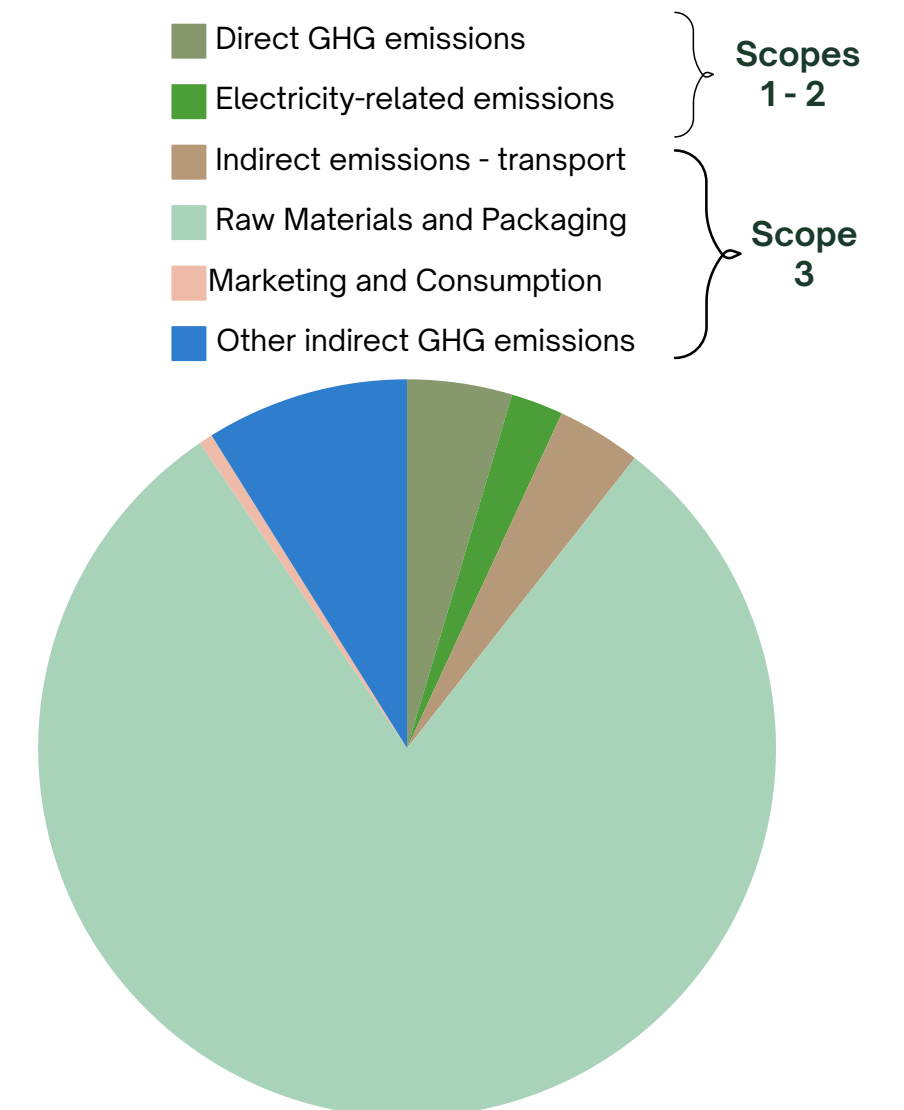
In 2023, the average Green House Gas emissions (GHG) per finished product were 4.91 kg CO₂ equivalent for our sites in France, Belgium, and Italy. Scopes 1 and 2 represent 7% of these emissions, while Scope 3 accounts for 93% (see illustration beside).

This distribution is due to the significant impact of agricultural Raw Materials on our carbon emissions.

Emissions vary significantly by Business Unit, depending on the choice of Raw Materials (such as types of fats, chocolate or flour use, etc.) and the energy mix, unique to each production country.

Convinced of the importance of environmental commitment, we have been working on our decarbonization trajectory since 2023. In collaboration with the Science Based Targets initiative (SBTi), we have defined a ten-year decarbonization strategy. We will submit a certification request in the first half of 2024.

The initial actions, planned for 2025, include reducing energy consumption, implementing more sustainable purchasing practices, and eco-designing our recipes.



Our reduction levers

Energy reduction and renewable energy initiatives

To reduce our energy consumption, we have implemented several initiatives:

- **Insulation at BAI Dole site:** Work to improve indoor temperature conservation, significantly reducing energy consumption.
- **Increase in renewable energy contracts:** By the end of 2023, 20% of the energy consumed by our French sites will come from renewable sources.
- **Installation of photovoltaic canopies:** In 2022, we installed photovoltaic canopies at our BTA site, producing 10-15% of the plant's energy needs. By 2025, three other sites (BAI Ceyzériat, BAI Dole, and Biscuits Cantreau) will also be equipped with canopies.



BTA Factory

Circular economy

We have set several circular economy goals:

- **Waste Recycling:** 95% of our factory waste will be recycled in 2024, compared to 94.1% in 2023.
- **Waste Recyclability:** We aim for less than 1% of non-recyclable waste relative to our produced tonnage. In 2023, we achieved 0.95% non-recyclable waste.
- **Development of a local sorting Chain per factory:** In 2023, we partnered with a sorting Chain for glassine, a waste from our product labels that is typically buried or incinerated. This partnership now allows us to recycle this material.

To facilitate packaging recycling, we sit on the steering committee of the FLEX25 consortium, led by Citéo. This consortium aims to increase the recycling rate of flexible plastic by creating dedicated recycling Chains. We are also involved in packaging reuse, participating in the European research project R3Pack, which aims to establish reusable containers in retail.

In our commitment to fight food waste, we donate more than 95% of our products with short Minimum Durability Dates or non-compliant to charitable organizations. Among these partnerships, we collaborate with the Food Banks of the Rhone region as well as Italy.



Methanizer

Interview

3 questions to Hervé Béréziat, consultant in Ethics and Sustainable Development

Hervé Béréziat has been a consultant in Ethics and Sustainable Development for companies for over 13 years.

Can you tell us about your background?

Son of a farmer, I developed a very strong connection with what we now call "Nature." I have a deep sensitivity to living things and the energies that animate them. After a traditional academic journey in Finance, I joined an audit and accounting firm before joining Biscuits Bouvard in 2002 as Administrative and Financial Manager. I participated in the emergence of the Group's approach to Sustainable Development!

In 2010, I chose a career change and returned to university, earning a Master's in "Ethics and Sustainable Development" and receiving carbon accounting training from ADEME. Since then, I have developed a consulting and support activity for companies on these topics.

You have been involved in our Carbon footprint assessment for a long time. Can you tell us more about it?

I conducted my first Carbon footprint assessment in 2010 with Biscuits Bouvard. This approach was initially limited to the Biscuiterie de la Tour d'Albon factory. The first Carbon footprint for the entire Group was calculated in 2018, and since 2020, we have updated it annually.

This involves quantifying the sources of Green House Gas emissions throughout the biscuits' life cycle using reliable and recognized indicators. This approach goes beyond the factory gates to include all upstream phases, mainly agricultural production, and downstream phases such as transportation, distribution, and consumption.

Have you participated in other missions with and for Biscuits Bouvard?

Yes! Beyond the Carbon footprint assessment, I have been involved in implementing the Group's CSR policy: formalizing the Sustainable Development policy, conducting Life Cycle Analysis of products, drafting the Sustainable Development report, presenting extra-financial performance indicators, etc.





Looking resolutely towards the future, we eagerly await the certification of our decarbonization trajectory by the SBTi. We are committed to continuing our ongoing efforts in support of Corporate Social Responsibility. We look forward to sharing our progress and new objectives with you in our next report next year.

Biscuits Bouvard Group

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