

Corporate social responsibility report

Extract from the universal registration document



La nature,
notre futur



Note to the reader

These chapters set out the Bonduelle Corporate social responsibility (CSR) approach: the group's CSR policies, commitments, achievements and results. They are intended to provide a transparent report outlining the approach Bonduelle has designed to contribute to its corporate strategy. They also meet:

- the requirements resulting from order no. 2017-1180 of July 19, 2017 and decree no. 2017-1265 of August 9, 2017 which brought in the extra-financial performance statement, specifically referred to in Articles L. 225-102-1 and R. 225-105 et seq. of the French Commercial Code (see 2.7);
- the requirements of Law No. 2017-399 of March 27, 2017 on the duty of vigilance (see 2.6.2);
- the expectations of all of the group's stakeholders.



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Items of the annual financial report are identified in the contents using the  symbol



1 Integrated report



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PLEASE VISIT:
[BONDUELLE.COM](https://www.bonduelle.com)

1.1 Our profile

1.1.1 *La nature, notre futur*

We want to inspire the transition toward a plant-based diet to contribute to people's well-being and planet health.

We are a French family business with 14,700 employees and we have been innovating, together with our farming partners since 1853.

Our ready-to-use products are cultivated on 124,000 hectares of land and sold in almost 100 countries, for a revenue of 2,779 million euros.

Our six brands are:



1.1.2 We have a multi-local presence





1.1.3 Our key financial and extra-financial indicators

	At 2019/06/30	At 2020/06/30	At 2021/06/30
Revenue (in millions of euros)	2,777	2,855	2,779
Evolution	0%	2.8%	(2.7)%
Current operating income (in millions of euros)	124	109	100
Net income (in millions of euros)	73	55	57
REBITDA ⁽¹⁾ (in millions of euros)	213	198 ⁽⁵⁾	190 ⁽⁵⁾
Leverage ratio ⁽²⁾	3.07x	3.19x ⁽⁵⁾	3.33x ⁽⁵⁾
Capital expenditure ⁽³⁾ (in millions of euros)	104	91	100
ROCE ⁽⁴⁾	9.-%	8.-% ⁽⁵⁾	7.3% ⁽⁵⁾
B! Pact #1: 80% of our farming partners are committed to using regenerative agriculture (Under construction)	N/A	N/A	N/A
Percentage of farming partners who renewed their contract	91%	89%	90%
Percentage of cultivated surface areas that use alternatives to synthetic pesticides ⁽⁶⁾	N/A	65%	52%
B! Pact #2: -20% greenhouse gas emissions by 2035 (in absolute values)	N/A	+16.2% (reference year 2018-2019)	+5.7% (reference year 2018-2019)
Annual change in greenhouse gas emissions	N/A	+16.2% (reference year 2018-2019)	-9.0% (reference year 2019-2020)
Share of alternative energies in the energy mix ⁽⁷⁾	9.8%	9.7%	10.6%
B! Pact #3: 100% of packaging designed to be recyclable or reusable⁽⁸⁾	92%	89%	97.3%
B! Pact #4: 100% of our brands to have a positive impact (Under construction)	N/A	N/A	N/A
Percentage of products with a Nutri-Score of A or B ⁽⁹⁾	96% of Bonduelle products in France	97% of Bonduelle products in France	96% of Bonduelle and Cassegrain products in Austria, Belgium, France, Germany, the Netherlands and Spain
B! Pact #5: Encourage good food practices with the Louis Bonduelle Foundation (Number of projects funded since the foundation's creation in 2004)	212	215	220
B! Pact #6: zero work-related accidents (Frequency rate of work-related accidents⁽¹⁰⁾)	6.37	7.2	5.04
The B! Pact #7: 100% of our sites involved in local projects	49%	44%	57%

(1) REBITDA (Recurring Earnings before Interest, Taxes, Depreciation, and Amortization). This indicator represents recurring profitability generated by activity independent of financing conditions, taxes and depreciation and amortization on property, plant and equipment and intangible assets.

(2) Leverage ratio: Net financial debt/REBITDA.

(3) See Section 5 of the Consolidated financial statements, Note 10.3 Property, plant and equipment.

(4) Current operating income before tax/Capital employed.

(5) Excluding IFRS 16.

(6) As at June 30, 2020, for the first year of this indicator, agronomic teams in the geographic areas were already able to report on approximately 30% of the surface areas cultivated by farming partners. As of June 30, 2021, the measurement was carried out on the entire scope of agronomic reporting.

(7) Photovoltaic, biogas, biomass and steam from biomass.

(8) Packaging or a packaging component is recyclable if post-consumer collection, sorting and recycling is proven to work in practice and at scale. A package can be considered recyclable if its main packaging components, together representing more than 95% of the entire packaging weight, are recyclable according to the above definition, and if the remaining components do not hinder the recyclability of the main components. A package is reusable if it has been designed to perform - or proves its ability to perform - a minimum number of rotations in a system for reuse (e.g. returnable glass bottles).

(9) Results by technology and definition of the Nutri-Score in 2.4.2.3 Plant-based food awareness.

(10) The frequency rate is the ratio of the number of work-related accidents resulting in a work stoppage of at least one full day to hours worked (x 1,000,000).

1.2 Our year 2020-2021

1.2.1 Interview with Guillaume Debrosse

How would you sum up the year?

"The Bonduelle Group's revenue for 2020-2021 was up by 1.6% at constant exchange rates. Strongly impacted by unfavorable currency fluctuations, it declined by 2.7% at current exchange rates. It amounted to 2,778.6 million euros, despite the continuation throughout the year of the health crisis and product shortages related to the poor agricultural harvest in the summer of 2020.

While Bonduelle's growth on a like-for-like basis was mixed due to the health crisis, the group demonstrated its extreme resilience thanks to a diversified portfolio of activities in terms of technologies, distribution channels and geographies. In this context of highly irregular developments, the ability of the teams to mobilize collectively and in unison, combined with uncompromising standards and a robust and integrated model, were our greatest assets in continuing our growth.

We have been able to adapt and innovate to support our strategy of sustainable growth with a positive impact. On the financing side, this is evidenced by the success of the share capital increase reserved for our French agricultural producers and the implementation of the first green financing with the renewal of the Revolving Credit Facility, backed by a corporate social responsibility (CSR) performance objective.

This year was also marked by the adoption of Bonduelle's mission, which guides the group's future strategic choices and its long-term vision, and by the construction of INSPIRE, our company-wide program."

What were the effects of the health crisis on the business performance and the regions?

"The performance in 2020-2021 reflects a huge variation in the impacts of the different waves of the epidemic and the economic recovery on our activities and geographies.

Food service shows uneven results depending on the markets, its recovery being linked to the gradual lifting of restrictions on health and movement.

Despite the limited availability of certain products, particularly towards the end of the fiscal year, the business units offering products with a long shelf-life, Bonduelle Americas Long Life, Bonduelle EurAsia Markets and Bonduelle Europe Long Life, recorded encouraging performances.

In fresh, Bonduelle Fresh Europe is continuing the turnaround that began with the recovery in the European markets. In the United States, Bonduelle Fresh Americas posted solid sales performance, but its profitability suffered in particular from general labor shortages and additional logistics costs."

In this uncertain context, why has the Bonduelle Group adopted its mission and its new corporate project, INSPIRE?

"More than ever, the health crisis has confirmed Bonduelle's long-term vision and its desire to protect our environment



Guillaume Debrosse
Bonduelle Group Chief Executive Officer

while feeding People sustainably. Our mission is to Inspire the transition toward a plant-based diet to contribute to people's well-being and planet health. At the heart of our value creation model, it guides the group towards a more resilient model that creates a positive impact.

This mission is already in action, since we are committed to the B Corp certification process and are a founding member of B Movement Builders. We are continuing to roll out the program thanks to our new INSPIRE corporate project. Rooted in our values, it sets the course that we need to follow in our mission, defines a clear strategic line combining sustainable performance and positive impact, and promotes our leadership model that enables its implementation.

INSPIRE is supported by two major cross-functional strategic programs. To support our efficiency, the B!One transformation program will promote synergies, productivity and innovation. Lastly, we are continuing to build our positive impact on the three pillars of The B! Pact, guided by the desire to become a B Corp company."

What is Bonduelle's outlook for 2021-2022?

"The year 2021-2022 begins under the simplified governance of the new Executive Committee. Its role is to implement and embody INSPIRE and ensure proximity with and between the business units.

This new governance starts to work in a context marked by very high inflation, affecting all raw materials. While the outlook for a return to normal is uncertain, we are assuming a gradual recovery in the food service sector combined with a new normal in consumption in other distribution channels.

In this context, Bonduelle will focus on taking advantage of the recovery to develop its value creation programs and its positive impact."

1.2.2 The year in our business units

"At Bonduelle Americas Long Life, in addition to COVID-19, this year's harvests were marked by yields in the fields that were down more than 10%. Faced with this situation, all our departments have shown remarkable commitment and agility. Our teams were able to optimize available volumes, precisely manage logistics flows and warehouses, ensure efficient sales, adapt promotions and, lastly, mobilize labor in a context of chronic shortages in North America. Our performance is an illustration of the commitment and know-how of our employees."

Daniel Vielfaure, CEO Bonduelle Americas Long Life (BALL)

"At Bonduelle Fresh Europe, the year 2020-2021 was an amazing journey of transformation. To face the negative business impact due to Covid-19, mainly in food service, we pushed operation excellence in all our countries. In France and Germany in particular, these projects have created value for our business and have initiated a return to sustainable growth. Our Bonduelle brand is a major asset that we are leveraging by innovating with new consumption methods and offering complete meal solutions. People engagement and INSPIRE transformation across the BU was ongoing and resulting also in the positive and growing results of internal climate survey."

Gianfranco D'Amico - CEO Bonduelle Fresh Europe (BFE)

"At Bonduelle Europe Long Life, the past year has confirmed the importance of plant-based solutions with a long shelf-life to society, accelerated by the COVID-19 pandemic and the increase in food consumption at home. Our mass-market retailing sales recorded good overall performance despite product shortages, while our food service activities remained heavily impacted by health restrictions in Europe. Our evolution into a positive impact company has seen major achievements, supporting employees on the one hand,

with significant progress in terms of safety, and supporting our brands and the environment on the other hand, with innovations in responsible packaging promoting the use of recyclable materials, and numerous innovations in favor of the food transition providing solutions for a flexitarian diet."

Cyrille Auguste - CEO Bonduelle Europe Long Life (BELL)

"Bonduelle Fresh Americas had a difficult year operationally and many unfavorable conditions weighed on its profitability, despite good sales momentum. Against this backdrop, our teams were hard at work to ensure that the turnaround plan, in which we have every confidence, would quickly be efficient. Despite the difficult economic climate, our teams have continued to make progress in the area of workplace safety. With safety at the heart of day-to-day operations, BFA reduced total injury frequency by 40 percent and lost time injury frequency by 20 percent."

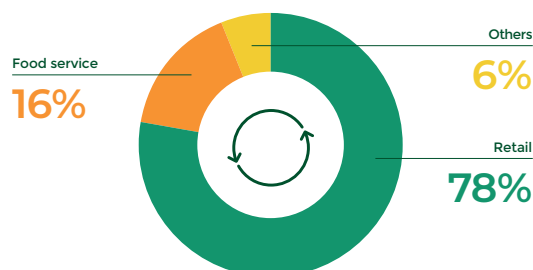
Andrea Montagna - CEO Bonduelle Fresh Americas (BFA)

"At Bonduelle EurAsia Markets, great business performance is the result of high level teams' commitment. This year we reached an engagement hitting the level of the best in class benchmarks of high performing teams. Our business continued to grow in a turbulent economic environment. We diversify our business developing frozen vegetables assortment and putting focus on novelties with pulses. Our brands have always been our stronghold and this year again Bonduelle brand reconfirmed its position on the market and in the hearts of consumers, whereas Globus started to recover after several years of stagnation. We always strive to achieve results with positive impact therefore more initiatives were executed: launch of organic peas and corn, drip irrigation, wellness program for employees."

Ekaterina Eliseeva - CEO Bonduelle EurAsia Markets (BEAM)

Breakdown of 2020-2021 revenue

By distribution channel



By segment



1.3 Our ecosystem is a world in transition

1.3.1 The food transition

The world's human population continues to grow, with estimates converging on the figure of nine billion people on Earth by 2050. Feeding the world in a context, notably, of global climate change, and the growing understanding of the impact of our food systems on our global ecosystem, reveal a crucial food transition, on a global scale.



While recent trends continue, the number of people affected by hunger is expected to exceed 840 million by 2030. The world is not on track to achieve Zero Hunger by 2030.



More than five million children die every year before their fifth birthday.

Increasing demand for healthy and sustainable products

Consumer choices are moving towards a higher quality diet. Consumers expect transparency, concrete and inspiring solutions for «more responsible» eating. For the agro-industry, this means mobilizing their innovative capabilities to improve packaging, ensuring that plant-based food is accessible to as many people as possible and in particular access to plant-based proteins, favoring local supplies, reducing food waste, guaranteeing product traceability and food safety, etc.

The flexitarian plate acclaimed as a health factor and a solution to preserve the planet

The impact of our food systems on the health of people and the planet is increasingly well documented. Studies point to plants as the solution to healthy food for more and more people around the world while preserving resources.

Scientists are in agreement about flexitarian eating, with a larger proportion of plant-based food⁽¹⁾. In addition to being healthy, it is also virtuous for the climate and biodiversity. According to a WWF study⁽²⁾, the global transition to a flexitarian regime would prevent the loss of 5% of biodiversity, reduce emissions by 4.4 Gt CO₂ eq. per year and result in the sequestration of 5 Gt CO₂ per year, i.e. an 18% reduction in global greenhouse gas emissions. According to the United Nations Environment Program⁽³⁾, the flexitarian regime, adopted worldwide, would be able to feed ten billion people and save 11 million lives every year.

Other sources show⁽⁴⁾ that a global shift towards more sustainable diets would also make national supply chains more resilient to shocks, and reduce financial risks associated with meat production. It would also reduce the risk of future pandemics. This transition would represent 4.5 billion dollars each year in new business opportunities and potential annual damage savings of 5.7 billion dollars.

The plant-based food market continues to transform

Internationally, plant-based food consumption levels are still well below nutritional recommendations. Nevertheless, in North America and Europe, plant-based foods have gradually regained the upper hand over foods of animal origin and their contribution to food needs is increasing⁽⁵⁾. Current levels of animal protein consumption are also being challenged for environmental and animal welfare issues⁽²⁾. Although 2% of people over 55 in Europe claim to be vegetarian, the figure is 12% in those aged between 18 and 23⁽⁶⁾. Another example: in the United States, 43% of consumers say they want to replace animal protein with plant-based protein⁽⁷⁾.

(1) Source: https://eatforum.org/content/uploads/2019/07/EAT-Lancet_Commission_Summary_Report.pdf

(2) Source: <https://www.worldwildlife.org/publications/bending-the-curve-the-restorative-power-of-planet-based-diets>

(3) Source: <https://www.unep.org/news-and-stories/story/food-thought-dietary-changes-can-improve-our-health-health-planet>

(4) FOLU. 2019. Growing Better: Ten Critical Transitions to Transform Food and Land Use. <https://www.foodandlandusecoalition.org/global-report/>

(5) Source: <https://www.fondation-louisbonduelle.org/wp-content/uploads/2019/11/monographie-alimentation-vegetale-equilibre.pdf>

(6) Source: CREDOC for OCHA and FranceAgriMer 2018 - four European countries

(7) <https://www.nielsen.com/us/en/insights/article/2019/the-f-word-flexitarian-is-not-a-curse-to-the-meat-industry/>



Vegetable consumption in all segments by value and the share of prepared vegetables (in %) by region - Source: Food for thought 2021.

	Vegetable consumption by value (in billion of euros)	Proportion of prepared vegetables (canned, frozen, ready-to-use salad)
Central and Eastern Europe ⁽¹⁾	38	14%
Western Europe ⁽²⁾	58	35%
North America ⁽³⁾	108	26%
South America ⁽⁴⁾	24	12%
Asia ⁽⁵⁾	195	24%
Middle East ⁽⁶⁾	3	20%

(1) Bulgaria, Hungary, Poland, Czech Republic, Romania, Russia and Slovakia.

(2) Germany, Austria, Belgium, Denmark, Spain, Finland, France, Greece, Ireland, Italy, Luxembourg, Norway, the Netherlands, Portugal, the United Kingdom, Sweden and Switzerland.

(3) Canada, the USA and Mexico.

(4) Brazil.

(5) China and India.

(6) Turkey.

1.3.2 The agroecological transition

According to forecasts by scientists from the Intergovernmental Panel on Climate Change (IPCC), the rise in the overall temperature of the Earth's surface could reach an additional 1°C to 5°C by the end of the 21st century. Global warming and the higher concentration of carbon dioxide in the atmosphere will have wide-ranging consequences, the effects of which - although certain effects are not entirely clear at present - will inevitably have an impact on the agricultural and agro-industrial sectors. These will include an increase in the number of extreme weather events (droughts and floods), the destabilization of ecosystems, and implications for biodiversity and soil life, with the spread of pests encouraged by the rising temperatures and lower yields for many crops.



75% of the Earth's surface has been altered by human activity.

24 billion tonnes of fertile soil are lost each year⁽¹⁾.



Climate scenarios show an increase in global temperature exceeding 1.5°C. Most of the effects of climate change will persist for many centuries even if emissions are stopped.

The need to feed people in a context, in particular, of global climate change, makes it essential for our societies to achieve their agroecological transition.

Combining productivity and resilience to climate change

For companies in the agro-industrial sector, the challenge is to adapt to the consequences of global warming and to mitigate its effects, while remaining able to produce healthy food that is accessible to as many people as possible. The challenge is therefore to increase plant production while preserving natural resources and endangered arable land. It is in this context that the need to take a completely new look at our food system from farm to fork has emerged.

Agroecology, a transformation solution already at work

Agroecology aims to transform agriculture and make food systems more sustainable. It proposes modifying production methods to optimize their productivity whilst increasing their capacity to withstand climate change and the volatility of agricultural and food prices. In general, it enhances the functionalities of natural ecosystems - combating soil erosion, stimulating soil biodiversity, purifying water, providing refuge areas for auxiliary insects, increasing carbon sequestration in the soil, etc. - while reducing environmental impacts - reducing greenhouse gas emissions, using synthetic fertilizers and phytosanitary products, etc. - , and preserving natural resources (water, energy, biodiversity, minerals, etc.).

After decades of an approach that primarily sought high productivity, a fringe of actors in the agricultural sector has been promoting a regenerative approach for several years. In this approach, agriculture is fully integrated into society and farmers are paid not only for their production, but also for all the environmental and societal services they provide. While there are differences between regions globally, the

(1) Source: <https://www.earthworm.org/fr/our-work/areas-of-work/living-soils#target-2>

conversion of farms to organic farming is continuing. At the end of 2018, organic farms (certified and undergoing conversion) represented 7.5% of Europe's usable agricultural surface area. In 2017, they accounted for 1.4% of the entire agricultural territory worldwide (181 countries surveyed)⁽¹⁾.

Promoting regenerative agriculture, our approach to accelerate the transition

The global challenges leave no options; an acceleration of the agroecological transition is essential. Our group intends to play its part; this is the challenge of our transformation into a positive impact company. To move forward on this path, the Bonduelle Group wants to engage with its farming partners in regenerative agriculture, which enhances ecosystems, thus contributing to the production of diversified and high-quality food, the preservation of resources and the fight against climate change.

We are convinced that regenerative agriculture can provide a solution to many often shared challenges: food security, nutritional needs, environmental protection, the fight against global warming and mitigation of its effects, and support for producers (see Section 2.2.2 Developing regenerative agriculture). This is why progress is measured in several areas (see Section 2.2.2.2 Monitoring and progress indicators). In 2020-2021, we notably improved the management of water resources (increase in one year from 44% to 54% of areas equipped with a system of knowledge of water needs) and the protection of pollinating animals with the implementation of defense plans (20% of cultivated areas use a defense plan to protect pollinators). These changes are carried out as part of a long-term and balanced relationship with our partner farmers, whose loyalty rate (renewal of contracts) is 90%.

1.3.3 The socio-economic transition

The commercial, financial and human activities of companies must generate a positive impact on society, the economy, health and the environment. The responsibility of a company like ours is to define the role it wants to play through its impacts, and to seek a balance between its interests and the public interest.



In the context of the COVID-19 pandemic crisis, the International Labour Organization (ILO) estimates that nearly half of the global workforce is at risk of losing their livelihood.



If the world's population exceeds nine billion people by 2050, the equivalent of nearly three planets could be needed to provide the resources necessary to sustain current lifestyles.

Long-term companies will be those that are able to align their interests with those of society.

Today, 84% of investors believe that portfolios including environmental, social and governance (ESG) criteria perform at least as well as those without ESG criteria⁽²⁾. They recognize that companies that address systemic risks by aligning their interests with those of society are more likely to resist disruption and create lasting value. This observation was reinforced by the COVID-19 pandemic, which revealed the strong interconnection between environmental and social issues on a global scale, but also the multiplication of systemic risks for businesses, societies and economies.

A change of paradigm is needed towards inclusive capitalism

Developing inclusive capitalism means, for investors, favoring companies offering a new mode of governance. For employees and local communities, it means having an influence on companies' decisions, to positively impact their well-being and their natural and socio-economic environment.

For companies, this movement is now reflected in the search for their societal mission, the fair distribution of the value they create, and the implementation of risk management that integrates the well-being of employees and their communities and the ecological transition.

This is what we are striving to develop through our quest for B Corp certification: to become a company that combines financial performance and positive impact. In 2020-2021, we co-founded B Movement Builders in order to actively participate in improving the integration of international companies with major impact in the B Corp movement (see 2.1.2.1 B Movement Builders). Our work includes the fair allocation of value for the benefit of our farming partners, by participating in the signing of a "trickle down" agreement in France (see 2.2.2 Developing regenerative agriculture).

(1) Agence BIO: https://www.agencebio.org/wp-content/uploads/2020/03/Carnet_UE_2019.pdf and https://www.agencebio.org/wp-content/uploads/2020/02/Carnet_MONDE_2019-1.pdf

(2) Source: <http://www.rbc.com/newsroom/news/2020/20201014-gam-investing-report.html>



1.4 Our strategy to become a company combining financial performance and positive impact

1

1.4.1 Our vision

Plant-based food is the foundation for both a preserved planet and healthy people

Human well-being is intrinsically linked to the health of our planet

Our dependence on nature is not limited to the production of food. Natural ecosystems provide other services essential to our survival and economic activities. They help regulate the climate and air quality, facilitate the absorption and recycling of waste and pollutant emissions, fight against the spread of diseases and parasites, etc. However, the artificialization and impoverishment of soils, deforestation, pollution of seas and rivers, climate disruption, the erosion of biodiversity, the massive use of pesticides, etc., endanger nature and its ability to provide us with these essential services. It is our collective and individual duty to react and protect our environment.

Feeding People sustainably is a challenge

Food is one of the major challenges of our century: we need to meet the needs of a growing population, while limiting the human ecological footprint, which is closely linked to its food. In fact, upstream and downstream food systems account for one-third of greenhouse gas (GHG) emissions produced. In terms of health, the two main risk factors that reduce life expectancy are malnutrition and food risks.

Plant-based food is the solution

All the data converge and show that our diet must, without question, change. The risks listed above demonstrate the need to make plant-based foods the major part of the food on our plates again. In our opinion, it is time for a plant revolution for the well-being of current and future generations and that of ecosystems.

1.4.2 Our mission

We inspire the transition toward a plant-based diet to contribute to people's well-being and planet health

Our mission thus defined is explicit and very clear. It will serve as a compass and help us to discern and clarify our orientations, our battles and our renouncements. It is inseparable from our economic project, because without economic sustainability, there is no positive impact, and conversely, there is no economic project without a contribution to sustainability issues. This is a very strong dual ambition that we know will create value for our entire ecosystem.



1.4.3 INSPIRE, our company-wide program

In 2021, our group, guided by the B Corp approach, wrote a new page in its history with INSPIRE. It is our collective corporate project.

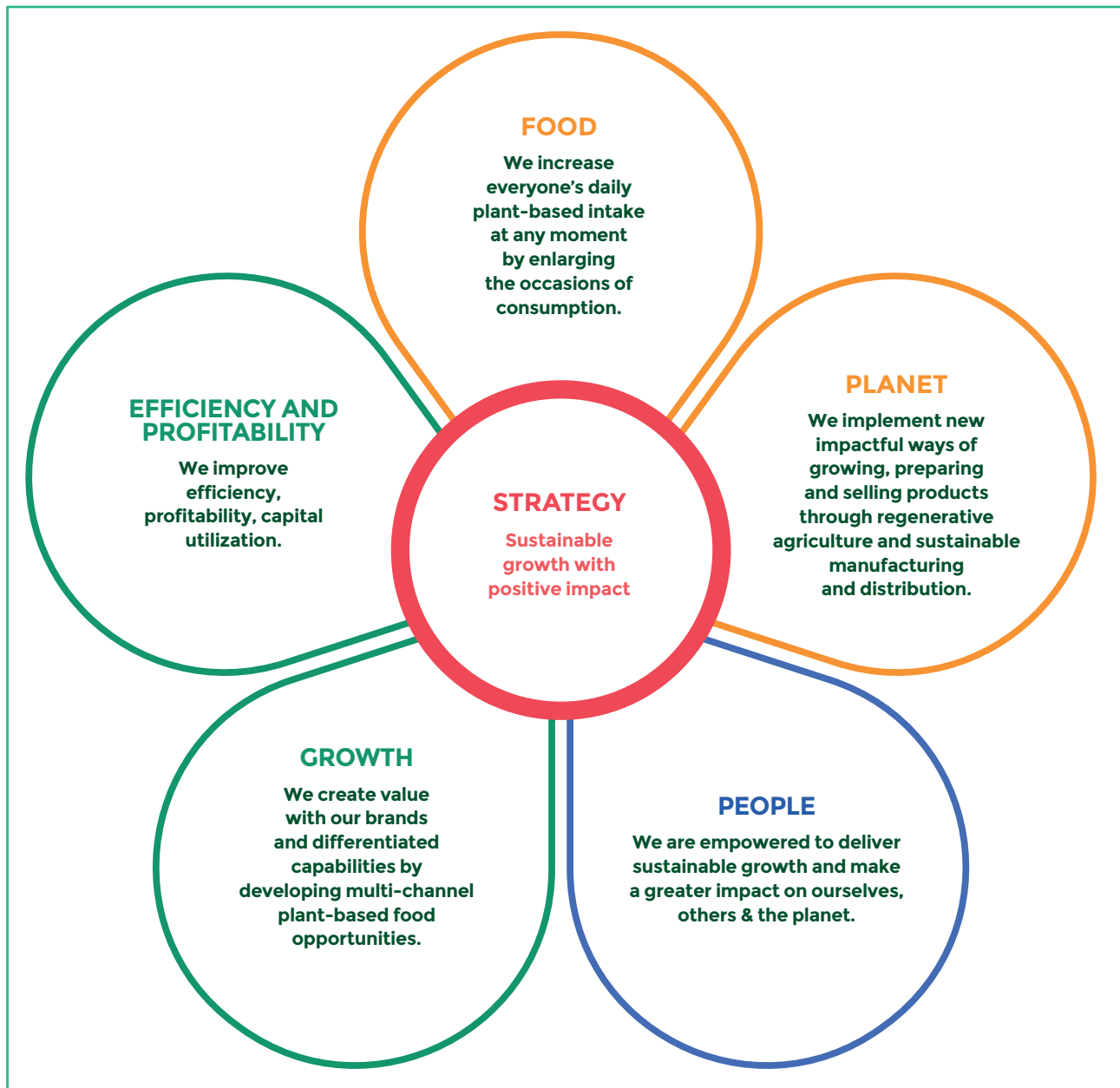
Rooted in **our values**, INSPIRE sets the course for our **mission**, defines our **strategic priorities** and promotes our **leadership model** that enables it to be implemented. Two major transformation programs support the implementation of the corporate project: the path to B Corp certification and the B!One program.

Our strategy to become a company combining financial performance and positive impact

Our five strategic priorities

INSPIRE defines five strategic priorities based on two essential and inseparable objectives: sustainable growth and enhanced positive impact:

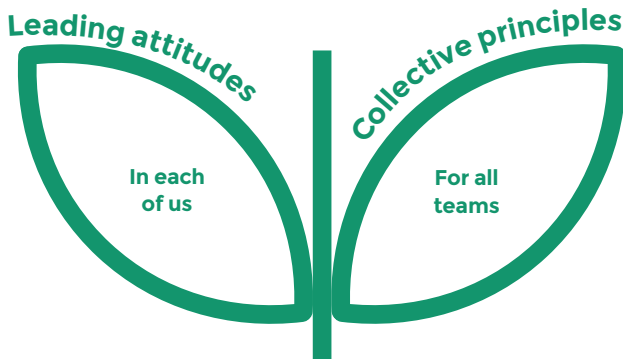
- ensuring sustainable growth means ensuring that each of our actions contributes to profitable growth and long-term performance;
- strengthening our positive impact means guaranteeing that each of our decisions is aligned with our mission and contributes to a sustainable plant-based diet, our employees' and consumers' well-being, and the protection of our planet.



Our leadership model

At Bonduelle, we are convinced that we must all be actors in our transformation. We want everyone to be able to act for their own well-being: by learning, expressing themselves, personal development, taking on responsibilities and initiatives, building relationships of trust, cooperating effectively and celebrating our diversity. To achieve our strategic goals and fulfill our mission, we want to give everyone the opportunity to develop and invent ways and means of working that foster collaboration and accountability.

Thus, in 2020-2021 we co-built a leadership model to promote a managerial culture that creates the right conditions for the transformation of our group. This leadership model consists of individual attitudes, which invite each of us to strengthen our leadership and develop our positive impact, and internal collective principles that allow us to collectively develop the skills necessary to succeed in our ambition to make a positive impact on each of our stakeholders. Our leadership model is described in Section 2.5.1.2 Development of our leadership model.



Our seven values

Anchored in the DNA of our family business, our values unite us and express the unique identity that we have built over the years. They guide our decisions, behaviors and actions:

- Integrity and simplicity are a reminder that agriculture, the transformation and distribution of local produce have been our core business for more than 165 years.
- Fairness and being people-minded evoke a family business that has always favored a business model based on proximity and passing things on to future generations.
- Trust and openness illustrate our desire for growth, international development and constant innovation.



Our two transformation programs:

- The path to B Corp certification.

We want to combine financial performance with a positive impact for our stakeholders and the planet. B Corp is both a way of achieving this and a guarantee of our positive impact as a company. B Corp provides certification for companies that wish to make a positive contribution to society through the integration of social and environmental objectives into their business models and operations;

At the heart of INSPIRE, three of the five strategic priorities, planet, food and people, form the pillars of our group's positive impact approach, previously known as the CSR approach. This initiative, called The B! Pact, paves the way for the B Corp certification process. Thus, the objectives we have set ourselves as part of The B! Pact (see Section 2.1.1 The B! Pact) evolve as our group transforms into a positive impact company.

- The implementation of the B!One program.

More than an information system, B!One implements our business model, promoting the alignment of our methods to improve collaboration and optimize our processes and decisions.

Our strategy to become a company combining financial performance and positive impact

1.4.4 Our value creation model

Committed to the B Corp certification process, we reaffirm our desire to work towards a resilient business model that generates positive impact and maximizes the value created for all our stakeholders. In 2020-2021, in collaboration with our employees, our group clarified its mission and included it in its Articles of association. This mission is both the starting point of a very engaging

INPUTS



Economic partners

Independent financial capital open to growth.
740 million euros in shareholders' equity.



Consumers

6 leading brands Bonduelle, Cassegrain, Arctic Gardens, Globus, Ready Pac Foods, Del Monte.

55 agro-industrial sites.

3 distribution channels in more than **100** countries: mass-market retailing, food service and industrial sales.

3 technologies for preserving plant-based food: canned, fresh and frozen.

1% of our revenue dedicated to research and innovation.



Farming partners

Our **311** agronomic experts work in close collaboration with our **2,800** farming partners.



Local community and society at large

The quality of relations with local communities where our agroindustrial activities are located, is essential to the sustainability of our business.

International presence of the Louis Bonduelle Foundation.



Employees

14,700 full-time equivalent employees.



The Planet's capital

Climate, water and soil covering **124,000** hectares cultivated around the world.

INSPIRE, our company- wide program

Our five strategic priorities:

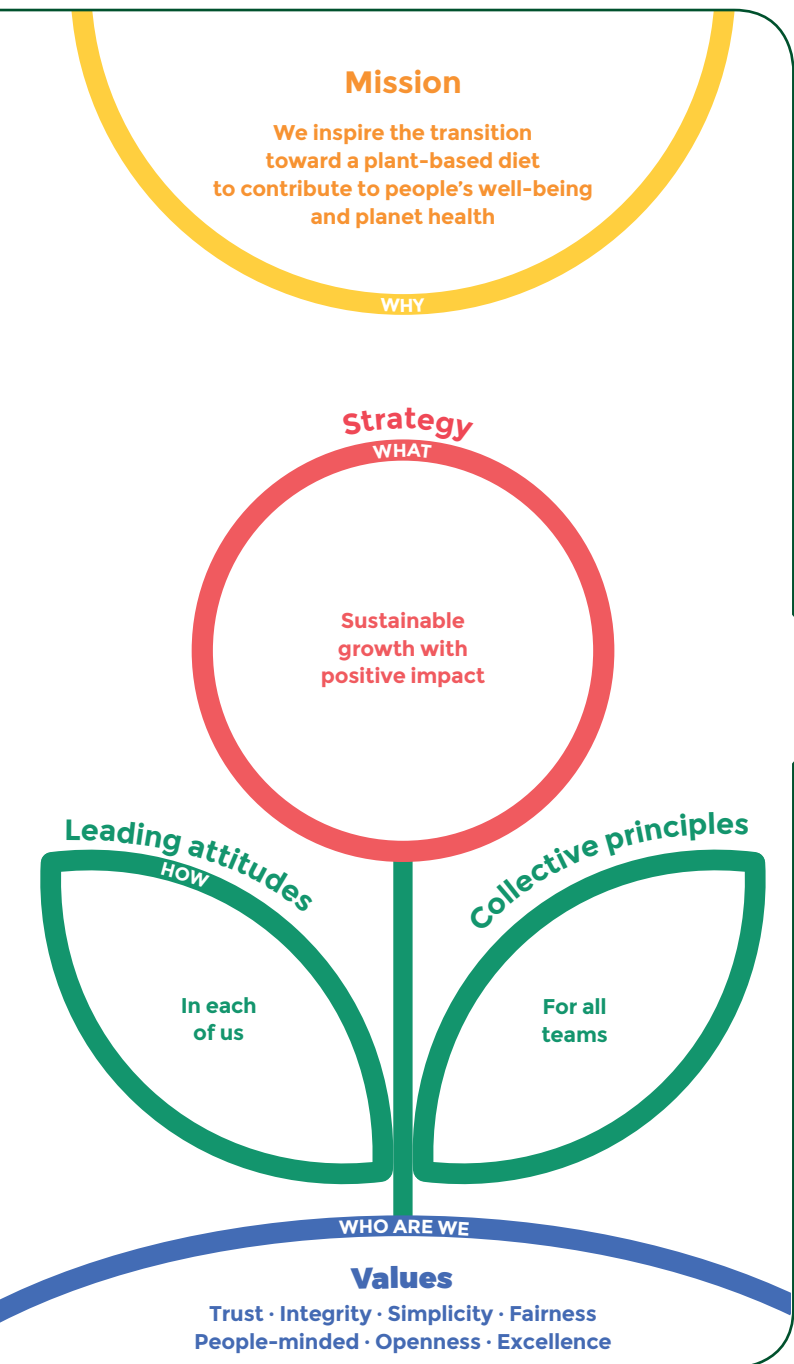
Efficiency and profitability for **sustainable growth**, and our positive impact approach the B! Pact for the **planet, food and people**.

Our leadership model:

Our attitudes and collective principles to be all actors in the evolution towards a positive impact company.



approach for us, but also the formalization of goals the group has been striving towards for several decades. It reflects our desire to go even further and accelerate our development into a positive impact company.



VALUE CREATED AND SHARED

Economic partners

2,779 million euros in revenue.

57 million euros in net income.

7.3% ROCCE⁽¹⁾.

Our group is growing by reinvesting most of its profits and cash flow.

100 million euros dedicated to capital expenditure.

Consumers

Healthy and affordable plant-based food to suit all consumption opportunities.

96% of Bonduelle and Cassegrain products classified as Nutri-Score A or B in Germany, Austria, Belgium, Spain, France and the Netherlands.

Farming partners

Our agreements are negotiated several months in advance and absorb global price fluctuations.

90% of farming partners renewed their contract.

52% of surface areas cultivated using alternatives to synthetic pesticides.

Local community and society at large

Sustainable and seasonal jobs in our regions.

57% of sites have a project related to their local communities.

220 projects funded by the Louis Bonduelle Foundation since its creation in 2004.

Employees

5.04 frequency rate of work-related accidents with lost time.

The Planet's capital

+5.7% greenhouse gas emissions in absolute values between 2018-2019 and 2020-2021.

-9.0% change in greenhouse gas emissions between 2019-2020 and 2020-2021.

10.6% green energy in the energy mix.

97.3% of packaging is designed to be recyclable or reusable.

(1) Current operating income before tax/Capital employed (Excluding IFRS 16)

1.5 Our governance supporting our development as an impact company

1.5.1 Our Executive Committee

2021-2022, introduction of simplified governance











On July 1, 2021, the Chief Executive Board (CEB) and the Group Management Committee (GMC) were merged into a single group executive body called the Comex (Executive Committee). The ambition of this new governance with a simplified Executive Management team is to bring greater proximity to and between business units. This Comex aims to build and embody INSPIRE, our company-wide program,

by being an Executive Management team with a positive impact, combining performance and consistency with the leadership model, while respecting the commitments of The B! Pact and the group's values.

The Comex will combine all the responsibilities previously assigned to the CEB and GMC with a single reporting line.

Composition of the Comex

A detailed presentation of the Comex and the Board of Directors is given in Section 3.1.4 Bonduelle SA

				① Guillaume Debrosse <i>Bonduelle Group Chief Executive Officer</i>
				② Gianfranco D'Amico <i>Chief Executive Officer of Bonduelle Fresh Europe</i>
				③ Cyrille Auguste <i>Chief Executive Officer of Bonduelle Europe Long Life</i>
				④ Céline Barral <i>Chief CSR and Corporate Communication Officer</i>
				⑤ Ekaterina Eliseeva <i>Chief Executive Officer of Bonduelle Eurasia Markets</i>
				⑥ Marine Henin <i>Chief Human Resources Officer</i>
				⑦ Patrick Lesueur <i>Chief Bonduelle Prospective & Development Officer</i>
				⑧ Andrea Montagna <i>Chief Executive Officer of Bonduelle Fresh Americas</i>
				⑨ Grégory Sanson <i>Chief Finance, Digital Transformation and Geographic Development Officer</i>
				⑩ Daniel Vielfaure <i>Chief Executive Officer of Bonduelle Americas Long Life</i>

Focus on the involvement of the Comex in the governance of The B! Pact

Within the Comex, three sponsors are responsible for monitoring the transformation into an impact company:



Patrick Lesueur,
Chief Bonduelle Prospective
& Development Officer



Cyrille Auguste,
Chief Executive Officer of Bonduelle
Europe Long Life



Marine Henin,
Chief Human Resources Officer



1.5.2 Combining sustainable growth and positive impact, the challenge seen by our Executive Committee

Bonduelle's strategy aims for sustainable growth with a positive impact. It is driven by a collective project to transform the group. This commits all teams to major projects towards an impactful enterprise: by increasing efficiency with the B!One program, by aligning leadership attitudes, with the adoption of collective attitudes and management principles, by innovating for the plant-based food transition, and by mobilizing all energies for B Corp certification. As part of Bonduelle's strategy, the Company's transformation is taken to the highest level and shared by all employees.

"Bonduelle, through the strength of its revenue, its international presence, the complementarity of its technologies and distribution channels, has tremendous potential for value creation and positive impact.

Benefitting fully from the expertise developed within the group, particularly in the agro-industrial sector, developing the efficiency of our operating models, operating using a system that is open towards our stakeholders, farming partners, suppliers, customers and consumers, identifying and responding quickly to new consumption trends through adapted products and services, by continuously integrating the opportunities offered by new technologies, are major challenges for the group and its development project.

In response, we launched an ambitious project to revamp our operating model, the B! One program.

This transformation program, constructed jointly with employees from different areas of the company using a cross-functional approach, aims to improve our efficiency, further increase our level of excellence and performance and thus contribute to our strategy of sustainable growth with a positive impact."

Gregory Sanson, Chief Finance, Digital Transformation and Geographic Development Officer

"The ambition to become a positive impact company creates a new dimension. It invites us to reinvent ourselves, to adopt new individual skills and practices, drawing on our remarkable energy. This is why we have adopted B.COME this year, the individual attitudes to strengthen leadership and develop positive impact, and DEAL, our internal practices. The commitment of each of us is key to developing and inventing methods and ways of working that foster collaboration and accountability. It will enable us to achieve our strategic objectives and realize our mission."

Marine Henin, Chief Human Resources Officer

"At Bonduelle, we create solutions to consume more plant-based food. We prepare food from high quality plants harvested at the perfect stage of ripeness. We are innovating to expand the opportunities and patterns of plant-based food consumption and to encourage the transition to a plant-based diet. Our ranges of pulses, our plant-based meal solutions and our without pesticides residue ranges are examples of this. Building on this dynamic, we are working to define and measure the components of the positive impact of our brands on food, people and the planet."

Cyrille Auguste, Chief Executive Officer of Bonduelle Europe Long Life



The Lunch Bowl range launched in Europe at the end of 2021 offers a practical and tasty plant-based meal. Each recipe is composed of vegetables, pulses and cereals, is classified as Nutri-Score A and contains 100% natural ingredients.

"The delicate balance between nature and humanity is threatened by climate change. Our commitment to B Corp certification guides us to positively transform our ecosystem with us. We are stepping up our climate ambition to contribute to carbon neutrality by 2050. This trajectory, compatible with a scenario of limiting warming to 2°C, will be achieved thanks to the commitment of all our stakeholders and our various business lines: agronomy, industry, products, packaging and the supply chain."

Patrick Lesueur, Chief Bonduelle Prospective & Development Officer

1.6 Our organization to inspire the transition to plant-based food

With its three business segments - canned, frozen and fresh (ready-to-eat fresh cut and prepared ready-to-eat vegetables) - Bonduelle is the only brand present in all lines of the plant-based food market. Bonduelle also stands out for the added value and quality of its products. Our positioning as a pure player in plant-based food is driven by the group's

proximity to the agricultural world, its multi-segment know-how and its mission: Inspire the transition toward a plant-based diet to contribute to people's well-being and planet health. This gives us truly unique expertise in the ways people consume and consumption opportunities, helping us to meet the cultural food habits of our markets.

1.6.1 Our vision of innovation is transversal

Bonduelle Prospective & Development has the task of supporting Executive Management and the business units in identifying new areas for development; whether these are technical innovations, the exploration of new markets or new distribution channels. It acts as a scout, hunting out opportunities to secure the group's future and harnessing innovation as a lever for long-

term growth. It plays a role of scout, seeking opportunities to secure the group's future and using innovation as a lever for long-term growth. Innovation and development are also ensured in each business unit through structures dedicated to their main strategic markets and know-how. They are interconnected to collaborate across the Company.

Innovating for all our markets

Initiated in Europe in 2019, "without pesticides residue" ranges⁽¹⁾ illustrate the cross-functionality of innovation at Bonduelle and are now available in all segments: fresh, canned and frozen. This year in Canada, green beans, peas and sweetcorn "tested for pesticide residues"⁽²⁾ are offered in frozen form.



1.6.2 Our business units are specialized by markets and segments

On each continent, Europe, EurAsia and the Americas, we lead our business units in the search for proximity and balance between production areas, the location of our plants by type of processing technology and our consumption markets.

In Europe, Bonduelle organizes its activities in two business units:

- **Bonduelle Europe Long Life (BELL)** brings together all canned and frozen food product activities for its controlled brands (Bonduelle and Cassegrain), and for private labels, for the mass-market retailing and food service channels. In 2021, Bonduelle took over the industrial assets of the France Champignon cooperative, the last French canned mushroom specialist;
- **Bonduelle Fresh Europe (BFE)** includes all the group's ready-to-use fresh product activities (fresh-cut bagged salads and ready-to-eat prepared salads) for the Bonduelle brand and private labels in the mass-market retailing and food service channels.

Outside Europe, Bonduelle has three business units, each adapted to the specificities of its market:

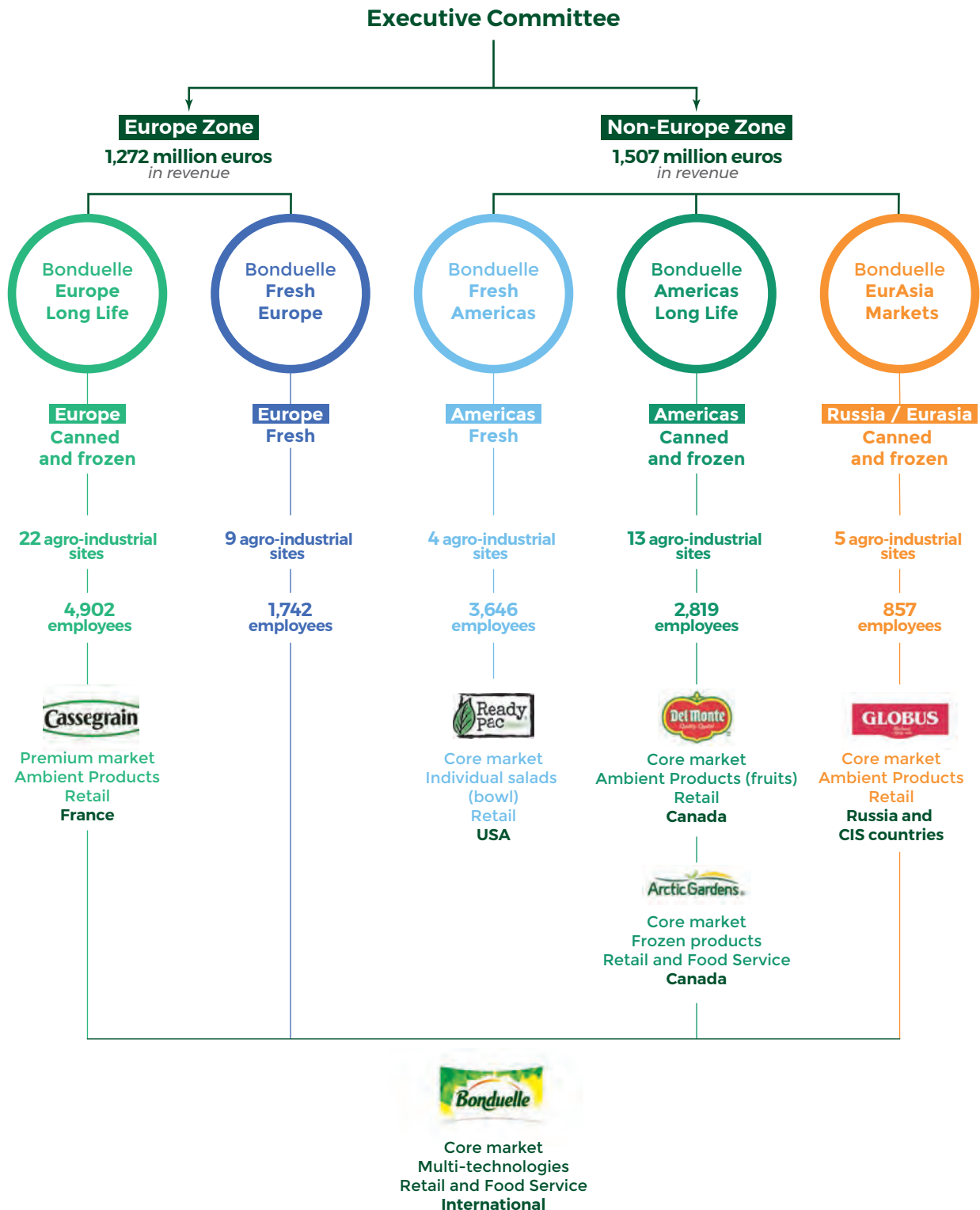
- **Bonduelle EurAsia Markets (BEAM)** brings together all canned and frozen products activities in Eurasia under the Bonduelle and Globus brands as well as private labels, in all distribution channels;
- **Bonduelle Americas Long Life (BALL)** includes all canned and frozen product activities in North and South America, under the Del Monte®, Arctic Gardens® and Bonduelle® brands, as well as private labels, in the mass-market retailing and food service channels;
- **Bonduelle Fresh Americas (BFA)** covers all fresh produce operations in North America (bowls, ready-to-mix salads, snacks, etc.) under the national brands Ready Pac Foods®, Bistro®, Ready Snax® and elevAte®, and for private labels in the mass-market retailing and food service channels.

(1) Within the limit of quantification (<0.01 ppm) for over 500 molecules tested (corn) 300 molecules tested (salad).

(2) Each batch is tested for residues of more than 300 pesticides by independent laboratories, according to our pesticide residue control program and established quantification limits.

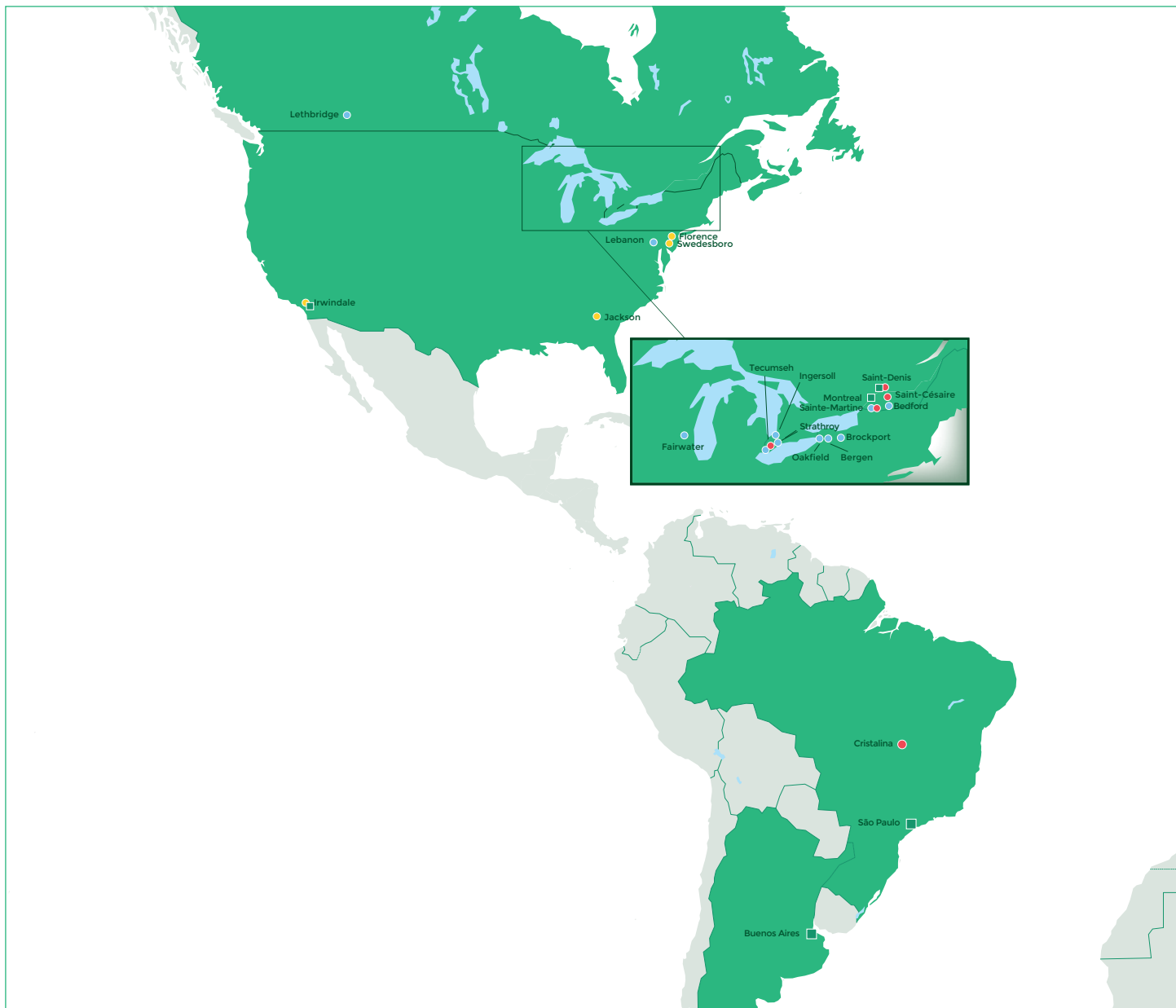


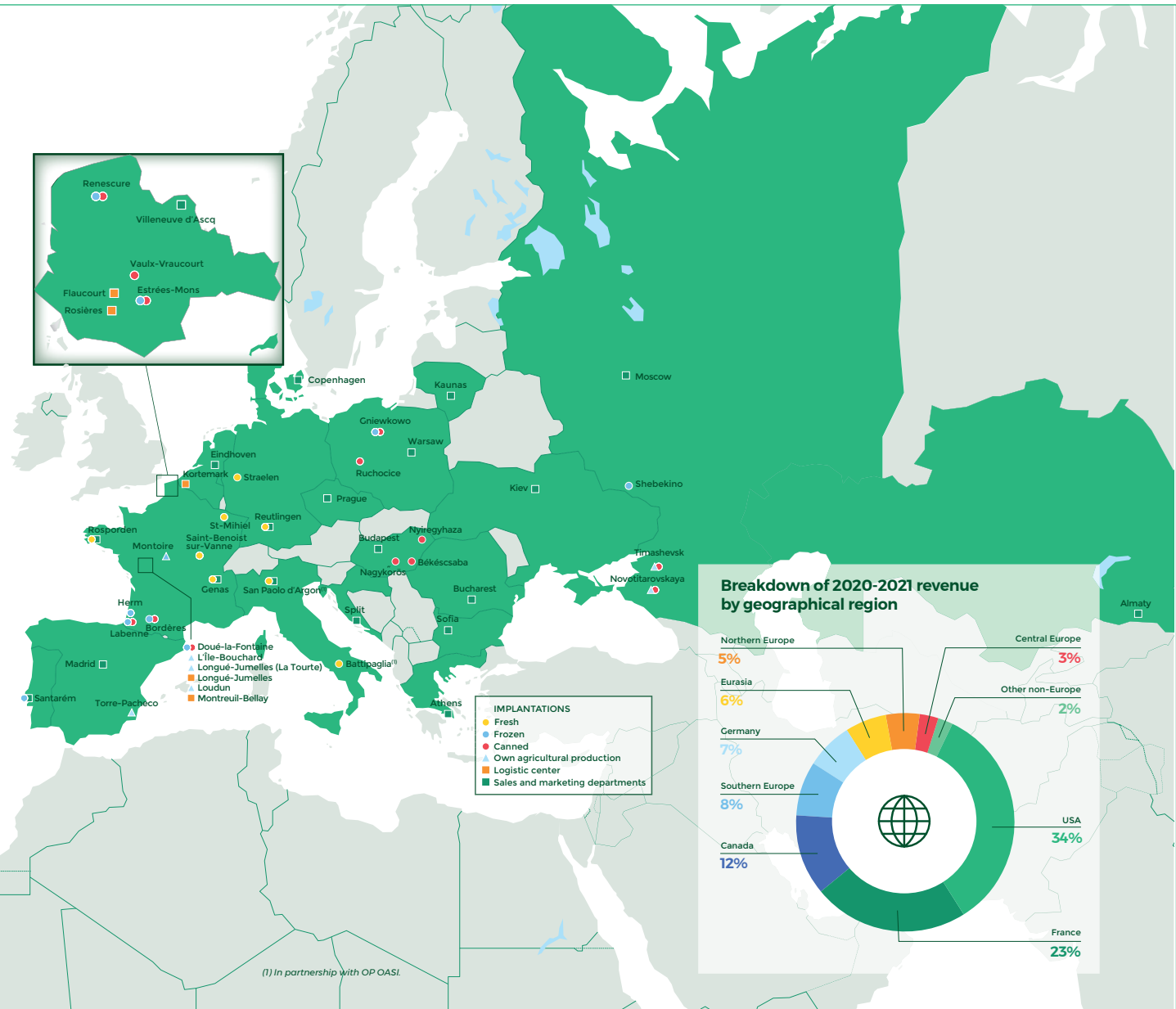
Our organization in five business units at July 1, 2021



The Export, forest mushroom and Brazil activities include production sites (2) managed directly by the Group.

1.6.3 We have a multi-local presence







2 Corporate social responsibility



2

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Items of the annual financial report are identified in the contents using the ^{AFR} symbol

Bonduelle Group key figures



Business established in

1853



Revenue

€2,779 m



55

sites around the world



14,700

employees (full-time equivalent)



6

strong brands



124,000

hectares cultivated around the world

2.1 Becoming a group with a positive impact



Bonduelle continues to roll out The B! Pact, commitments around concrete and measurable actions to increase the place of plant-based food in everyone's diet. The key results for 2020-2021 are:

2

PLANET



94% of farmers have signed the agronomic sourcing charter

10.6% renewable energies in the group's energy mix

55.4% recycled materials in packaging

FOOD



85,177 food safety analyses per year on our products

220 projects funded by the Louis Bonduelle Foundation since its creation in 2004

7 countries where the Bonduelle Foundation promotes innovative and positive projects

PEOPLE



57% of sites have a project involving their local communities

5.04 is the frequency rate of work-related accidents

5,019 tonnes donated to NGOs in North America and Europe

2.1.1 The B! Pact: a positive impact approach to support our B Corp ambition

The history of our commitment

1996 – At the heart of Bonduelle's very close relationship with its farming partners, the **agronomic charter** guarantees the quality and safety of the products.

2002 – Bonduelle structures its **CSR policy** around four pillars: agronomy, human, quality and nutrition, and natural resources.

2004 – The **Louis Bonduelle Foundation** was created with the ambition of bringing about a sustainable change in eating habits while respecting People and the planet.

2012 – Bonduelle launches **VegeGo!**, a company project driving the group's ambition to be "the world reference in 'well-living' through plant-based food" by 2025.

The **ethics charter** sets out the group's adherence to the United Nations Global Compact and gives substance to its values: being people-minded, confidence, openness, simplicity, integrity, fairness and excellence.

Bonduelle publishes its CSR report in accordance with the **Global reporting initiative**.

2016 – Bonduelle renews its **CSR objectives**.

2019 – Bonduelle adopts the ambition to become a B Corp company and launches **The B! Pact**, three commitments for the planet, food and people.

2020 – Bonduelle becomes a founding member of **B Movement Builders** and includes its mission statement in its Articles of association.

2021 – Bonduelle launches its **INSPIRE** company-wide program and confirms its commitments to The B! Pact as strategic priorities.

2.1.1.1 Editorial

"At Bonduelle, we are convinced that **plant-based food is a sustainable solution to healthy food for the growing population while preserving the planet and our ecosystems**. The transition to plant-based food is one of the essential transitions for human well-being, the climate and the environment, all of which are intrinsically linked. This is why plant-based food is at the heart of our mission.

To successfully complete this transition, we have defined an ambition to be **B Corp certified by 2025**. But becoming "a better business for the world" requires a fundamental and long-term transformation.

This is why we defined The B! Pact, our CSR approach, two years ago. And this year, we have further strengthened our total commitment to the B Corp ambition by making **our three B! Pact commitments strategic priorities of our INSPIRE corporate project**. Our commitments to food, the planet and People are now inseparable from our objectives of efficiency, profitability and growth.

More than a CSR approach to managing negative externalities, The B! Pact is a positive impact approach. Because reducing our footprint is not enough. We want to **positively transform our ecosystem with us**, in particular by contributing to the transition to plant-based food and the development of regenerative agriculture. We are also aiming to increase our objectives and roadmaps: to do so, we are notably analyzing how we can contribute to carbon neutrality by 2050. Lastly, we are reviewing our leadership model, so that we can all be involved in this transformation."

Guillaume Debrosse, Bonduelle Group Chief Executive Officer

2.1.1.2 The B! Pact: towards B Corp certification

Bonduelle has set itself the target of becoming B Corp certified by 2025 and is committed to a transformation process.

The Group's new mission, which aims to inspire the transition to plant-based food to contribute to the well-being of People and the preservation of the planet, is directly linked to six of the UN's Sustainable Development Goals (SDGs): Nos. 2, 3, 8, 12, 13 and 15. As a member of the Global Compact since 2003, Bonduelle has reaffirmed its commitment to the goals of the United Nations.



In order to achieve its B Corp certification ambition, Bonduelle has created The B! Pact, its CSR approach. This is structured around three commitments for the planet, food and people, which are also strategic priorities of the INSPIRE corporate project.

The B! Pact: a triple commitment



	<p>We support responsible agriculture around the world and look for new ways to grow, prepare and sell our products every day.</p>	<p>We work daily to make plant-based food accessible to all and to promote tasty and healthier food.</p>	<p>We are committed to making a positive economic and social impact for our employees and communities.</p>
2025 Objectives	<p>#1 80% of our farming partners are committed to regenerative agriculture (see 2.2.2).</p> <p>#2 Reduction of 20% in our greenhouse gas emissions by 2035 (see 2.3.1).</p> <p>#3 100% of packaging designed to be recyclable or reusable (see 2.3.3.2).</p>	<p>#4 100% of our brands to have a positive impact (see 2.4.2).</p> <p>#5 Encourage good food practices with the Louis Bonduelle Foundation (see 2.4.2.3).</p>	<p>#6 Zero workplace accidents (see 2.5.2.1).</p> <p>#7 100% of Bonduelle Group sites involved in local projects (see 2.5.3).</p>

2.1.1.3 Governance

This year, Bonduelle set up a B Corp Steering Committee. Led by the Bonduelle Group's Head of CSR and Corporate Communications, it comprises in particular Guillaume Debrosse, Chief Executive Officer of the Bonduelle Group, members of the Executive Committee and internal experts. This Committee provides governance for the group's B Corp ambition and The B! Pact. It replaces the former CSR Committee, validating strategic orientations, action plans and investment choices. It also monitors the progress of projects.

The Head of CSR and Corporate Communications shares the CSR strategy and its roll-out within the Executive Committee, which oversees the cross-functional implementation of the action plan.

The CSR Department drives the group's strategy and its roll-out, in consultation with the internal network of CSR correspondents in the business lines and business units. They appropriate the approaches and objectives of The B! Pact and apply them to their respective areas.

Since 2019-2020, these different governance and steering bodies have worked together to establish shared roadmaps to achieve the B Corp ambition and The B! Pact.

2.1.2 Paving the way for change

2.1.2.1 B Movement Builders



Bonduelle joined B Movement Builders in 2020, alongside five other pioneering companies: Danone, Gerdau, Givaudan, Magalu and Natura&Co. This initiative was created by B Lab in order to bring together large multinational companies committed to a more sustainable and resilient business model, which takes into account all the Company's stakeholders, including Shareholders.

The group recognizes that:

- transformation creates shared value for all stakeholders and must be driven by ambitious objectives;
- credible and concrete commitments are based on measurable actions and transparent governance;
- collaboration creates collective impact, expands opportunities and promotes mutual learning.

Bonduelle is committed to collaborating with its peers, learning and sharing best practices, and taking action to help introduce widespread changes to culture and business.

2.1.2.2 Involvement in industry think tanks

As a significant player in its sector, Bonduelle is active within professional bodies to contribute its economic and industrial expertise and defend its interests and those of its colleagues and farming partners. The group is involved in inter-professional bodies and federations and with governmental organizations in the countries where it is present. Around one hundred of the group's employees are involved in professional bodies. Bonduelle employees also answer industry representatives' questions, with the aim of ensuring that regulations are applied in fields such as sourcing of agricultural raw materials, industrial production and consumer protection. The Bonduelle Group does not seek the support of external professionals to represent its interests and did not fund any political party in 2020-2021. In 2020-2021, Bonduelle Group employees, as representatives of the Company, led some 80 professional organizations around the world. They have thus served as President, Vice-President or director, in particular:

- in Germany: CCFA (Franco-German Chamber of Commerce); *Marketbranbd*, *Bundesverband der Deutschen Feinkostindustrie*;
- in Canada: CCIFC (French Chamber of Commerce and Industry), CTAQ (*Conseil de la transformation alimentaire Québec*, the Quebec Food Processing Board), Initia Foundation, Midwest Food Products Association, Moisson Montreal, TransformAction; TRITA (Round Table of Food Transformation Canada (Federal)), OFPC (Ontario Farm Product Commission), FBO (Food & Beverage Ontario), OFVPA (Ontario Fruit And Vegetable Product Association);
- in Spain: Promarca (an association that brings together most of the manufacturers of major food, beverage, pharmaceutical and perfume brands); Club Greco;
- in the United States: United Fresh (United Fresh Produce Association), Produce Marketing Association, Fresh Produce & Floral Council, Western Growers, The American

Farm Bureau Federation; AFFI (American Frozen Food Institute), NACS (Association for Convenience & Fuel Retailing), Center for Food Safety University of Georgia, Grower Shipper Association, GFSI (Global Food Safety Initiative), Food Technologists (IFT);

- in Europe: PROFEL (European Organization of Fruit and Vegetable Processing Industries) and AETMD (European Association of Sweet Corn Processing Industries);
- in France: FIAC (French Federation of Preserved Food Industries), ETF (Trade Union of Fresh Prepared Ready to Eat Product Companies), SVFPE (Trade Union of Manufacturers of Fresh Ready-to-Use Plant-Based Products), ADEPALE (Association of Food-Processing Companies), UNILET (National Interprofessional Union of Processed Vegetables), ANIFELT (National Interprofessional Association of Processed Fruit and Vegetables), CTCPA (Agri-Food Technical Center), UPPIA (Interprofessional Union for the Promotion of Canned Food Industries), ECOPAR (Company for the Promotion of Eco-Packaging);
- in Italy: UIF - Gruppo "IV Gamma" (Italian Food Products Industry Association - specifically the group of fresh, washed, packaged and ready-to-eat fruit and vegetable companies within the Association); Centromarque, Union Food, UNAPROA, AOP Uno Lombardia;
- in Hungary: Association of food canning companies, FÉSZ (Wide association of Food industries), Hungarian Chamber of Agronomy.

2.1.2.3 Stakeholder relations

Bonduelle pursues a policy of structured dialog based on regular exchanges and strategic meetings. Internally, the group maintains strong relations with its employees and social partners. Externally, the group consults and exchanges with farmers, suppliers, consumers, national and local public institutions, etc. (see 2.9.3).

2.2 A better agriculture for the planet

2.2.1 The vegetable sourcing model

Together with its farming partners, Bonduelle grows more than 30 different vegetables, representing nearly 500 varieties.

In order to produce quality vegetables that are accessible to all, Bonduelle has built a sourcing model that favors purchases from farming partners. This model is the major model: it concerns 79% of surface areas⁽¹⁾ and has many advantages for farmer-producer partners:

- access to the expertise of 311 agronomy professionals whose role includes technical monitoring of plots throughout the cultivation cycle;
- opportunities for crop diversification, an agronomic lever to preserve soil fertility and fight against pests;
- income security via reducing risks related to volatility in agricultural commodity markets;
- reliable and fair compensation between producers;
- use of service providers for transport, sowing, harvesting or other farming operations, which saves producers costly investments in equipment and optimizes operational efficiency;
- access to innovations (varieties, cultivation techniques, tools, etc.) tested by the Bonduelle Group;
- a commitment by Bonduelle to be part of a long-term partnership relationship.

This sourcing model allows Bonduelle to focus on its core business of raw material preparation whilst at the same time developing its agronomic know-how. Almost 5% of the surface areas are operated directly by Bonduelle. The group extends its know-how on this land and develops alternative cultivation techniques.

To supplement its supplies, Bonduelle also purchases from other suppliers. Within this framework, it applies purchasing specifications in which the standards are as demanding as those applied by farming partners. This sourcing concern 21% of the areas cultivated for Bonduelle. They involve specific crops or compensate for lower yields in certain years.

2.2.2 Developing regenerative agriculture in support of Bonduelle's mission

The Group is aware of the agroecological transition underway (see 1.3.2 The agroecological transition). Bonduelle intends to take part in this by participating in the development of regenerative agriculture that enhances ecosystems, thus contributing to the production of diversified and high-quality food, to the preservation of resources and to the fight against climate change.

This group ambition is reflected in its brand signature *La nature, notre futur*, which places the desire to preserve nature at the heart of its actions. The agroecological transition is also a strategic priority for the Bonduelle Group, driven by the Planet pillar of The B! Pact: "We are implementing powerful new ways of growing, preparing and selling products through regenerative agriculture and sustainable manufacturing and distribution."

To take part in the development of regenerative agriculture, Bonduelle wishes to draw on the strengths of its vegetable sourcing model, to jointly build with its partners, in particular its producer partners, as well as other sectors, an inclusive agronomy (see box "Cooperation between sectors", p. 30). Regenerative agriculture must provide a solution to many often shared challenges: food security, nutritional needs, environmental protection, the fight against global warming and mitigation of its effects, and support for producers.

In 2020-2021, the Bonduelle Group's agronomic services teams defined the agro roadmap, which is the operational translation of the group's ambition to become a company with a positive impact in agriculture.

(1) In this document, data expressed in % of surface areas are established on the basis of the areas cultivated by farming partners, excluding equivalent supplier areas.



Cooperation between sectors

The crops grown on behalf of Bonduelle are part of multi-year rotations, *i.e.* the successive growing of several species on the same plot. The agronomic interest of these rotations is the preservation of soil fertility and the fight against disease and pests. In a multi-year rotation, an area is cultivated successively for Bonduelle and for other players. Soil is thus a shared resource and cooperation between agricultural sectors is essential to successfully keep the soil alive year after year. This is the purpose of commitment #3 of the agro roadmap (see 2.2.2.1 Regenerative agriculture: our roadmap).

Bonduelle thus joined the Living Soils initiative, launched by the NGO Earthworm in 2018, through a pilot project in Santerre (Hauts-de-France). This project brings together players from different agri-food sectors present in this region, with common producers, and who wish to cooperate to support regenerative agriculture. Initiatives include developing training, innovative measurement tools and designing an incentivizing compensation system recognizing the best practices put in place by producers. In 2021, in close collaboration with the Hauts-de-France producers' organization, Bonduelle wants to extend the momentum to a larger number of producers.

Bonduelle is also a member of the Sustainable Agriculture Initiative (SAI) which now has more than 100 members across the agricultural value chain. Its objective is to support the development of sustainable agriculture around the world by facilitating discussion, collaboration and actions. The SAI provides harmonization and commitment regarding definitions, tools and guidelines to support the agroecological transition along the entire value chain.



Signing of a trickle-down agreement – Cooperation between sectors

For the first time in the fruit and vegetable sector in France, Bonduelle signed a so-called "trickle-down" agreement with its distributor customers in 2020. Price increases were accepted by Bonduelle's distributor customers, representing a rise of 1.3% in the price of vegetables in 2020. The benefit of these price increases was passed on directly to the farming partners who produce vegetables. This approach helps to halt the impoverishment of the agricultural world, due to the downward spiral of selling prices and the increase in expenses, and to promote the use of agroecological practices.

This initiative, led by the BELL business unit, was awarded the Business Performance prize in the "Bonduelle Awards 2020".

2.2.2.1 Regenerative agriculture: our agro roadmap

The agro roadmap is the implementation by Bonduelle's agronomic services professionals of the group's roadmap "The B! Pact".

Its construction mobilized a large number of the group's agronomic services professionals in 2020-2021 (see box "Co-construction of the agro roadmap by agronomic services professionals" in 2.2.3.1).

This roadmap was designed to be the Bonduelle Group's overall agronomic strategy; it contains combined operational and CSR objectives. It is based on fundamentals such as: the group's mission, formulated at the end of 2020, the group's B Corp certification ambition and the materiality matrix updated in 2021 (see 2.9.2.4). The agro roadmap covers the three pillars of the group's CSR approach, The B! Pact: "planet", "food", "people" and has nine ambitions associated with specific action levers.

Pillar	Ambitions
Planet	#1 – All our farming partners are committed to protecting water resources, soil and biodiversity and are targeting environmental certification.
	#2 – We work with our farming partners to reduce greenhouse gas emissions and promote carbon sequestration.
	#3 – We collectively commit to working together to support regenerative agriculture.
Food	#4 – We contribute to diversified and varied plant-based food.
	#5 – We guarantee healthy vegetables while reducing pesticides in our crop protection plans and developing a pesticide residue-free range.
	#6 – We offer affordable and safe food thanks to our expertise.
People	#7 – We want a strong, equitable and sustainable partnership with local producers.
	#8 – We share knowledge and promote training.
	#9 – Health and safety is everyone's business.

In 2021, Bonduelle asked the WWF for a critical reading and recommendations on the agro-roadmap.



Action levers and improved knowledge to adapt to the consequences of climate change

The Bonduelle Group's adaptation measures to the consequences of climate change on its agro-industrial activities are part of ambition #6 of the agro roadmap; for the group, the aim is to remain able to offer affordable and safe food in the long term. Thus, the group and its business units are taking action in several areas.

For example, from an operational point of view, the dates of sowing and the choice of varieties are already changing to take into account the periods of drought that certain basins have experienced for several years.

The group is also deepening its knowledge of the impact of climate change through studies conducted:

- on a global scale, to understand the global extent of the consequences of climate change. The Bonduelle Group has developed a risk map;
- at local level, to understand the specific effects foreseeable in particular in certain basins.

The areas of adaptation are the development of regenerative agriculture, the adaptation of varieties and species cultivated on historic plots, the search for new production areas and the evaluation of the economic and ecological cost of these geographical changes.

2.2.2.2 Monitoring and progress indicators

The new agro roadmap is accompanied by the implementation and monitoring of indicators. Some indicators have been measured for several years, and are listed in the table below:

Ambitions	Indicators monitored in 2020-2021	2020-2021
#1 Water, Soil, Biodiversity, Certification	% of irrigable area with water management controlled by tools	54%
	% of surface area farmed with limited use of nitrogen fertilization	68%
	% cultivated area using a defense plan for pollinator protection	20%
	% of producers with an environmental certification on Bonduelle crops	48%
#2 Mitigation of climate change	% of cultivated area abandoned by Bonduelle	6%
	% of surface area farmed with limited use of nitrogen fertilization	68%
#5 Pesticides	% of surface area cultivated using alternatives to synthetic pesticides	52%
#6 Performance	Number of new varieties tested	704
	% of producers having renewed their contracts	90%
#7 Partnerships	% of producers having signed the Bonduelle Charter	94%
#8 Training	Number of training hours per field technician	11

Other indicators were defined in 2021 as part of the construction of the agro roadmap; the group does not yet have the data relating to these indicators, as data collection tools are in the process of being set up. The Agro One tool (see 2.1.3.5 Harnessing technology for the benefit of agroecology) will be a central support for the collection of this information.



“The B! Pact” represents the group’s commitments to the planet. In 2020-2021, Bonduelle continued to develop its roadmap for the agroecological transition and transformed its ambition, initially stated in the form of a resource target, into a results target:

- #1 Bonduelle wants to see 80% of its farming partners involved in regenerative agriculture by 2030.

2.2.3 Organization, action levers and means implemented

To implement the agro roadmap, Bonduelle intends to build on the strengths of its current organization, and to develop in an ambitious and innovative way, and with its partners, the action levers where it is most effective.

2.2.3.1 The group’s organization to support its agronomic strategy

Each of the group’s business units is responsible for its own agricultural policy as part of a group-wide agronomic strategy.

The Bonduelle Group’s Agronomy Department is organized into divisions to better carry out its mission of rolling out and coordinating the agronomic strategy in the business units. The group’s Agronomy Department is made up of three divisions that take part in R&D monitoring on promising technologies and initiatives that may be beneficial to several areas and the identification of emerging topics in a forward-looking vision.

- **Crop Quality and Protection:** coordination of the network around the themes of crop quality and protection, with an increased focus on the “residue-free” approach;

- **Performance:** coordination of the network around genetic expertise and, in particular, improving harvests;
- **Environment and Ethics:** network coordination on issues related to water, soil, biodiversity and climate, coordination of the environmental certification process and alignment with the B Corp ambition.



The agro roadmap co-built by agronomic services professionals

To mobilize the professional Bonduelle Group's agronomic services, four working groups each bringing together 10 to 12 people were set up and tasked with discussing themes relating to the B! Pact, to ensure its implementation in the agronomic field. For each of the "planet", "food" and "people" pillars, the Bonduelle agronomic community has endeavored to provide a definition and application in the agronomic field and a detailed operational translation adaptable to the specificities of each production area. The general summary in nine ambitions and 10 objectives for 2030 was presented not only to all of the group's 315 agronomic services professionals, but also to industrial directors and members of the group CSR Department.

2.2.3.2 R&D: participate in the development of new knowledge and techniques

R&D is one of Bonduelle's action levers that contribute to objectives #1 Water, Soil, Biodiversity, Certification, #2 Mitigation of climate change, #4 Diversified plant-based food, #5 Pesticides, #6 Performance of the agro roadmap.

Dedicated internal staff and resources

In each basin, agronomic field trials allow new knowledge and technologies to be tested on an ongoing basis and help to integrate them judiciously into producers' crop routing.

External partnerships with research institutes and start-ups

Bonduelle seeks to forge external partnerships with dedicated research institutes and specialized start-ups, selected for the relevance of their programs in relation to its agronomic priorities.

There are many partnerships in the field of AgTech. The group is keen to channel its efforts and investments into unique and innovative forms of vegetable production that will provide a significant boost to regenerative agroecology.

Bonduelle has therefore established partnerships targeting the following areas:

- automation, at this stage focused on weeding;
- efficiency and accuracy of crop monitoring;
- harvest prediction (quantity and quality);
- harvest management;
- weather forecasting;
- irrigation management.

Bonduelle farms, pilot farms: Spain, France, Russia

Bonduelle is testing alternative farming techniques and crop routing on its pilot farms, before rolling them out on a large scale by sharing them with its farming partners. In Spain, the Torre-Pacheco pilot farm in Murcia is setting up crop routings to deliver products without pesticide residues, for the BFE business unit. It tests and implements numerous technological innovations on a large scale.

Since 2010, the Woestyne farm (Renescure, France) has set up the VEGESOL experimental platform, an unprecedented research project due to its duration. It is the result of a partnership between Bonduelle, Syngenta and the Jules Verne University of Picardie (Amiens, France). Its objective is to compare, in long rotations and over time, the effects of different soil management regimes on plants, soil, water and the environment. The first phase of the study showed the value of plant cover associated with a reduction in tillage for the preservation of organic matter, a key element in soil fertility.

Evolution of soil organic matter, result and support for soil biodiversity, thanks to crop cover and reduced tillage



The second phase of the VEGESOL study focuses on agroecological drivers of increases in pea crop resilience with regard to soil-borne diseases and abiotic stresses such as periods of extreme heat and drought. Bonduelle wants this second phase to exceed the first phase as a place for discussion, knowledge transfer and training for the group's field Managers and its farming partners.

In Russia, on a farm of over 10,000 hectares in the Krasnodar region, Bonduelle's agronomists have been testing agricultural practices aimed at preserving soil fertility while maintaining yields for more than five years. In particular, they are testing strip-till, which limits soil disturbance and provides better protection against erosion, by covering the soil with residues from the previous crop or by plant cover in inter-crop. This technique also drastically reduces fuel consumption.

2.2.3.3 Field agronomic advice and sharing

Agronomic advice on the ground and the sharing of knowledge is one of the commitment themes of the agro roadmap as such: #8 Training. They also contribute to objectives #1 Water, Soil, Biodiversity, Certification, #2 Mitigation of climate change, #5 Pesticides, of the agro roadmap.

Field technicians are responsible for the quantity and quality of vegetables harvested in the fields and delivered to the plant. They are present in the field, supporting and advising farming partners from sowing to harvest, and ensuring cultural monitoring.

As experts and trusted partners of producers, they are a real driver to help roll out at producer level alternative cultivation techniques and innovations tested by R&D, essential for the transition to regenerative agriculture.

From 2022, Bonduelle wants to see training programs ramp up at group level. Initially, the target groups are the field Managers, for whom the group intends to develop theoretical and practical training, but also to create more spaces for discussion with farming partners.

2.2.3.4 The selection of seed varieties is key to the agronomic strategy and CSR challenges

The selection of seed varieties contributes directly to one of the commitment themes of the agro roadmap: #6 Performance. It also contributes to objectives #1 Water, Soil, Biodiversity, Certification and #5 Pesticides, of the agro roadmap.

Together with producers, the Bonduelle agronomic services teams choose the varieties to be used and provide producers with advice on this subject, which is of major importance in three respects:

- more productive varieties are a key factor in crop performance;
- varieties that are more resistant to climatic hazards are a key factor in the resilience of crops;
- disease-resistant varieties, reducing the impact of inputs and consuming less water, are a key factor in the environmental performance of crops.

The Bonduelle Group has developed its ability to assess new vegetable varieties that set standards in the sector. New varieties are trialed to see how well they adapt to different regions and how they grow under local pedoclimatic conditions. These trials allow Bonduelle to forge close links with its seed suppliers and thus contribute to the orientation and development, through traditional selection methods, of varieties more resistant to diseases, pests, etc.

The Bonduelle Group is committed to ensuring that its products do not contain GMO (genetically modified organism) vegetables. Consequently, Bonduelle ensures that its farming partners use no genetically modified seed varieties.

2.2.3.5 Harnessing technology for the benefit of regenerative agroecology

Technology is a driver of Bonduelle's actions that contribute to objectives #1 Water, Soil, Biodiversity, Certification, #2 Mitigation of climate change, #3 Regenerative agriculture, of the agro roadmap.

Digital technologies (internet, connected objects, artificial intelligence, etc.) are changing the agricultural world and opening up new perspectives.

The emergence of these new solutions is generating a huge amount of new data. This is making it necessary to develop a central digital platform to collect and analyze all data related to agricultural production activities and to provide relevant information to assist decision-making. As part of its digital transition, the Bonduelle Group is developing AgroOne. This tool enables farming partners and Bonduelle to manage their relationship with each other at every stage of the agronomic process: plot selection based on risk and production plans, contract management, seed selection and supply, management of seeds and planting, crop monitoring, harvest planning and management. It allows a wide range of information on crop management to be collected and put to use. The introduction of the first modules of this tool has begun in the various production areas and contributes to the harmonization of processes.

For example, some agricultural production areas use predictive models of disease development based on plot-level data. Using these tools, they can optimize fungal treatments (minimum quantity and maximum efficiency) and/or estimate the risks to the plot of crop failure and the waste of raw materials: seeds, fertilizers, water, etc. This is the case for the risk of aphanomyces (main pathogenic fungus responsible for soil-borne pea diseases), for example.

2.2.3.6 Environmental certifications

Environmental certifications constitute an objective of the agro roadmap: #1 Water, Soil, Biodiversity, Certification. They also represent an action lever contributing to objectives #2 Mitigation of climate change and #5 Pesticides, of the agro roadmap. Environmental certifications are a means of engaging producers in virtuous continuous improvement processes and providing external endorsement for efforts to improve producer practices.

The Bonduelle Group's ambition is to have a more consistent approach to certification in all its production areas and that these initiatives will enable progress on the themes of the agro roadmap. For this, the group relies on the Farm Sustainability Assessment (FSA) standard developed by the Sustainable Agriculture Initiative (see box "Cooperation between sectors" in Section 2.2.2). It comprises 139 criteria and 109 assessment indicators that are aligned with existing certification criteria and national regulations. The Bonduelle Group has adopted the criteria of this FSA standard that correspond to its The B! Pact ambition; these criteria constitute the Bonduelle standard. Accordingly, by 2030, to be validated by Bonduelle, any certification adopted by a farming partner must comply with these criteria. In 2020-2021, 48% of farming partners have environmental certification. The agronomic teams work in close collaboration with them to make progress on the required criteria from the FSA standard.

2.2.3.7 Bonduelle's agronomic sourcing charter

Bonduelle's agronomic sourcing charter is one of Bonduelle's action levers that contribute to Objective #1 Water, Soil, Biodiversity, Certification, of the agro roadmap.

To guarantee product quality, food safety and sound risk management, the group devised an unprecedented pioneering global agronomic sourcing charter in 1996. This charter sets the rules with which all farming partners must comply. It constitutes an exclusive contractual commitment from the choice of the variety to be cultivated to the harvest. It ensures compliance with the specifications drawn up by Bonduelle, which cover various areas such as plot selection, choice of varieties and crop management.

94% of Bonduelle's farming partners have a contractual obligation to comply with the agronomic sourcing charter. This agronomic sourcing charter is available to download from the Bonduelle website: <https://www.bonduelle.com/en/sustainable-development/documents.html>⁽¹⁾

The agronomic sourcing charter is key to the extremely close relationship that Bonduelle has with its farming partners. Bonduelle, in close collaboration with its farming partners, intends to develop this charter so that it contributes to the implementation of its agro roadmap. In this context, a first project was launched in 2020-2021 to carry out an inventory of the various relations between Bonduelle and its partners. These practices are studied from contractual (purchasing conditions, price setting, etc.) and operational standpoints, notably through the services provided by Bonduelle to farmers (purchase of seeds, technical advice, support for the harvest, etc.). The group wants best practices to emerge from these.

As part of the strengthening of relations between Bonduelle and its farming partners, the Group carried out a capital increase on June 18, 2021, reserved for its farming partners in France.

Through this transaction, the Bonduelle Group intends to share Bonduelle's value creation and reinforce its close, long-term ties with the agricultural world by bringing it into its capital, in accordance with its ambition of sustainable growth with a positive impact.

(1) Please note that the information appearing on the www.bonduelle.com website is not part of the universal registration document.

2.3 A better business for the planet

To ensure its sustainable growth, Bonduelle will manage and reduce the environmental impact of its industrial plants and products. To achieve this, environmental roadmaps at each level of the organization, managed by dedicated committees, cover all areas of our business: Products, Packaging, Supply chain, Agriculture and Industry Environmental Management System (EMS) designed to support the management of our impact on the industrial environment.

Bonduelle undertakes to:

- improve practices and implement projects aimed at reducing its industrial environmental footprint, in particular

its carbon and water footprint, reducing the production of waste or increasing its recovery, and assessing the risks or opportunities for preserving biodiversity in or around its industrial facilities;

- prevent any pollution;
- set environmental improvement targets, measuring and communicating results;
- encourage continuous improvement initiatives;
- comply with the legal requirements of its industrial activities and, more generally, ensure full acceptance and integration in their territories.

2.3.1 The B! Pact – Objective #2: -20% greenhouse gas emissions by 2035



With “The B! Pact”, Bonduelle has renewed its commitments to the planet.

#2 reduction of 20% in our greenhouse gas emissions by 2035

Objective: -20% greenhouse gas emissions by 2035

By 2035, Bonduelle will have reduced greenhouse gas emissions linked to its activities across its entire scope by 20% (baseline: 2018-2019):

- scope 1: Direct emissions generated by Bonduelle;
- scope 2: Indirect emissions related to the purchase of electricity and steam;
- scope 3: Indirect emissions related to the consumption of Bonduelle products, the end-of-life of products or those related to the purchase of products and services, employee travel, etc. (Employee travel represents a negligible share of emissions).

Towards carbon neutrality by 2050

Bonduelle intends to increase its commitment to the climate in order to contribute to carbon neutrality by 2050. This new target will set out a carbon trajectory that the group wants to be ambitious, compatible with a global warming scenario limited to 2°C, and validated by methodological frameworks in line with climate science data.

The group is studying the rollout of a target of zero net emissions from the field to the customer (scope 1, scope 2 and scope 3 excluding consumers) in its various business lines: industry, agronomy, products, packaging, and supply chain. This approach to reducing and then offsetting its carbon emissions will be implemented at group level, business units and trades.

In 2020-2021, Bonduelle began to structure a carbon neutrality approach, which will include:

- defining and preparing for monitoring trajectories;
- sharing solutions and best practices;
- developing shared carbon counting tools;
- creating training and communication systems.

Climate governance

Climate change has an impact on Bonduelle's business, which will continue for generations to come. In order to anticipate its main components, Bonduelle wanted to set up proactive management of two major issues:

- what can Bonduelle do to reduce and ultimately eliminate its contribution to the increase in greenhouse gases?
- how can the group proactively anticipate and mitigate the impact of climate change on its activities, with a focus on commercial, agro-industrial and financial activities?

In order to manage and coordinate actions to reduce greenhouse gas emissions within the business units, in 2021 Bonduelle created a **Carbon Committee**. Its role is to share and disseminate carbon emissions management tools and to monitor changes in the group's objectives. It brings together bimonthly: the Prospective and Development Director, the CSR Managers of each of the business units, and the group contacts in the Industry, Packaging, Agronomy, Transport, Products and Finance business lines.

In 2021, Bonduelle also created the **Climate Change Committee**. Its aim is to define and coordinate all activities to provide a response to the challenge of adapting to climate change. The Committee's team is structured around four topics: commercial, agro-industry, finance and CSR. The members of each topic are responsible for:

- adjusting the climate strategy to the group's strategy and structuring adaptation approaches in each of the pillars;
- defining the granularity and functional entity for the implementation of adaptation approaches;
- informing the Executive Committee annually.

Carbon management and accounting

In order to prepare for the deployment of its carbon trajectory, Bonduelle, with the support of external experts, has developed several operational carbon metering and management tools using the GHG protocol method. These tools will be used as educational support for team training and as a guide for strategic decisions in terms of: industrial projects, packaging design and transport.

The creation of tools corresponding to other business lines is being studied.

In 2020-2021, Bonduelle endeavored to harmonize, streamline and improve the reliability of the methods used to calculate CO₂ emissions for the transport of goods. These were developed in 2009 by the supply chain teams in close collaboration with ADEME (French Environment and Energy Management Agency). In 2021, Bonduelle called on an external service provider to harmonize these between business units. The new method also streamlines and improves the reliability of the collection of input data, which are now automatically extracted from the business unit information systems.

The revision of the calculation method and assumptions generates a difference in the result (in kg CO₂) between the financial year 2020-2021 and previous years.

The Bonduelle Group's greenhouse gas emissions assessment: a key baseline

Bonduelle has been assessing the carbon footprint of its business and products since 2003. The group is subject to French regulatory requirements to report significant items of direct and indirect greenhouse gas emissions generated by its activities⁽¹⁾.

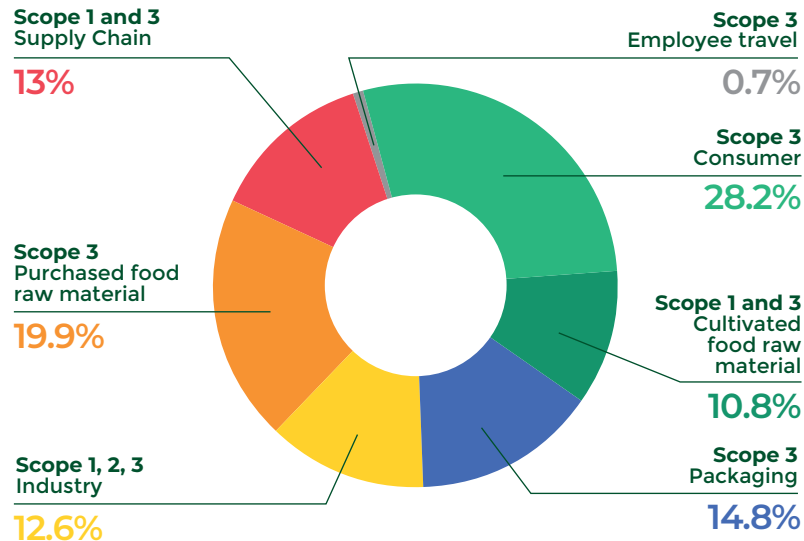
The majority of the emission factors are based on the ADEME carbon database. Global emissions in 2020-2021 amounted to 2,134,770 tCO₂eq, i.e. 1,770 kg CO₂ eq. per tonne of manufactured product.

The change in our GHG emissions compared to 2018-2019 (B! Pact objective #2: -20% by 2035 in absolute values) is +5.7%. However, compared to the previous year 2019-2020, our emissions decreased by -9.0% in absolute terms and -5.6% on intensity expressed per tonne of finished products. The reduction in emissions is linked to the reduction in tonnages worked during the year of pandemic disruption, and to the reduction in ingredients and food materials purchased.

The Bonduelle Group is also working to improve carbon sequestration by cultivated land, through its choice of favorable cultural practices (see 2.2.2.1 Regenerative agriculture: our roadmap, and 2.3.1.5 Harnessing technology for the benefit of regenerative agroecology).

(1) Article 173-IV of the Energy Transition Law for Green Growth of August 17, 2015, defined by the decree of August 21, 2016 and amending Article L. 225-102-1 of the French Commercial Code.

Breakdown of Bonduelle's greenhouse gas emissions



The breakdown of greenhouse gas emissions is as follows:

- **supply chain:** transportation between sites and downstream transportation of finished products. Mostly included in scope 3 of the GHG Protocol. Transport provided by the BFA business unit is included in scope 1;
- **purchased food raw material:** purchases of vegetables and ingredients necessary for the manufacture of products (including transportation). Included in scope 3 of the GHG Protocol;
- **industry:** energy purchasing, refilling of refrigerants and treatment of waste from product manufacturing sites. Included in scopes 1, 2 and 3 of the GHG Protocol;
- **packaging:** purchase of packaging and transportation to the production facility where the final product is manufactured. Included in scope 3 of the GHG Protocol;
- **consumer:** storage at retailers, usage by consumers and end-of-life of products sold. Included in scope 3 of the GHG Protocol;
- **cultivated food raw material:** vegetables grown by Bonduelle or its farming partners necessary to manufacture the products (including transportation). Mostly included in scope 3 of the GHG Protocol. The portion of agricultural production on farms owned by the BFE and BEAM business units is included in scope 1.

2.3.2 Better industrial plants for the planet

2.3.2.1 Industrial environmental strategy

A circular and global policy

Driven by the momentum of the “The B! Pact” objectives, the industrial environmental strategy is based on a historical, circular and global approach. Revised in 2020-2021, it is now structured around five pillars:

1. decarbonization;
2. the preservation and sustainable and integrated management of water resources;
3. waste management;
4. the preservation of biodiversity;
5. compliance and regional acceptability.

In 2020-2021, Bonduelle continued the initiatives already in place for each of these issues. The group is developing a new environmental management system based on the structure of this new strategy.

An approach supported by cross-disciplinary networks

The energy and water network and the packaging network apply Bonduelle's environmental policy and disseminate best practices. They share tools, resources, results and key topics: benchmark technologies, optimized investments, harmonized practices, projects and improvement plans, monitoring common indicators, etc.

A tool for analyzing capital expenditure projects

Bonduelle has developed a tool for analyzing and rating the environmental impact of its capital expenditure projects. All project approvals now include an environmental dimension.

2.3.2.2 Industrial climate roadmap

Bonduelle has set three priorities for its plants to help them achieve the group-wide climate objective:

1. firstly, achieve energy savings;
2. substitute renewable energies for fossil fuels;
3. develop long-term green electricity purchasing contracts as a priority in regions where grid electricity is carbon-intensive.

All business units are committed to this roadmap, share their results and best practices and participating in the establishment of an industrial carbon trajectory.

Bonduelle is developing a tool for modeling the carbon footprint of its industrial projects, in order to measure their impact and contribution to the achievement of the group's climate objective.

Achieve energy savings

Whether electric or thermal, energy is essential for the production process. Electricity is used for the process of freezing food, storage of frozen food, refrigeration of workshops, the production of compressed air, some machinery (other motors, ventilators and conveyors) and forklifts, the production of chilled water, lighting and air conditioning. Thermal energy is used to generate steam and hot water. It is also used in the production of preserves, heat recovery ventilation and power handling equipment.

The internal environment and energy network is implementing an energy consumption optimization program. This includes auditing on-site consumption, maintaining ISO 50001 certifications and involvement in mandatory European energy saving mechanisms. The network also distributes measurement and oversight tools. The sites are continuing to optimize their procedures with heat recovery systems, LEDs and anti-waste energy systems (Start and Stop). This approach, applied to electricity, gas and steam consumption, has made it possible to achieve the following results:

The ratio of energy consumption to tonnage of manufactured product (TMP) (electricity and natural gas equivalent - group)

	Total energy Ratio kWh/TMP	Electricity Ratio kWh/TMP	Thermal (fossil + renewable) Ratio kWh/TMP
2020-2021 scope	818	346	472
2019-2020 scope	789	337	452
Change in ratios 2020-2021 versus 2019-2020	+3.6%	+2.7%	+4.4%

The change recorded due to the drop in production during the pandemic was limited, thanks to the implementation of investments, best practices and daily management at the sites.

For example, in 2021 Bonduelle carried out major projects on cooling units in the mushroom sector and in the Estrées-Mons and Bordères plants. At Estrées-Mons and Renescure (France), Bonduelle also studied two projects to save energy and develop the biomass sector, recognized by ADEME (the French Ecological Transition Agency) as part of the Recovery Plan.

Audit and consumption action plan

Bonduelle launched an audit campaign three years ago and implemented an energy action plan in its plants. The BELL, BALL, BEAM and BFE business units had already been implementing it for two years at all their sites. BFA joined the process in 2020-2021.

ISO 50001 certification

Thirteen Bonduelle sites are ISO 50001-certified: Estrées-Mons Conserve (canned), Estrées-Mons Surgelé (frozen), Bordères, Genas, Labenne, La Tourte, Renescure, Reutlingen, Rosporden, Saint-Benoist-sur-Vanne, Saint-Mihiel, Straelen and Vaulx-Vraucourt. This international standard dedicated to energy management targets continuous performance improvement. In 2020-2021, Bonduelle worked on obtaining new certifications, with the aim of having 100% of European sites certified in the coming years.

Mandatory European energy saving mechanisms

Bonduelle is also involved in the mandatory European energy saving mechanisms. The group's agro-industrial sites have therefore made their technological and organizational improvement actions part of the subsidized energy saving plans. The value of energy saving certificates (ESCs) obtained or being obtained for work carried out in the 2020-2021

fiscal year on energy efficiency systems and technologies is equivalent to 700,978,164 kWh cumac. Bonduelle has carried out numerous projects to recover heat, regulate refrigeration units and optimize boilers.

Substitute renewable energies for fossil fuels

Bonduelle wants 25% of its energy mix to be from renewable sources by 2025. In 2020-2021, alternative energies⁽¹⁾ represented 10.6% of Bonduelle's energy mix. The Group is constantly looking for new ways to increase the share of renewable energy in its consumption. With or without a partner, it creates and operates renewable energy facilities on its sites.

For the production of heat and electricity, the group is involved in the development of methanation units using the green waste of its activities, manure from farming partners, the combustion of non-reusable wooden pallets, etc. The fermentation of this biomass generates biogas, which feeds a cogeneration engine, producing electricity and heat, or a biogas boiler, or is injected into the grid. The thermal or electrical energy produced is consumed by the Company and the surplus is sold.

- For example, at the Békéscsaba, Nagykőrös and Nyiregyhaza sites (Hungary), an average of 88% of the biogas from internal biogas plants is recovered for use in boilers.
- The Estrées-Mons (France) site covers 79% of its steam requirements thanks to the biomass steam production plant. The site saves more than 18,000 tonnes of CO₂ per year. Some 21% of its vegetable waste is converted into biomethane.
- The Renescure and Labenne (France) plants respectively convert 97% and 77% of their vegetable waste into methane, with local partners.
- The energy potential of by-products and plant-based waste at the Estrées-Mons, Vaulx-Vraucourt, Bordères, Labenne and Renescure plants (France) is also an area that is being studied in light of local contexts and the availability of local methanization facilities.

For the production of cooling and electricity, Bonduelle installs photovoltaic panels on the roof, the ground, or on car park shades, as in Santarém (Portugal).

Lastly, heavy fuel oil has not been used by Bonduelle since 2013-2014. The proportion of thermal energy from liquid fossil fuels (domestic fuel oil) is less than 1% of the group's thermal energy mix (compared with 12% in 2010-2011).

Develop green electricity purchasing contracts

Bonduelle wants to develop over-the-counter (OTC) Power Purchase Agreements (PPA). Signed directly with the renewable energy producers, these contracts contribute to the creation or extension of renewable installations. In 2021, the German BFE business unit sites will thus be supplied with green energy.

(1) Photovoltaic, biogas, biomass and steam from biomass.

2.3.2.3 Preservation of water resources through sustainable and integrated management of the water cycle

Sustainable water management

At Bonduelle plants, water is used as an ingredient in the finished product (liquids and sauces) and in the manufacturing process as a way of transporting and transferring heat or cold. Water is also used to clean vegetables and production lines. The relative proportion of these uses depends on the industrial activity in question, and differs at each site. On average, Bonduelle uses 11 liters of water to make one kilo of finished product. Upstream of its manufacturing activity, water used for crop irrigation is a key factor in performance and the control of vegetable quality.

In order to achieve "zero water loss", Bonduelle self-assesses its industrial processes and its action plans using a water management tool. In 2020-2021, Bonduelle conducted a comparative study of water consumption per tonne produced in its plants. In light of these results, Bonduelle will continue to implement its action plans in the plants in 2021-2022: monitoring performance indicators and water loss, installing equipment to regulate and control consumption, management of teams, and specific actions according to its consumption profile, such as process water recirculation loops for use in cooling cans.

Bonduelle also analyzed the minimum water consumption required for a pea washing process at the Renescure (France) plant.

Total water consumption in 2020-2021 was 13,503,444 m³, of which 60.2% came from borehole water, 36.8% from the urban distribution network and 3% from surface water. In terms of tonnes of manufactured product, consumption amounted to 11.2 m³/TMP, in line with the 2019-2020 ratio.

In order to improve control, water management will be integrated into the future environmental management system in 2021-2022.

Water consumption in relation to production (group)

	Water Ratio of m ³ /TMP
2020-2021 scope	11.2
2019-2020 scope	11.2
Change in ratios 2020-2021 vs. 2019-2020	0%

Wastewater treatment and management of treatment plants

The plants' environmental departments monitor and control the quality of effluent before it is discharged into the natural environment. In 2020-2021, manufacturing effluent contained an organic load of 37,205 tonnes of chemical oxygen demand (COD). This was distributed as follows:

- 67% to Bonduelle's autonomous aerated biological treatment plants;
- 22% for agricultural spreading;
- 7% to external treatment plants;
- 4% discharged to the natural environment in accordance with regulations.

2.3.2.4 Waste management: zero waste and circular economy

Bonduelle optimizes resources throughout the product life cycle, starting with responsible product and packaging design (see 2.3.3), and promotes the circular economy.

Reduction at source of vegetable waste

In 2020-2021, 597,760 gross tonnes of vegetable waste were generated at Bonduelle's sites. This corresponds to 496 kg of vegetable waste per tonne of manufactured product (TMP). This ratio increased by 4.6% compared to the previous year, as a result of the different types of vegetables processed.

During the year, 91% of Bonduelle's vegetable waste was recycled for commercial use, animal feed, converted into methane or used as compost.

Industrial waste management

Thanks to the actions of all its plants, the group's overall performance in terms of energy recovery or recycling reached 71.2% in 2020-2021, compared with 73.4% in 2019-2020.

Hazardous industrial waste represented 273 tonnes in 2020-2021, i.e. a ratio of 0.23 kg per tonne of manufactured product.

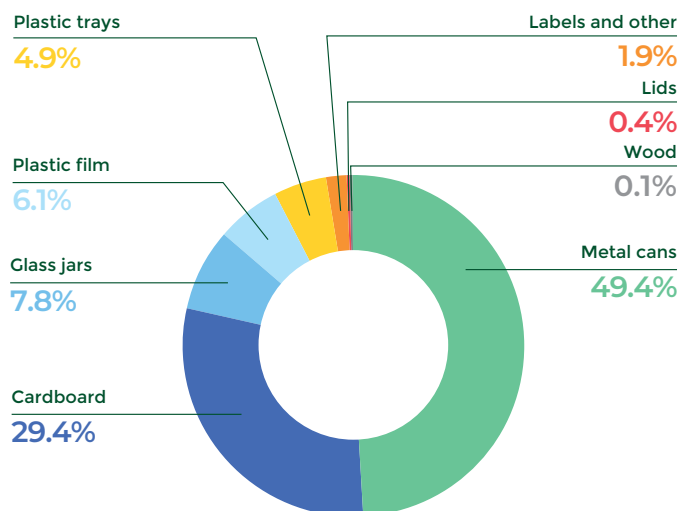
2.3.3 The B! Pact – Objective #3: 100% of packaging designed to be recyclable or reusable

For the quality and use of its products, Bonduelle uses different types of packaging:

- metal cans made of steel and aluminum;
- paper and cardboard for certain frozen food packaging and for bulk and transport packaging;
- glass jars;
- plastic films for frozen and fresh vegetable bags;
- rigid plastic trays for prepared ready to eat vegetables.

These materials are chosen according to processes, conservation needs, market codes and their expected functionalities in relation to the product and its use.

Breakdown by weight of Bonduelle packaging materials



2.3.3.1 Analysis of life cycles and carbon footprint

Product and packaging life cycle assessment

Bonduelle is conducting a four-year life cycle assessment (LCA) program in partnership with the ELSA-PACT Chair, an Industrial Chair for Life Cycle Sustainability Assessment. Bonduelle is aiming to assess the precise environmental impacts of its products and packaging, to make analyzes more accessible and more operational. In particular, the group wants to obtain data on the production of agricultural materials and water resources for the design of its products.

Bonduelle now has a framework and an LCA tool applicable across its entire scope and relevant with regard to actual environmental impacts. LCA data is now used to shed light on Bonduelle's packaging decisions. The Group has also carried out some pilot LCAs of its products.

Bonduelle shares its knowledge of product LCA with the food industry with the aim of developing environmental labeling for food products. Bonduelle favors a single, official labeling scheme, with a robust method and accessible results.

Carbon footprint measurement

Bonduelle developed a carbon assessment tool for its packaging in 2020-2021 and carried out a carbon assessment of all its packaging.

2.3.3.2 Reducing the environmental impact of packaging

Bonduelle's approach to reducing the environmental impact of packaging, which has been in place for several years, is based on four areas:

- designing recyclable and/or reusable products and packaging;
- choosing recycled and environment-friendly materials;
- reducing the weight of products and packaging;
- increasing collection, sorting and recycling.

Designing recyclable and/or reusable products and packaging



With "The B! Pact", Bonduelle has renewed its commitments to the planet.

#3 100% of packaging designed to be recyclable or reusable by 2025

Bonduelle has set the goal of designing all single-use plastic packaging and products to be 100% recyclable and/or reusable by 2025. The vast majority (>97%) of the packaging materials used by Bonduelle are designed to be recyclable⁽¹⁾ or reusable⁽²⁾. Significant technical and operational difficulties nevertheless exist in making the remaining non-recyclable and non-reusable materials, which make up only a small proportion of packaging, recyclable or reusable.

Bonduelle is continuing to make progress. For example, the group is gradually replacing non-recyclable multi-layer flexible films, particularly for the frozen range. In 2020-2021, Bonduelle also entered into a partnership with the Loop program for the reuse of deposit-paid packaging in France. The Bonduelle products offered by Loop will be distributed by Carrefour in containers for which a deposit will be paid, and which will then be collected for cleaning by Loop and refilled with Bonduelle products.

Choosing recycled and environment-friendly materials

Bonduelle wants to increase the proportion of recycled material in its packaging wherever possible. This reached 61.5% in Europe in 2020-2021 and 55.4% for all subsidiaries combined⁽³⁾.

(1) A packaging or a packaging component is recyclable if post-consumer collection, sorting and recycling is proven to work in practice and at scale. A package can be considered recyclable if its main packaging components, together representing more than 95% of the entire packaging weight, are recyclable according to the above definition, and if the remaining components do not hinder the recyclability of the main components. Source: <http://www.wrap.org.uk/sites/files/wrap/Polymer-Choice-and-Recyclability-Guidance.pdf>. The packaging designed by Bonduelle to be recyclable is recyclable from an operational standpoint, but its actual recycling depends on the existing channels in each country.

(2) A package is reusable if it has been designed to perform - or proves its ability to perform - a minimum number of rotations in a system for reuse (e.g. returnable glass bottles).

(3) The "Quantity of recycled materials included in packaging" indicator is calculated on a scope that also includes the packaging used by Bonduelle's various subcontractors. It is calculated on the basis of the quantities purchased.

Metal, glass and paper and cardboard are materials for which recycling processes are already advanced. In Europe, more than 75%⁽¹⁾ of these are recycled, compared with more than 30% of plastics⁽²⁾. Bonduelle is therefore strengthening its approach, with a priority focus on plastics. The group wants to minimize the use of virgin materials of fossil origin. Bonduelle is constantly studying the opportunity to replace its virgin fossil-origin materials with recycled plastics or materials of renewable origin, such as cardboard or plant-based plastics.

Bonduelle actively monitors environment-friendly packaging. The group identifies market opportunities and assesses their technical and economic potential.

Bonduelle is working on a new target to reduce or eliminate fossil-based virgin plastic packaging. To achieve this, Bonduelle is studying three major technical possibilities:

1. **replace plastic by cardboard;**
2. **increase the proportion of recycled plastic;**
3. **develop bio-based plastic, already used in certain frozen products in Europe.**

Reducing the weight of products and packaging

Bonduelle conducts an annual diagnostic review of all of the group's packaging: metal, cardboard, plastic, glass, etc. This work makes it possible to optimize the quantities of materials used in relation to the technological advances offered by its suppliers.

For each product, Bonduelle and its suppliers draw up a plan to reduce the thickness of the packaging. An optimization process can last two to three years, the time needed to design and produce packaging that saves materials without compromising on performance, while taking into account the specific constraints of the various manufacturing procedures and tools.

This approach is already in place for metal (steel and aluminum), Bonduelle's primary packaging material. The group is developing a similar strategy to reduce its paper and cardboard packaging, the group's second most used packaging material.

In 2020-2021, Bonduelle reached a new milestone and eliminated non-essential packaging components. In Europe, the removal of the lids from prepared ready to eat vegetable trays of more than 20 recipes, for example, reduced their packaging by more than 45%.

Increasing collection, sorting and recycling

Bonduelle monitors the effective recycling of the packaging it places on the market. The group ensures that recycling channels exist in countries prior to introducing products with a new packaging material. In Europe, 83% of cans, 76% of glass jars and 84% of paper and cardboard are recycled⁽³⁾.

Bonduelle is also committed to working with other manufacturers and players in the recycling industry to advance the industry and technologies. Bonduelle joined the CITEO project to study the possibilities of establishing a recycling channel for flexible PP (PolyPropylene) or PO (Polyolefin) films. It aims to examine the recovery channels for this packaging, and will in particular lead industrial trials on recycling and the use of recycled materials in late 2021.

Replacing plastic with cardboard

In Europe, we are gradually replacing the bulk plastic packaging in our ¼ Bonduelle boxes with recycled and recyclable cardboard. This represents 170 tonnes of plastic saved per year.

(1) Source: Eurostat, Europe 2017 data.

(2) Source: *Plastics – the Facts 2019, An analysis of European plastics production, demand and waste data*, Plastics Europe (2018 figures).

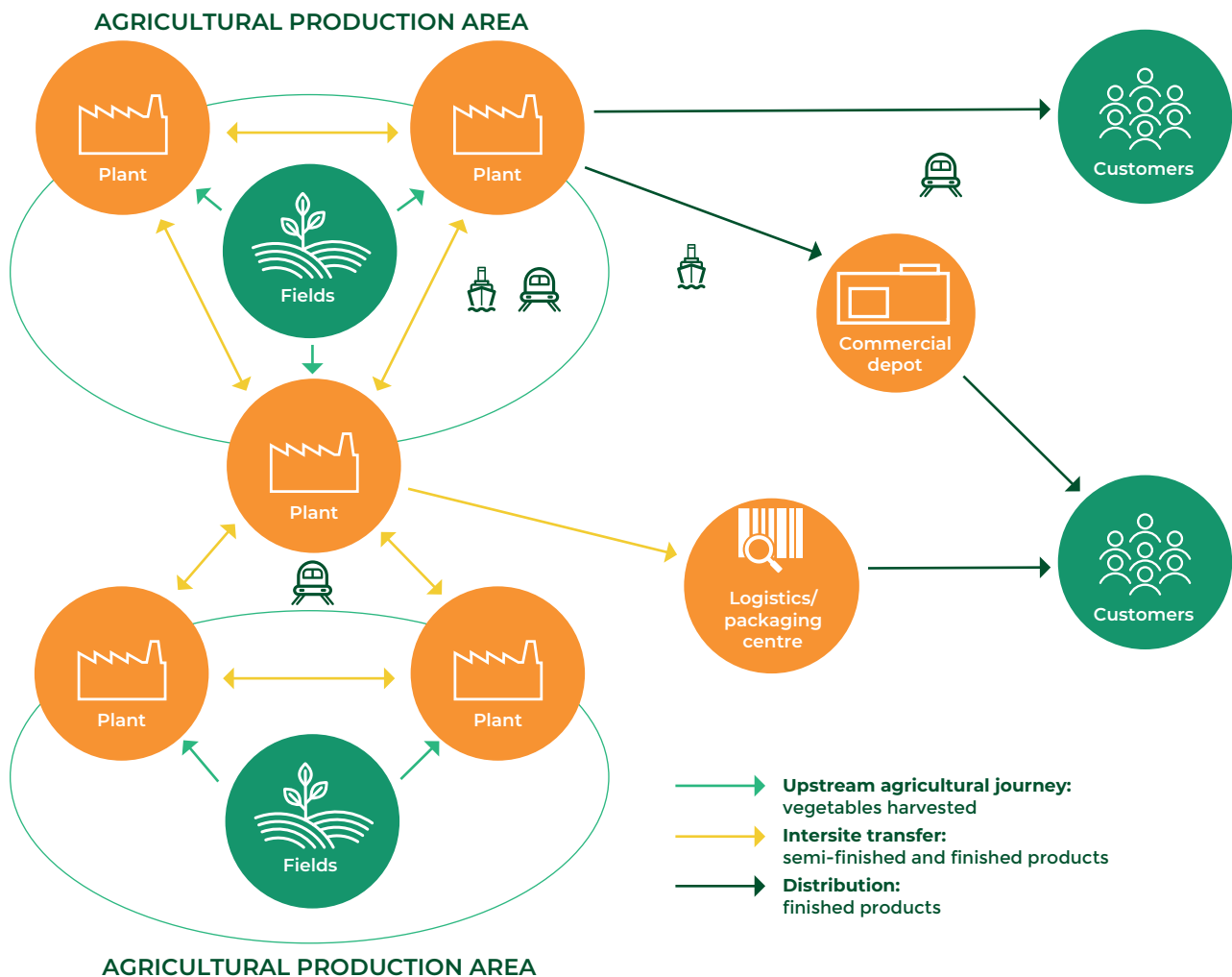
(3) Source: Eurostat, Europe 2018 data.

2.3.4 Management of transportation flows and alternatives to road transport

The Bonduelle Group's transport flows are of three types:

- the **upstream agricultural** journey from vegetables harvested in the fields to the industrial plants;
- the **intersite** transfer of semi-finished and finished products between our plants, internal sites and Bonduelle's dedicated warehouses;
- the **distribution** of finished products to our customers or to warehouses that are not Bonduelle-specific.

Examples of product transportation flows and alternatives to road haulage



Bonduelle's transportation policy contributes to the group's target of reducing its greenhouse gas emissions by 20% by 2035 (base: 2018-2019). This covers all flows: upstream agriculture, intersite and distribution. It consists, firstly, in identifying and measuring transportation-related CO₂ emissions and, secondly, in optimizing flows, maximizing the use of alternative means of transportation or solutions that emit less CO₂.

In 2020-2021, Bonduelle improved its method of calculating the carbon footprint of its transport. The Group has harmonized its guidelines, streamlined and automated data extraction and simplified the consolidation procedure. CO₂ emissions linked to the upstream agricultural journey are calculated annually.

Those related to inter-site transfers and distribution are now available on a monthly basis. Bonduelle can conduct a more detailed analysis of its carbon impact: by business unit, flow, type of transport, technology and industrial plant. Next year, Bonduelle will use a data visualization tool to analyze the ways it can optimize its transport-related CO₂ emissions and to implement targeted actions.

In 2020-2021, using the updated calculation methodology, the group's transport-related emissions represent 361,550 tonnes of CO₂ (excluding Brazil). For the purposes of comparison with the previous year, these emissions represented 331,467 tonnes of CO₂ in 2019-2020 using this new calculation method.

2.4 A better business for food

2.4.1 Food strategy

A policy based on Bonduelle's entire history

Bonduelle works daily to make plant-based food accessible to all and to promote tasty and healthier food.

With the Louis Bonduelle Foundation, the Bonduelle Group is committed to research on healthy and sustainable food and carries out targeted actions to raise awareness among consumers, especially children.

Finally, as a player in the food value chain, Bonduelle is committed to developing a model of responsible purchasing that creates shared value.

2.4.2 The B! Pact – Objective #4: 100% of our brands to have a positive impact



With "The B! Pact", Bonduelle has renewed its commitment to having a positive societal impact through its brands.

#4 100% of our brands to have a positive impact

Bonduelle is working to define the components of a positive impact of its brands for nutrition and health. The group will therefore determine the action plan for positive impact brands, together with a monitoring indicator.

2.4.2.1 Quality and traceability

Product safety, testing and traceability

To ensure **food safety**, Bonduelle conducts an annual risk analysis. The Group identifies food safety and compliance

risks, including risks of fraud and malicious acts, assesses them, and takes appropriate measures relating to risk management. As part of this continuous monitoring plan, in 2020-2021 Bonduelle conducted 48,427 food safety analyses of canned products and 36,750 in other product segments.

The policy implemented by Bonduelle to provide **maximum product quality** is based on a process and quality management system under the control of a Quality Director in each business unit. Each business unit implements a quality plan according to its specific technological needs (canned, frozen and fresh) and the context, particularly regulatory, specific to its different geographical locations.

Bonduelle ensures its products are **quality-controlled** and **traceable**. These practices enable a quick response whenever a quality issue is detected. These controls are rolled out at all of the group's production sites on three levels:

1. quality checks on incoming "plant-based" raw materials and all other supplies;
2. quality controls on the production lines;
3. final checks of products before shipping.

Bonduelle carries out dozens of quality control inspections, from harvest to storage of the products, including on temperature, bacteriology and weight. From harvest to storage, all information can be found using **the code on the packaging**: field and growing conditions, harvest date, preparation conditions in the plant and storage conditions. The results of these control plans lead to continuous improvement actions for each production facility: review of quality plans, new investments or renewal of industrial equipment, certification process, etc.

With its suppliers, Bonduelle deploys a quality approach similar to that of its sites: analysis of food safety and compliance risks, including risks of fraud and malicious acts, audits and controls, monitoring of improvement plans.

In 2020-2021, Bonduelle audited 33 industrial partners that supply finished products (16%) to check their performance and adherence to their product quality commitments. An independent laboratory concluded that 99% of results from tests on samples of phytosanitary residues and trace metal elements (TME) were compliant on the 763 tests carried out.

The **certification of production sites** is in line with industry standards, and specifically takes into account their locations and customer requests. Bonduelle has a certification policy based on recognized standards, notably recognized by the GFSI (Global Food Safety Initiative) or the IFS or BRC.

Among the certified production units, most agro-industrial sites have several certificates:

100% of Bonduelle production sites have at least one type of certification ensuring product quality

39 IFS and/or BRC sites	IFS: International Food Standard – privately owned by the French Food Retail and Wholesale Federation (<i>Fédération des entreprises du commerce et de la distribution, FCD</i>) – and its German counterpart (HDE). The IFS evaluates food product suppliers focusing on product quality and safety. The current version is IFS V6. BRC: British Retail Consortium: a private standard owned by the British Retail Consortium and very similar to the IFS. The current version is BRC V6.
6 FSSC 22000-certified facilities 8 American SQF-certified facilities	SQF: Safety Quality Food – Private international standard owned by the Foundation for Food Safety Certification, based on ISO 22000 and PAS 220 for food producers.
3 ISO 22000-certified facilities	This standard specifies the requirements for food safety management systems and aims to improve customer satisfaction by effectively controlling food safety hazards.
26 organic agriculture sites	According to current laws and regulations, production facilities are certified for the production of organic products.

Bonduelle has a group network to prevent the risk of contamination by pathogenic bacteria, particularly listeria. Coordinated by the group's Research & Development Department, it covers all fresh and frozen segments.

Manufacturing processes as close as possible to nature

Bonduelle has designed its manufacturing processes so that when plant-based food reach the consumer's plate, they are as close as possible to the food they would eat in the field. To preserve their nutritional and taste qualities, **only a few hours elapse between harvesting vegetables and processing them in the plant**. Next, the process of transforming raw materials preserves their natural characteristics as much as possible:

- **sorting, washing, peeling and preparation:** the vegetables are sorted, washed, and peeled mechanically or using steam. For frozen and canned foods, the vegetables are then water- or steam-blanching to preserve their qualities: **taste, color and texture;**
- **vegetable preservation methods:** frozen vegetables are preserved by cold at -30°C, then stored at -18°C; bagged salads and salads in trays are prepared and stored at +1 to +4°C; canned vegetables are preserved solely by heating for just a few minutes at above 130°C in sealed packaging, then stored at room temperature.

In each country where Bonduelle operates, there is a department dedicated to consumer satisfaction. The contact details of the Customer Service Department are printed on each product.

2.4.2.2 Nutritional quality and innovation

Nutritional quality of the products

For Bonduelle, the nutritional quality of products is essential. Visa Santé, a continuous improvement initiative, is built around reviewing and optimizing our products and is based on four essential points:

1. classification of products into three “nutrition” groups, according to their levels of certain nutrients:
 - “raw products that have undergone minimum processing”,
 - “lightly-cooked plant-based food”,
 - “prepared and gourmet products”;
2. the development by the Bonduelle Group's Nutrition Department of a reference framework of nutritional values related to quantity and quality recommendations on the salt, sugar and fat content in food.

Bonduelle has been gradually reducing the salt in its recipes since 2007.

Bonduelle only adds sugar to recipes that traditionally use it (steamed peas and carrots) to sweeten the natural bitterness of the vegetable (endive, Brussels sprouts) or the acidity of an ingredient (vinegar, etc.). Between 2008 and 2015, the group analyzed the compliance of more than 1,000 products to determine whether they met the Visa Santé recommended nutritional framework;
3. recipe compliance: between 2009 and 2017, Bonduelle revised more than 250 recipes to bring them into compliance with the nutritional criteria recommended by Visa Santé;
4. all new plant-based products must meet a number of minimum criteria defined by Visa Santé and be positioned in one of the three “nutrition” groups.

The program's objectives also include the development of well-thought out, simple, transparent and objective nutritional information. The group makes no nutritional claims on the packaging of its "prepared and gourmet products."

Visa Santé was launched by Executive Management and, in addition to the Nutrition Department, now involves engineers in the Quality, Innovation and Development and Marketing Departments of the various business units.

100% of Bonduelle brand products are assessed by "Visa Santé".

First range with no pesticide residues

In order to meet consumer expectations in terms of the quality of food products, since 2019 Bonduelle has been developing a range with no pesticide residues⁽¹⁾: ready-to-use salads (lamb's lettuce, spinach shoots and iceberg lettuce) and canned sweet corn.

In committing to achieving results rather than just the means, Bonduelle has opted for a **rigorous process with an impact across its value chain and confirmed by systematic tests**. This commitment requires joined-up working with its farming partners and controls throughout the manufacturing process to guarantee quality and traceability.

Upstream, the agricultural model selects varieties and adapts cultivation methods and treatments. Crop treatment decisions depend on factual observations and conclusions and the use of active chemical substances is limited to what is strictly necessary (see 2.4.2.1 Quality and traceability).

During cultivation, 100% of the plots in the pesticide residue-free range are subject to testing by an accredited independent laboratory. Products must have concentrations of pesticide residues below the limits quantifiable by testing methods (0.01 mg/kg). In total, tests are carried out for all molecules liable to be found in residues, a total of 300 for ready-to-use salads and over 500 for canned sweetcorn.

Finally, the plants are adapting their procedures.

Reduction of additives

Bonduelle has set itself the goal of reducing additives in its products, until the complete elimination of controversial additives. This aim, beyond regulatory compliance, is driven by the desire to support the food transition and consumer expectations.

Each business unit sets up an approach adapted to its recipes. For example, the BELL and BFE business units have mapped additives according to three categories:

- controversial additives;
- additives to be limited;
- commonly used additives, not controversial.

Additives classified as controversial and to be limited have been banned from new recipes for four years. Existing recipes are gradually being reworked, range by range, to eliminate additives classified as controversial and to be limited.

In addition, the BFE business unit has removed preservatives from its recipes.

Product innovations: more vegetables and pulses

Bonduelle has launched several pulses recipes, for example: the "Lunch Bowl" range in Europe, the "Daily Deli" range of cereals and pulses for quick lunches in Germany and Légumiô in Italy.

2.4.2.3 Plant-based food awareness

Informing consumers about nutritional quality

On the Bonduelle.com website⁽²⁾, the group explains the process of growing and processing plant-based food, from harvest to shipping.

Bonduelle is continuing to roll out the Nutri-Score logo on its packaging. Designed by the French national public health agency (*Santé Publique France*), this logo informs consumers about the nutritional quality of the product on a scale using five colors and five letters. Since its launch in France in 2017, several countries have decided to recommend its use: Belgium, Switzerland, Germany, Spain, the Netherlands and Luxembourg.

In Germany, Austria, Switzerland, Belgium, Spain, Portugal, France, Luxembourg and the Netherlands, Bonduelle voluntarily applies Nutri-Score nutritional labeling on the packaging of its Cassegrain and Bonduelle brand products:

Percentage of bagged salads with a Nutri-Score of A	100%
Percentage of prepared ready to eat salads with a Nutri-Score of A or B	96%
Percentage of canned products with a Nutri-Score of A or B	99%
Percentage of frozen products with a Nutri-Score of A or B	98.5%

Valuing the work of farmers and the quality of their production

With more than 100 representatives of non-profits, companies and start-ups, Bonduelle has partnered with the Make.org citizen mobilization platform in France. Inspired by the vast citizen consultation in favor of "eating better", last year all the partners co-constructed an unprecedented civil society action plan with Make.org to promote better eating. This is

(1) Within the limit of quantification (<0.01 ppm) for over 500 molecules tested (corn) 300 molecules analyzed (salad).

(2) Please note that the information appearing on the www.bonduelle.com website is not part of the universal registration document.

now being implemented over the next two years, under the leadership of the Make.org Foundation.

These actions include the launch of the National Agriculture Days, led by the Make.org Foundation and Agridemain, with the first edition being held in 2021. The objective of these days is to allow everyone to discuss with farmers, to promote their profession and the quality of their production to consumers. Bonduelle was a partner at these events. Eleven of its farming partners opened their fields to the general public. The public was invited to talk to farmers and the Bonduelle Field Supervisor to understand their work and the way in which vegetables are grown, harvested and then processed.

Encouraging the food transition through social networks

To inspire a food transition, Bonduelle launched the first webzine dedicated to plant-based food: Légumiz. It is published on websites, Facebook and Instagram social networks in France and Italy (under the name Veggie Passion) and Germany (under the name Gemüse4me). All European countries use this content on their social networks to promote the extraordinary creativity of vegetables.

Supporting professionals to inspire changes in food

Bonduelle has created Greenology, a complete service to help catering professionals, whether independent, chain, or in collective catering, to put plant-based food at the heart of their menus. A one-stop solution, the online support presents: plant-based food basics, tutorial videos, veggie trends, and gourmet recipes that are easy to prepare. Professionals who so wish can continue the meeting face-to-face, with a tailor-made meeting with Bonduelle's culinary advisors.

2.4.2.4 Fight against food waste

In addition to its internal "zero-loss" policy in plants (see 2.3.2.4 Waste management: zero loss and circular economy), Bonduelle is committed to the fight against food waste.

According to the UN Food and Agriculture Organization (FAO), 30% of global food production is thrown away without being consumed. Instead of destroying products that do not meet Bonduelle's specifications in full, but are perfectly edible, the group donates several tonnes of vegetables each year to charities, which redistribute them locally. The volume totaled 5,019 tonnes in 2020-2021, covering Canada, the United States, France, Italy, Poland and Hungary, for canned, frozen, fresh-cut ready-to-use salad and ready-to-eat prepared vegetables.

Bonduelle also endeavors to raise awareness of food waste among consumers. The group offers different kinds of packaging (shelf life, portion size) and specifies the size of the portion so that consumers can make appropriate choices depending on their type of household and consumption. In addition, Bonduelle's websites and social networks provide practical information such as help understanding use-by dates.

2.4.3 The B! Pact – Objective #5: Encourage good food practices with the Louis Bonduelle Foundation



With "The B! Pact", Bonduelle has renewed its commitment to making plant-based food appealing.

#5 Encourage good food practices with the Louis Bonduelle Foundation

The Louis Bonduelle Foundation works to sustainably change eating habits, while respecting People and the planet. Committed to sustainable food since 2004, it informs people, develops scientific knowledge and encourages its application.

It bases its action on the expertise of recognized scientists and measures the impact of the actions carried out on the evolution of food practices or lifestyles and their effectiveness.

Today, present and active internationally – in France, Italy, Spain, Canada and Russia – the Louis Bonduelle Foundation has based its practices on a principle of action: that of providing concrete means of make plant-based food part of their daily lives in a useful, realistic, original and, of course, sustainable way.

In 2021, the Foundation clarified its role: to give everyone the keys to sustainably transform their eating habits, thanks to plant-based food that is accessible in all its forms, available and culturally acceptable.

It aims to:

- have a significant impact on accelerating the food transition;
- promote, support and accompany players who promote access to plants and who are committed to the food transition;
- engage young adults and families in this area, particularly those in vulnerable situations, without forgetting all Bonduelle Group employees.

The Louis Bonduelle Foundation is **at the top of the 2021 ranking** by the ESG Score extra-financial rating agency, which establishes the annual ranking of **the best-performing foundations**.

2.4.3.1 Impactful communication

The Louis Bonduelle Foundation wants to transform every opportunity to reach the public into a catalyst to transform eating habits. Convinced of the power of digital communication channels to transform eating habits, through proximity and immediacy, the Foundation has strengthened its digital actions in 2020-2021.

On **Instagram**, the Foundation launched the **collaborative magazine *Dans mon Assiette***. Aimed at young adults and parents, these publications aim to provide the keys to taking action on the food transition.

This year, in collaboration with the SO GOOD agency, the Foundation created the **podcast *Le goût des nôtres***. The purpose of this series is to raise awareness among a large community of the challenges of the food transition thanks to hearing from food industry players: market gardeners, farmers, restaurant owners, etc.

In order to make research on plants and sustainable food available the Foundation runs two Facebook pages, a **revamped website⁽¹⁾**, which counts more than two million views per year and an open access newsletter: ***L'actu de la transition alimentaire***.

2.4.3.2 Scientific research to support performance

The Louis Bonduelle Foundation develops academic programs and partnerships that improve the assessment of the effectiveness of its actions and their impact.

Bonduelle had established a partnership with the **ANCA Chair** for the period 2016-2021, hosted by the AgroParisTech Foundation (France), which aims to ensure access for all

to healthy and sustainable food. Over the past five years, six major programs have been carried out with the help of 25 partnerships, 100 items of educational content have been developed, two scientific articles produced, 500,000 people reached and 40 pieces of media coverage achieved. In particular, the Louis Bonduelle Foundation contributed to the creation of a forward-looking digital cartoon ***Manger vers le futur⁽²⁾***. Jointly developed by experts on the basis of a scenario in the future, each episode is intended to promote awareness and offers a library of scientific documents.

In 2021, the Louis Bonduelle Foundation renewed this partnership for three years. The ambition of the new program is to understand and support the transformation of the eating habits of 18-35 year-olds through the creation of a Think and Do tank. It will work towards the adoption of sustainable food for all, and will be at the interface between the world of academic research, companies in the agri-food sector, and civil society. As part of this partnership, the Foundation has set itself new objectives: develop a method for **measuring the impact** of communication actions, particularly on eating habits, and **disseminate scientific knowledge** from the Chair in the university network abroad.

2.4.3.3 Support for stakeholders in the implementation of actions

Call for projects "let's Vegg'up" to make plant-based food more accessible

Since its creation, the Foundation has supported concrete actions on the ground led by local players, which aim to support consumers towards sustainable eating habits. Since 2007, the Foundation has encouraged and financially supported more than 210 projects, benefiting more than 500,000 people.

In 2021, to reward and support players working to improve access to plant-based food, the Foundation joined forces with Ulule, a crowdfunding platform and the company B Corp, to set up a series of calls for projects in four countries. The winning associations were selected from an average of 25 candidates for each call for projects:

- *La Tablée des chefs*, which feeds families in need and educates young people about sustainable food (France);
- Summerlunch+, which delivers vegetarian meals to students in need during the school holidays, and Les Urbainculteurs, which grows healthy, affordable and seasonal produce on an urban farm, with some of the produce being donated to food banks (Canada);
- Food Literacy Center, which encourages children to eat vegetables through fun activities, in priority neighborhoods in Sacramento (United States);

(1) www.fondation-louisbonduelle.org/; you are reminded that the elements of this website are not part of the universal registration document.

(2) <https://mangerverslefutur.org/>; you are reminded that the elements of this website are not part of the universal registration document.

- Recup Foundation, which collects unsold fruit and vegetables from markets and redistributes them in priority neighborhoods (Italy).

With a view to action and societal impact, the winners launched their crowdfunding campaigns on Ulule with a matching contribution of 5,000 euros per project from the Louis Bonduelle Foundation.

2.4.4 Responsible purchasing

Bonduelle has established a responsible purchasing strategy, so that it contributes to the group's positive impact by:

- ensuring the compliance of its suppliers with regulatory requirements and consumer expectations;
- systematizing the consideration of CSR criteria in the selection of suppliers;
- contributing to the achievement of The B! Pact.

2.4.4.1 Engaging fruit and vegetable suppliers and manufacturers of finished products

Bonduelle obtains most of its fruit and vegetables from its farming partners. The reciprocal commitment has been governed since 1996 by the agronomic sourcing charter (see 2.3.1.7).

2.4.4.2 Engaging, evaluating and supporting suppliers in other categories (ingredients, packaging, finished products, energy, industrial procurement and service provision, etc.).

Supplier risk mapping

The group has set itself the objective of evaluating its most important suppliers by their purchasing volumes and risk profile. Bonduelle assesses supplier risks according to several criteria, detailed in the vigilance plan (see 2.7.2.1 Mapping of vigilance risks). They include:

- the risk related to the supplier's category of activity, adjusted for the specific criticality of this risk for Bonduelle;
- the country(ies) of location and/or activity.

CSR assessment of suppliers

The BELL, BFE and BALL business units are involved in the supplier assessment process.

In 2017-2018, Bonduelle introduced EcoVadis assessments for its key suppliers by purchasing volume and risk level. Tier-1

suppliers complete the online CSR questionnaire and base their responses on tangible evidence. Where appropriate, they are also asked about any environmental and social disputes in which they have been involved and which received media coverage. CSR experts analyze the responses and check the consistency of the information and documentary evidence.

The EcoVadis method is based on international CSR standards, including the GRI Sustainability Reporting Standards, United Nations Global Compact, and ISO 26000. The assessment is based on 21 key CSR indicators, divided into four themes:

- environment: energy consumption, water, biodiversity, pollution, materials and waste, emissions, greenhouse gases, product use and end of life, consumer health and safety;
- social: health and safety, working conditions, labor relations, career management, forced and child labor, freedom of association, non-discrimination, fundamental human rights;
- ethics: anti-corruption, anti-competitive practice, fair trade;
- purchasing: environment, working conditions and human rights.

Using this recognized collaborative platform ensures consistency and transparency in monitoring suppliers' environmental and social commitment. It also helps to identify opportunities for innovation and partnerships.

By the end of 2020-2021, the at-risk supplier assessment had been completed for 160 suppliers, and was ongoing for 42 others (see 2.6.2.2).

Bonduelle analyzes the EcoVadis assessments and reassesses the suppliers in question to ensure their improvement.

Due diligence questionnaires

As part of its B Corp certification ambition, Bonduelle has also designed an in-depth questionnaire on environmental, social and ethical issues. This questionnaire was sent to 1,128 tier-1 suppliers (see 2.6.2.2).

2.4.4.3 Contribute, with the business lines, to the achievement of The B! Pact

In addition to the overall CSR assessment and support process for its suppliers, Bonduelle works with internal teams and suppliers to:

- reduce the environmental impact of packaging (see 2.3.3);
- select ingredients that comply with best practices in terms of quality, environment and health;
- establish a responsible transport subcontracting approach;
- develop over-the-counter Power Purchase Agreements (PPA) (see 2.3.2.2.).

2.4.4.4 Animal welfare

Although few of its products contain ingredients of animal origin, Bonduelle is sensitive to animal welfare.

Like the rest of the plant-based food industry, the group does not carry out any testing on animals.

In Europe, the prepared salads concerned are made from chickens reared under environment-friendly conditions. Their quality diet prohibits animal flours and growth hormones. Breeders are committed to the continuous improvement of breeding conditions.

Bonduelle is committed to working with its suppliers to ensure that, by 2026:

- in Europe: 100% of the chickens comply with the European Chicken Commitment standards;
- in France: at least 20% of the chickens come from farms where they have access to the open air or a greenhouse.

Bonduelle has also adopted commitments regarding eggs and egg products, a tiny part of its ingredients. At the end of 2022, the volume of purchases of egg products sourced from farms using alternative rearing practices will be at least 35% and Bonduelle guarantees that the group's commitment in Europe by 2025 will be met: 100% of eggs and egg products will be guaranteed "cage-free".

In the United States and Canada, Bonduelle has included a clause on animal welfare in its supplier agreements and its Code of Conduct. It states that Bonduelle believes in the respectful treatment of animals and expects its suppliers to follow practices that promote animal welfare. This includes an environment free from distress, cruelty, abuse and neglect.

2.5 A better business for People

2.5.1 Bonduelle's strategy for women and men

At the heart of the corporate project, INSPIRE (see 1.4.3. INSPIRE, our corporate project), the "People" pillar embodies the Bonduelle Group's commitment to its stakeholders: "We are committed to ensuring that our economic and social impact is positive for our employees and communities." Thus, Bonduelle's strategy for women and men aims to make all employees involved in the success of the group's mission and its strategy of sustainable growth with a positive impact.



Bonduelle's "employer promise" for its employees

"Each employee has a positive impact on their development, on the people around them and on the planet. This personal development contributes to Bonduelle's collective efficiency and positive impact on the planet." Through this promise, the group's ambition is for everyone to feel responsible and a contributor in order to deliver positive growth and have a positive impact on themselves, others and the planet.

2.5.1.1 Human resources policy

To support the People pillar of its corporate project, Bonduelle has defined a human resources policy based on three levers, for which objectives have been set for 2025:

- promote health, safety and dignity at work – objective: zero workplace accidents with lost time;
- enable individual development in an inclusive environment – objectives:
 - pursue gender balance on all management teams,
 - recruit more than 50% internally (versus externally);
- contribute to a better world – objective: 100% of Bonduelle sites to be involved in a local project with their surrounding community.

These three levers illustrate the holistic approach to people, integrating the physical, emotional and mental dimensions, that Bonduelle wishes to implement. They support the well-being and commitment of employees, with the overall objective of achieving an employee commitment rate of over 75% by 2025.

2.5.1.2 Development of our leadership model

To support the implementation of its INSPIRE corporate project, the Bonduelle Group wanted to trigger a new managerial dynamic, creating favorable conditions for its transformation into a company with a positive impact. This new managerial dynamic is embodied in the attitudes and principles to be adopted on a daily basis, which make up the Bonduelle leadership model: B.COME and DEAL.

Through four individual attitudes – Collaborative, Open, Motivated, Committed, B.COME invites each of the group's employees to strengthen their leadership and develop their positive impact.

- **Collaborative:** "I know that we are all interdependent and I believe in the power of collaboration. I create a trusting, constructive and friendly environment. I contribute to the development, success and well-being of my colleagues. I facilitate their leadership, whatever their role."
- **Open to personal development:** "I dare to make each situation an opportunity to develop myself. I listen, I test, I learn and I discover. I welcome change. I develop my emotional intelligence and self-knowledge."
- **Motivated by the mission:** "I live and promote Bonduelle's mission. I take action for a better world, at work and beyond. My actions are motivated by the impact I want to have in the organization."
- **Committed and responsible:** "I am committed to delivering performance and achieving results. I speak out. I take responsibility and rely on the responsibility of others. I take initiatives. I have a positive impact for and with my partners & customers."

DEAL describes the internal practices to be developed, in particular the four new common rules that enable everyone to develop B.COME skills. DEAL was co-developed with employees representing the group's diversity: decisions as close as possible to the action, listening to each other, through Bonduelle, and lucid through learning and challenge.

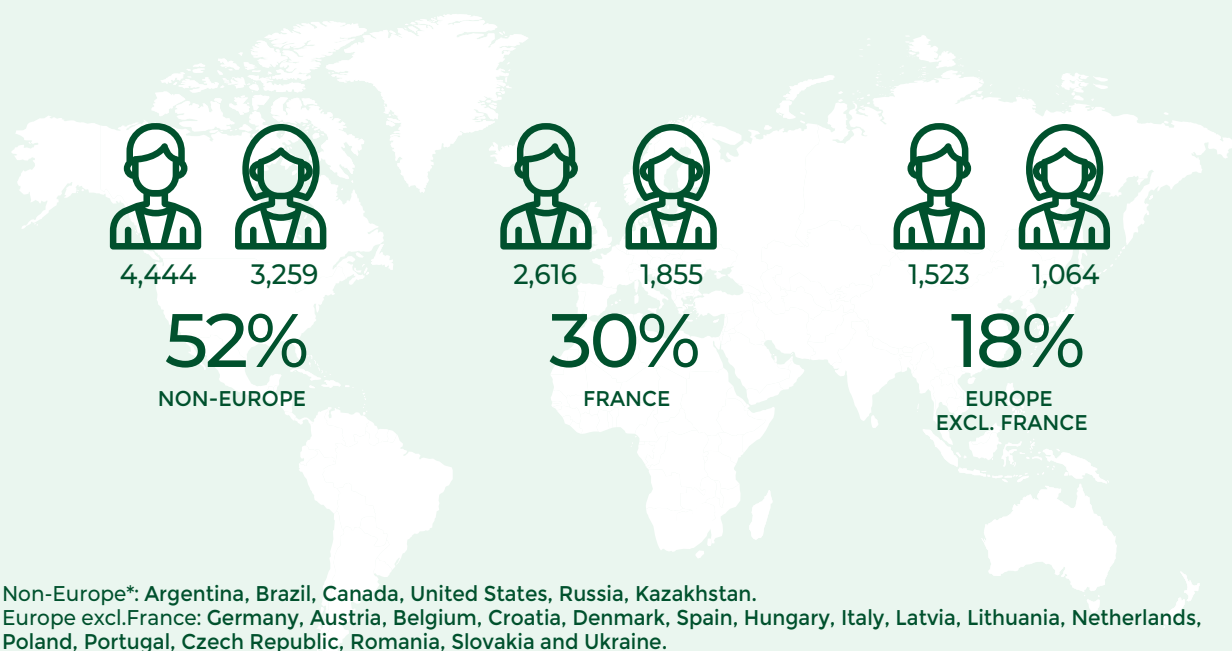
- **Decisions as close as possible to the action:** "We trust the people closest to the action to make decisions, to support our collective mission and taking into account the impact on customers and the people concerned."
- **Listening to each other:** "We ensure that diverse voices are heard. We invite everyone to have their say and contribute."

- **Through Bonduelle:** “We perform well by working in projects and teams. Through Bonduelle, we make the most of our diversity and synergies, to go faster and further together.”
- **Lucid through learning and challenge:** “Lucid, we dare to challenge our ways of working. We learn from our successes and our mistakes.”

2.5.1.3 Bonduelle Group’s staff profile

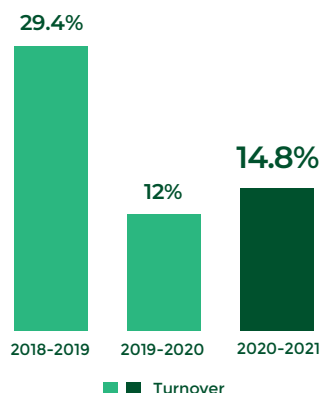
The Bonduelle Group has a workforce of 10,956 (present at June 30, 2021) and 14,762 full-time equivalent employees (open-ended, fixed-term, seasonal and other contracts). The average years of service among permanent employees is 12.

Geographic breakdown of Bonduelle Group full-time equivalent employees - at June 30, 2021



* 938 employees (6%) did not wish to state their gender on hiring.

Total Bonduelle turnover⁽¹⁾



Retirements, deaths and contractual terminations have been excluded since 2019-2020.

2.5.1.4 Employment policy, local employment, seasonal employment

The stability of the number of permanent employees reflects the group's consistent approach to organizing its operations.

The very nature of its business and the rhythm dictated by the harvests mean that the Bonduelle Group employs a large number of seasonal workers. Seasonal employment accounts for 12% of all Bonduelle Group's contracts (full-time equivalents). As an employer committed to all the people who work for it, the Bonduelle Group develops responsible approaches to offer quality working conditions to all (see 2.5.2. The B! Pact – Objective #6: zero workplace accidents).

The Bonduelle Group uses a range of strategies to secure the loyalty of its seasonal employees. In the United States, the

group provides specific English language training sessions (via video) to seasonal workers whose first language is not English. In Italy, special programs are also in place for temporary workers who do not have a good grasp of the local language. Loyalty is also earned by compensation policies (competitive overtime pay, bonuses paid at the start and end of the season in Hungary, etc.) and employment contracts which make working for Bonduelle compatible with other seasonal jobs. For example, through these measures, a retention rate of 60 to 80%, depending on the plant, has been achieved in France.

In 2020-2021, Bonduelle in Canada and the United States carried out a major and creative campaign to attract local candidates.

At some sites, Bonduelle works with employer groupings to pool skills and provide regular seasonal work. As information on these contracts is difficult to track globally for each individual, the renewal rate is monitored by site.

2.5.1.5 Organization and working time

At all of its locations, the Bonduelle Group complies with local regulations on working hours. In agro-industrial sites, the harvest or sale seasons dictate the pace of activity.

- For products with a long shelf-life (canned and frozen), facilities operate mainly during harvests. For example, in the BELL business unit in France a 2x8, 3x8, or 4x8 shift pattern may be implemented in season.
- In the case of fresh produce (bagged and ready-to-eat prepared salads), facilities operate all year round and experience fluctuations in activity related to sales. In the BFE business unit in France, work is divided among teams (2x8), with seasonal reinforcements to cover a six-day working week.

In the context of the COVID-19 pandemic, Bonduelle set up home-based working arrangements in 2020, wherever this is compatible with the duties. The group supports the return to work of its employees and is attentive to meeting their new expectations.

(1) Scope: departures at the initiative of the employee.

2.5.2 The B! Pact – Objective #6: zero workplace accidents



With “The B! Pact”, Bonduelle has renewed its commitment to the safety of the women and men who work for and with the group.

#6 Zero workplace accidents

2.5.2.1 Workplace safety and working conditions

Section 4.2 Risk factors presents the nature of the risks of workplace accidents.

Safety in the workplace is a priority, which is why Bonduelle has renewed its commitment to achieve zero lost-time accidents by 2025 at the latest by listing it in The B! Pact.

Each and every person working for or with the Bonduelle Group has the right to a healthy and safe working environment, ensuring their physical and mental well-being. To this end, Bonduelle is developing initiatives to prevent occupational accidents and illnesses. The Company is committed to maintaining excellent working conditions by developing prevention policies to ensure the highest standards of health and the best working conditions.

Safety policy: three main pillars

The Bonduelle Group formalized its Health, Safety and Security Policy in 2012 and revised it in 2015. It highlights three fundamental principles that guide the group’s approach:

- all accidents are preventable, the achievement of “zero accidents” is therefore a choice;
- accountability, notably through training, is the basis of a safety approach;
- Bonduelle guarantees safe working conditions. Productivity must not come at the expense of safety.

Bonduelle continues notably to use and promote the STOP method – Safety at Work through Preventive Observation (*Sécurité au Travail par l’Observation Préventive*) – to achieve its 0 accident objective. This method, developed by Dupont de Nemours, is based on preventive observation of behaviors. It enables employees to integrate the safest behaviors into

their work culture, to optimize safety performance and to reduce and/ or eliminate workplace injuries and illnesses. Participants are trained in methods that give them all the knowledge and tools they need to work more safely. Employees trained in this approach can then pass their knowledge on to their colleagues and staff, so that everyone can play a role in everyday safety.

No plant employees, even seasonal workers, can take up their position until they have been trained in safety on the site and on their specific job. He or she receives personal protective equipment. They are issued with all general and job-specific safety instructions, and can also take additional training modules – in ergonomics for instance.

Monitoring and governance of safety policy



Global Safety Leadership Council: sets the strategic direction and identifies good safety practices for business units

To achieve its goal of zero workplace accidents with lost time by 2025, the group has renamed the Group Safety Committee: Global Safety Leadership Council. This new Leadership Council is fully operational and includes a safety officer or an Operations Manager from each business unit. The Global Safety Leadership Council continues to identify certain universally applicable safety programs or practices for all production sites.

Safety is a mandatory item on the agenda of Executive Committee meetings, weekly plant Management Committee meetings, monthly meetings between the Industrial Directors of each business unit and Plant Directors, and quarterly meetings between the Executive Management of business units and Country Managers.

A Health and Safety network made up of 260 members from all group entities shares best practices between sites. Monthly reporting is done at group level. This allows the Executive Management to monitor key indicators such as frequency and severity rate over a rolling 12-month period, as well as the list of sites that have been accident-free for 12 months. The results are presented in the paragraph below.

Health and safety culture and actions in 2020-2021

Bonduelle is aware that safety is a question of culture and time and is striving to strengthen the basics in order to improve the situation and results. The Executive Committee (the former GMC), in partnership with the Global Safety Leadership Council, therefore continues to identify and introduce measures to promote workplace safety.

In response to the global COVID-19 pandemic, Bonduelle quickly responded by sharing personal protective equipment and health screening technologies between operational units.



In addition, Bonduelle created and published comprehensive operational response guidelines to the COVID-19 pandemic as well as best practices to be followed. These efforts enabled Bonduelle to continue production operations on all sites while limiting the spread of COVID-19 between working groups.

This year also marked the worldwide introduction of Bonduelle's "Golden Safety Behaviors" and "Cardinal Safety Rules". Bonduelle's six "Golden Safety Behaviors" effectively reflect the attitude required by everyone to achieve the "zero accident" vision. The eleven "Cardinal Safety Rules" constitute a set of fundamental expectations for high-risk activities, attitudes and behaviors.

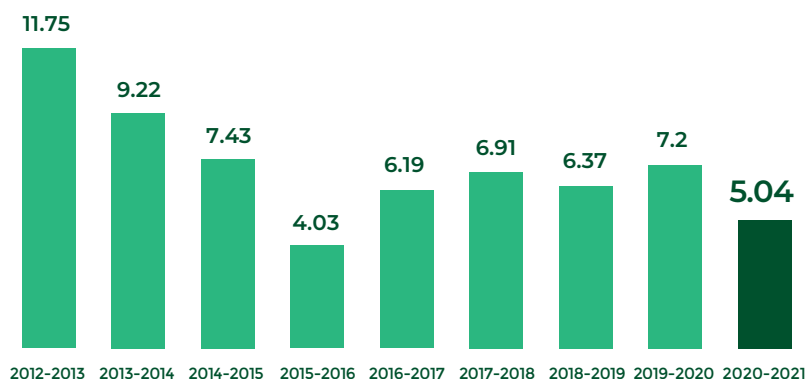
Injury and illness reporting has also improved thanks to the Qlik Safety reporting platform. This reporting tool enables real-time data entry and visibility of work-related accidents and illnesses throughout the group. The subject of safety, which is discussed at the beginning of each Board meeting, is based on the latest data.

Safety leadership training is a key focus of the Executive Committee and the Global Safety Leadership Council. The Executive Committee was itself trained on the subject, in order to better develop and manage the corporate culture and improve safety performance. Following this training, the Executive Committee identified the structuring elements of the group in terms of safety.

Bonduelle believes that all employees, and not only those in the plant, have a role to play in terms of safety. The Executive Committee and the Global Safety Leadership Council have also decided to involve all Bonduelle business units in a survey on the perception of safety. This global initiative, still ongoing in some Bonduelle business units, is designed to measure the existing safety culture and engagement opportunities at business unit and site level, while Bonduelle pursues its goal of zero accidents. All Bonduelle business units also actively participated in World Safety Day in spring 2021. Bonduelle has also designed and published guidance documents on safety in the office and in the field.

Results

Changes in the frequency rate of workplace accidents for all employees at June 30⁽¹⁾



Starting in 2018-2019, this data includes the BFA business unit.

(1) The workplace accident frequency rate is the ratio of the number of workplace accidents resulting in at least one full day of lost time to hours worked (x 1,000,000).

Changes in the severity rate of workplace accidents for all employees at June 30⁽¹⁾



Starting in 2018-2019, this data includes the BFA business unit.

Changes in the absenteeism rate at June 30⁽²⁾

2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
4.46%	3.43%	3.53%	3.72%	4.06%	4.38%	4.61%	4.92%	4.30%

Starting in 2018-2019, this data includes the BFA business unit.

2.5.2.2 Well-being and fulfilment

Fulfillment is a powerful lever for employee engagement. Actions around employee development, quality of life at work and improvements in working conditions and environments are put in place so that everyone can get a sense of fulfillment from working for Bonduelle.

2.5.3 The B! Pact – Objective #7: 100% of our sites involved in local projects



With “The B! Pact”, Bonduelle has renewed its commitment to communities.

#7 100% of Bonduelle Group sites involved in local projects

(1) The workplace accident severity rate is the ratio of the number of days lost due to workplace accidents to hours worked (x 1,000).

(2) The absenteeism rate is the percentage of hours of absence out of the theoretical number of hours.

2.5.3.1 Participating in the local community life and rallying employees

Bonduelle has prioritized participation in local communities. The objective, enshrined in "The B! Pact" commitment, is to mobilize employees to contribute to improving the lives of communities and thus act in line with the group's values. Depending on its specific characteristics, each production facility plans to develop at least one project in partnership with local stakeholders.

Site participation in local community life

	2018-2019	2019-2020	2020-2021
Number of headquarters or agro-industrial sites to have initiated or renewed a joint project with their local communities during the year	46 or 49% of sites	38 or 44% of sites	41 or 57% of sites

2.5.3.2 APONH, a flagship project reflecting Bonduelle's commitment to communities

APONH is a development aid project initiated in 2012 and carried out today in Cameroon. Its objective: to contribute to the sustainable well-being of local populations by supporting farmers and entrepreneurs in the development of plant-based sectors, from the field to the plate. APONH also supports the Moineaux school, which provides around 200 children, including disadvantaged children and orphans, with an education. Working alongside its project partner, the European Institute for Cooperation and Development (IECD), APONH is led by a team of employee volunteers from all business segments. Bonduelle's employees take part in a joint project linked to the Company's businesses and know-how. The project has the support of the Bonduelle family, who were keen to join the initiative. Each year, the group's employees rally behind the project.

In 2020-2021:

- Bonduelle funded 200 "back to school kits", enabling children attending the Moineaux school to receive an exercise book, a pencil, a bar of soap and a uniform at the start of the school year;
- at the Bordères plant, the teams continued to auction off unused equipment (damaged pallets, non-returnable tanks, old office furniture, etc.) for the benefit of APONH. This action benefits the employees (very low prices) in a fair way and gives a second life to these objects;
- lastly, around 10 employees from the group R&D team have mobilized to create four training modules (hygiene, packaging, nutrition, finance) for entrepreneurs in Cameroon, supported by Transform, an incubator developed in Cameroon for more than six years. The R&D employees delivered these four modules remotely to around 20 beneficiaries in Douala. In view of the very positive feedback, the next steps to be taken are being studied.

2.5.4 Employee recognition

2.5.4.1 Salary policy and employee recognition

In all countries where Bonduelle has a presence, the group's salary policy exceeds the current minimum wage. The group offers wages in line with those in its sector. The rules applicable in each country reflect local realities, in compliance with the principle of fairness.

In 2020, the second edition of the "Bonduelle Awards" rewarded nine winning teams after the participation of all the business units and central services and the vote of 800 people and members of the jury:

- "COVID-19-agility" category: BELL and BFE recognized for their employees' involvement in the COVID crisis;
- "Being the best for the world" category: BFA recognized for the implementation of its CSR strategy and B Corp;
- "Feeding our growth" category: BSA, the Prospective and Development Division, BELL and BFE recognized for Bonduelle's food transition partnership with the Carrefour Group;
- "Health & Safety" category: BEAM recognized for its B!Fit Challenge;
- "Innovating for our consumers" category: BFE recognized for its "Innovative ready to eat salads: t'es trop Fresh!" initiative;
- "Unleashing energies" category: BELL given an award for its idea of soliciting operational excellence for participative innovation in the plants;
- Business performance award: BELL given an award for "Renaissance 2";
- "Jury's favorite" award: The BALL teams were recognized for their mobilization to ensure the harvest in the absence of temporary foreign workers prevented from entering Canada by the COVID-19 pandemic;
- "CSR Capex" award: BALL recognized for its water recycling project.

2.5.4.2 Benefits and healthcare

The Bonduelle Group has set the goal of giving all permanent employees access to a social welfare system by 2025. An audit was undertaken in 2017-2018 in all countries, with a view to deepening knowledge of market practices and drawing up recommendations for the Bonduelle Group. In 2020-2021, the group drew up its employee benefits policy to define:

- the minimum thresholds expected at group level by type of risk (healthcare costs, death cover, welfare benefit schemes, etc.);
- governance in terms of responsibility between the group and business units;
- the financing methods favored by the group.

In this spirit, a roadmap has been defined relating to the commitment drivers for health, safety and dignity at work to enable 100% of permanent employees to access a system of social protection.

The next step for the Company is to complete its program of group-wide key benefits by 2025.

2.5.5 Employability: Talent development and training

2.5.5.1 Training

The Bonduelle Academy offers the group's employees a diversified learning environment to support their personal development, their leadership and professional development, and their understanding of the group's challenges. The Bonduelle Academy programs offer varied, surprising and innovative learning, in which participants play an active role. In particular, two high-quality programs are designed for the group's new Managers:

- “Discovery” promotes specific exchanges and experiences, through diversified workshops, based on inspiration and collaboration;
- “Finance For Growth” enables each participant to identify their financial value creation drivers, across the entire value creation chain and in relation to cause and effect in the return on capital employed. Since the launch in 2015, more than 1,013 participants have followed this program.

In 2020-2021, due to the COVID crisis, these programs started to be transferred to digital format, an opportunity to open up these sessions even more widely to even more employees.

Change in resources devoted to training

	2018-2019	2019-2020	2020-2021
Average training duration per individual (in hours)	14	14	19

Starting from 2018-2019, the average number of training hours per individual was calculated for all full-time equivalent employees, rather than just for employees following training.

2.5.5.2 Career management

All group employees have an annual performance review, irrespective of their job. It is an opportunity for everyone to assess their performance and discuss their training needs and goals with their Manager.

In February 2020, the Bonduelle Group and employee representatives signed a group agreement for France on the management of jobs and career paths. This agreement has a number of objectives: to anticipate changes in jobs and needs in line with the group's strategy and projects; to provide employees with better visibility of changes in jobs; to support and prepare employees in their career development; to

value skills and their transmission; to encourage professional mobility; to integrate young people into the group and manage the last stages of careers; to support the careers of employee representatives.

Ultimately, the group's Human Resources Department wants to achieve a minimum rate of 50% internal recruitment versus external recruitment.

In 2020-2021, the BEAM business unit carried out an awareness-raising campaign on its career development program (highlighting of successful careers, “Career Days”, “Career guide”).

Change in the percentage of employees receiving regular performance and career development reviews at June 30

	2018-2019	2019-2020	2020-2021
Percentage of employees with permanent employment contracts	55%	80%	78%

2.5.6 Diversity

The Bonduelle Group firmly believes that diversity in the workplace is a form of wealth to be explored and shared. It is committed to eliminating all forms of discrimination in the workplace and in employee relations, both direct and indirect. This principle of non-discrimination applies not only to hiring, but also throughout all stages of employment and during the various HR processes (training, assessment, compensation). It is underpinned by programs to promote diversity.

After defining its diversity and inclusion policy in 2019-2020, BALL has drawn up its three-year action plan. The policy concerns under-represented groups: visible minorities, women, veterans, people with disabilities, First Nations.

2.5.6.1 Gender diversity

One of the objectives defined as part of the People pillar of the INSPIRE corporate project is to "pursue gender balance on all management teams".

Bonduelle's General Management intends to strengthen gender diversity within the group and has set a target of having women comprise 35% of its top management by 2025. To move forward in this direction, Bonduelle wants to encourage women to apply for all jobs. The group has put in place a short-term action plan:

- disseminate employment opportunities that are particularly inclusive of women for managerial or top Manager positions;
- identify and support female talent in each job category, with access to development programs such as the Bonduelle Executive Program to develop leadership;
- encourage the presence of at least one woman on a short list for each recruitment.

In France, Bonduelle continues to implement the actions defined under the agreement on Workplace Equality and Quality of Life at Work signed on February 12, 2018. Through this agreement, Bonduelle reaffirms its commitment to promoting professional equality between women and men. The group considers the diversity of its teams to be a key factor in the group's performance and to lead to the enrichment of each of its employees.

Bonduelle calculates the "Gender equality index" annually for the whole of France.

2.5.6.2 Inclusion and retention of employees with disabilities

Through its HANDIPOL disability mission, Bonduelle has had a proactive policy for the inclusion and retention of employees with disabilities in France since 2006.

The disability mission is responsible for coordinating and harmonizing internal and external actions in the area of disability policy. Since its creation, there have been five agreements on the inclusion and retention of employees with disabilities. The employment rate for employees with disabilities was 2% at the end of June 2021.

Through the fifth agreement on inclusion and job retention in France, the Bonduelle Group reaffirms its commitment to:

- renewing internal awareness and involvement actions for all employees;
- achieving a 6% employment rate for employees with disabilities across the group;
- adapting the objectives and resources made available to each establishment;
- addressing any skills gaps to facilitate retention;
- tackling the issues raised by an aging population at the various group sites.

To achieve these objectives, the group's Executive Management identified five priorities: recruitment, retention, integration and training, relations with the sheltered/adapted environment, management and coordination.



The disability initiatives of the BELL business unit

In 2020-2021, several initiatives were led by the BELL business unit: increasing the visibility of offers among people with disabilities through a partnership with handicap.fr; raising awareness among employees, on four themes (invisible disability, chronic illnesses, recognition as a worker with a disability, and "what kind of colleague are you to employees with a disability?"); rollout of the "Sourdline" solution by customer services (for BELL and BFE) for people with hearing impairments and a training module for Managers and HR advisors.

Number of people with disabilities at June 30

	2018-2019	2019-2020	2020-2021
Workers with a disability (full-time equivalents (FTE))	255	235	299

2.5.7 Transparency: Social dialog

2.5.7.1 Forums for dialog and agreements signed in 2020-2021

In accordance with its ethics charter, which has been introduced in every country where the group operates (see 2.6.1 Ethical business practices) and is available on <https://www.bonduelle.com/en/sustainable-development/documents.html>⁽¹⁾. Bonduelle encourages openness and dialog in its internal relations. The group respects the right of its employees to form or join any representative organization of their choice, trade unions or workers' organizations, and to be able to participate in collective bargaining negotiations. Bonduelle respects the role and responsibilities of the social partners and is committed to negotiating issues of collective interest with them.

At June 30, 2021, 56% of the group's employees were covered by a collective agreement.

In accordance with the law, each French entity has a Social and Economic Committee. Further, the group has set up a health and safety at work committee at all its sites, even at sites with a smaller workforce than the legal threshold for the law's application. Delegation hours have been allocated to each member of the health and safety at work committee.

The European Works Council (EWC) is a forum for cross-border information, consultation, exchange of views and social dialog. The EWC provides regular updates on Bonduelle's situation and development. It organizes social dialog and presents the group's social policy, particularly on employment, training, safety and working conditions, and CSR. It meets at least once a year to present the group's strategic direction and report on the fiscal year just ended in Europe.

The French group Works Council is the representative body for Bonduelle's activities in France (canned, frozen and fresh products and prepared ready-to-eat vegetables). This Committee provides French employee representative bodies with additional information, above and beyond its legal obligations, on Bonduelle's activities in Europe and outside of Europe.

In accordance with the agreement establishing the EWC, renewed by unanimous decision in March 2017, CSR-related subjects (including workplace safety) feature on the agenda

of each Annual Ordinary Meeting. Thus, in addition to mandatory items, the agenda of the EWC 2021 included the following topics: CSR policy, APONH, employee savings and group savings plan.

2.5.7.2 Employee surveys

The Group has conducted a commitment survey of all its employees since 2014, called "Climate". Climate is a special opportunity for each employee to express their views on all aspects of their experience at Bonduelle, as well as their expectations, and to contribute to the progress initiatives that will be decided upon. For Bonduelle, Climate enables it to continue to improve the experience offered to its employees. The last Climate survey was conducted from March 2 to April 16, 2021. 89% of the group's employees took part, and more than 14,000 comments were collected, providing feedback and suggestions for collective advancement. The employee engagement rate measured in the 2021 survey was 68%. As part of the People pillar of its INSPIRE corporate program, Bonduelle has set itself the target of achieving an employee engagement rate of 75% by 2025.

2.5.7.3 Takeovers and shutdowns of activity

The Bonduelle Group has no official policy that it systematically applies in this field, since shutdowns have rarely happened in its history. Support measures in the event of departures are taken on a case-by-case basis taking into account the specific situation of the site concerned, local regulations and the characteristics of the jobseekers.

In February 2021, the court of Saumur approved the offer for the takeover of the industrial assets of the France Champignon cooperative by Bonduelle, via its cultivation company, SCA (*Société Civile Agricole*) Cultures France Champignon from March 1, 2021. This offer concerns the three sites of Doué-la-Fontaine, Montreuil-Bellay and Longué-Jumelles. The effective takeover maintains 250 of the 267 jobs. The 17 positions eliminated are mainly support services in the former cooperative structure. A support plan, signed by the trade unions, has been put in place to support the people concerned in their return to work. Some 15 redeployment offers within the region have been made by the buyer.

(1) Please note that the information appearing on the www.bonduelle.com website is not part of the universal registration document.

2.6 Ethics and vigilance

2.6.1 Ethical business practices

The Bonduelle Group reviews and improves, on an ongoing basis, the programs and systems that it puts in place to promote ethical business practices both within entities that it controls and within partner organizations.

Its commitment as it pursues B Corp certification, in a quest for continual improvement, spurs it to aim for excellence in matters of ethics.

2.6.1.1 The Bonduelle Group commitments

The Bonduelle Group's commitment to ethical business practices also takes the form of a determination to comply with laws and regulations, the definition of strong values, an unequivocal commitment on the part of the Executive Management (see <https://www.bonduelle.com/en/group/values.html>)⁽¹⁾ as well as membership of leading international programs and the provision of guides and tools to assist decision-making.

United Nations Global Compact

The Bonduelle Group has been a signatory to the United Nations Global Compact since 2003. Through this membership, Bonduelle is committed to respecting and promoting 10 principles in the areas of human rights, labor standards, the environment and fighting corruption. These principles are derived from the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption.

Bonduelle Group ethics charter

A cornerstone of the Bonduelle Group's ethical policy since 2012, its ethics charter is an internal and external manifestation of its commitments.

Through this charter, Bonduelle is establishing its credentials as a responsible corporate citizen, a people-minded and trustworthy company. In doing so, as part of a process of improvement, Bonduelle intends to defend and promote its values: People-minded, Confidence, Openness, Simplicity, Integrity, Fairness and Excellence. This charter adds to the legal and regulatory framework with which the group must comply with the aims of the controlling family Shareholder and its seven values.

The Bonduelle Group ethics charter presents the ideal that the group would like to achieve to inspire all employees as well as stakeholders with whom they are in contact. The ethics charter should offer the opportunity to challenge practices whilst also providing a decision-making tool.

The full text of the Bonduelle Group ethics charter is available at the group's website www.bonduelle.com⁽¹⁾: <https://www.bonduelle.com/en/sustainable-development/documents.html>.

Commitment from Executive Management

In the B&Co intranet, a dedicated section called "Ethics and Bonduelle", provides access to ethical principles and reminds all employees of their importance for the group. This section makes it easier for each employee to understand the tools that may assist them in implementing ethics in their daily activities. It gathers all the documents together in one space and explains all the codes, charters and procedures that constitute the corpus of rules and principles that employees need to be familiar with and apply. The page also contains a reminder of the ethics procedures to be followed: monitoring and assessment, audits, continuous improvement.

A video message from the Executive Management highlights the group's commitments to anti-corruption and vigilance (in application of the Duty of Vigilance law, see 2.6.2 Vigilance plan). This video reminds employees in particular the existence of the ethics charter, the Code of Conduct for Ethical Business Practices and the alert system.

On the [Bonduelle.com](http://www.bonduelle.com) website⁽¹⁾, a page entitled "Our ethics and anti-corruption approach"², presents to the general public the commitment of the Executive Management, the ethics charter, the Code of Conduct for Ethical Business Practices and the Bonduelle Supplier Code of Conduct. It also provides a link to the "Alert us" page, which provides access to the alert system, now available to all stakeholders, including those outside the group (see 2.6.2.4 Alert system).

"Bonduelle's outlook and philosophy have always been oriented toward the long-term, and have naturally led us to adopt a **zero tolerance** policy toward corruption."

Guillaume Debrosse

Bonduelle Group CEO

(1) The information appearing on the Company website (www.bonduelle.com) does not form part of this universal registration document.

2.6.1.2 Governance

Internal governance bodies for compliance programs

The Bonduelle Group has put in place an expanded governance for its four compliance programs: Anti-corruption program, Vigilance plan, Competition law compliance program and Personal data protection program.

A review of the various programs is presented to Executive Management annually and continuous improvement objectives are set. Under the supervision of the Director of Finance, Digital Transformation and Development, the Compliance Steering Committee determines the major compliance projects, based on the guidelines defined by Executive Management. The Executive Committee is regularly informed about programs, policies and measures implemented and their results.

In addition, for each compliance program, a monitoring body exists at group level:

- Anti-corruption Monitoring Committee;
- Vigilance Plan Monitoring Committee;
- Competition Monitoring Committee;
- Group Data Protection Committee (GDPO).

The Monitoring Committees meet once every six months and the GDPO meets approximately every two months. Additional meetings may also be arranged whenever necessary. These Committees are in charge of defining programs and coordinating their implementation in collaboration with the departments concerned:

- Group and local Legal Departments;
- Head of Information Systems Security (for personal data protection program);
- Human Resources Department;
- CSR and Corporate Communication Department;
- Internal Audit Department.

In addition, the Compliance Committee includes the same people as the Monitoring Committees, as well as the Group CFO and the Finance Directors of the business units, and meets twice a year. It supervises the implementation of compliance programs within the business units.

Bonduelle SCA's Supervisory Board and Audit Committee ensure that the Company's activities take into consideration the social, societal, ethics, environmental and governance issues at stake. The role of these bodies is to ensure the existence of risk prevention and detection programs. They also assess the relevance and ensure the proper implementation of the anti-competitive practices programs, the vigilance plan, and the data protection and anti-corruption program.

Information on the programs and measures implemented is regularly provided to the Supervisory Board.

The Ethics Committee is regularly informed of compliance programs, measures implemented and their results. It may issue recommendations.

Bonduelle SA's Board of Directors is also informed once a year of the compliance plans and ensures their implementation.

The Bonduelle Group's Ethics Committee

The role of the Ethics Committee is to support the Company on ethical issues and to issue opinions in an advisory capacity.

It is made up of four members from both inside and outside the Company, chosen based on their experience, profile and expertise. The Ethics Committee reserves the right to invite outside experts or submissions from employees on specific subjects. It meets at least twice a year. Its composition is detailed in chapter 3 of the universal registration document.

The Ethics Committee may be consulted to give insight into situations in the general interest in cases where the group's hierarchy and internal experts are unable to provide answers. Cases may also be referred to it in case of failure in the alert system. In this case, the role of the Ethics Committee is not to receive all of the details of the case, nor to process it, but only to ensure that the processing of the alert is ongoing.

Moreover, Bonduelle's stakeholders may also contact the Ethics Committee for any questions relating to the application of the ethics charter.

At its meetings, the Ethics Committee regularly reviews the alert system and monitors the proper implementation of the vigilance plan and the anti-corruption program. It does this in the form of recommendations, in particular.

2.6.1.3 Code of Conduct for Ethical Business Practices

The Bonduelle Group has a Code of Conduct for Ethical Business Practices which incorporates the "Declaration of Management Regarding the Principles of Ethical Conduct in Business" signed by the Executive Management. It deals not only with corruption and influence peddling, but also with other topics relating to ethical business practices. Designed as a practical tool, it defines the situations and sets out the fundamental rules to be followed by every employee in each situation. It describes the behaviors to be prohibited, the fundamental rules on fighting corruption and influence peddling (in particular, it describes the fundamental rules on gifts, facilitation payments, patronage, sponsorship), conflicts of interest, anti-competitive practices, discrimination, confidentiality and insider trading, as well as other risk prevention obligations.

The Code of Conduct has been binding on all employees since 2018 and where necessary, employee representative bodies are consulted in accordance with relevant regulations.

This Code of Conduct is just one of the tools made available to all employees on its “Ethics and Bonduelle” intranet page. It can also be accessed by external stakeholders on the Bonduelle Group’s website, [Bonduelle.com^{\(1\)}](https://www.bonduelle.com).

Each year, all employees are reminded of the existence of the Code of Conduct and the alert system (see 2.6.2.4 Alert system). In addition, the training entitled “Doing Business Without Corruption” (see 2.6.1.7 Anti-corruption program) presents the main principles of the Code of Conduct.

In 2020-2021, the Villeneuve d’Ascq head office set up a monthly induction program for new recruits, aimed at providing them with basic knowledge about the Bonduelle Group. This two-hour presentation includes a section on ethics and compliance programs at Bonduelle.

2.6.1.4 Supplier Code of Conduct for Ethical Business Practices

The Supplier Code of Conduct for Ethical Business Practices is one of the ways Bonduelle demonstrates its commitment to the principles of sustainable development and their promotion among its stakeholders. It draws up a set of fundamental rules to which Bonduelle asks its suppliers, subcontractors, intermediaries and service providers to adhere. As a signatory to this Code of Conduct, suppliers also undertake to impose equivalent requirements on their own suppliers, subcontractors and service providers and to ensure properly compliance by them.

This Code is part of the more general framework of the Bonduelle Group’s purchasing policy, which standardizes purchasing practices across the world and specifies the standards that the group wishes to impose in its relations with suppliers. It is currently being revised with the aim of better integrating environmental, social and ethical criteria and improving control of the group’s supply chain.

2.6.1.5 Alert system

The vigilance plan describes the alert system available to group employees and stakeholders (see 2.6.2.4 Alert system).

2.6.1.6 Anti-corruption program

In line with its CSR commitments and as a signatory to the United Nations Global Compact, Bonduelle has an anti-corruption program. This mechanism makes it possible to prevent and detect the commission of acts of corruption and influence peddling, in France and abroad, in accordance with Article 17 of the Sapin II Law. This program applies to all companies within the Bonduelle Group.

The anti-corruption program driven by the Executive Management has eight elements as required under Article 17 of the Sapin II Law:

- a **Code of Conduct** incorporated in the Code of Conduct for Ethical Business Practices, setting out and illustrating the different types of behavior to be prohibited as liable to be characteristic of corruption or influence peddling (see 2.6.1.4 Code of Conduct for Ethical Business Practices);
- **disciplinary measures** to sanction any failure on the part of employees to follow the rules set out in the Code of Conduct for Ethical Business Practices;
- an **internal alert system** that enables reports to be received from employees and outside suppliers or stakeholders working on Bonduelle sites of any conduct or situations that are contrary to the Code of Conduct (see 2.6.2.4 Alert system). This procedure is common with that meeting the requirements of Article 8 of the Sapin II Law and Article L. 225-102-4 I 4° of the French Commercial Code;
- **group risk mapping** is conducted by the group’s Internal Audit Department and Legal Department in consultation with the group’s operating departments and support functions;
- the **Code of Conduct for Ethical Business Practices sets out the principles of procedures for evaluating** the position of clients, leading suppliers and intermediaries based on the risk mapping. Contract templates now include the assessment of the integrity of third parties and their CSR performance. On the basis of the risk mapping, Bonduelle may send its third parties a due diligence questionnaire. This questionnaire makes it possible to collect information, in particular on the policies of the third parties questioned, on each of the areas of ethics and vigilance and to request any information or document that may be useful for evaluating, notably, the integrity of its co-contractors. Bonduelle may also evaluate co-contractors’ CSR performances, particularly in terms of ethical business practices, using the EcoVadis questionnaire. On-site or remote audits are also

(1) Please note that information appearing on the Company website is not part of this universal registration document.

contractually provided for as well as the implementation of action plans in the event of failures (see 2.4.4.2 Engaging, evaluating and supporting suppliers in other categories);

- internal and external **accounting control procedures** are aimed at ensuring that the books, records and accounts are not used to conceal corruption or influence peddling;
- **training** is provided for Managers and staff who are most at risk of corruption and influence peddling; awareness-raising and training tools are also available to all employees;
- **a monitoring and assessment system** provides a report on the implementation of the anti-corruption program. This report is presented each year to the Executive Committee, the Ethics Committee and the Supervisory Board by the Legal, Audit and CSR Departments. In terms of subsidiaries, evaluation is through existing reporting tools.

In accordance with the principles set out in the Code of Conduct for Ethical Business Practices, the group has established a gift policy common to all teams. It defines two levels of thresholds to be specified by each business unit according to its culture and currency, and validation rules applicable throughout the group. This gift policy enables the Bonduelle Group's co-contractors to be aware of the rules that the Bonduelle Group imposes on itself and to take them into account in their gift practices towards the group's employees.

Lastly, a prevention of conflicts of interest questionnaire is distributed to Managers so that the group can introduce measures to prevent, or resolve, conflicts of interest.

During the second half of the 2019-2020 fiscal year, the group and all subsidiaries carried out a self-assessment on the measures put in place to fight corruption. The findings were presented to the CEB in August 2020. The decisions taken following this presentation led the group to implement the following improvements in 2020-2021:

1. the update of the group's corruption risk map involved around 50 people from six group departments (Internal Audit Department, Group Legal Department, Financial Services Department, Human Resources Department and CSR and Corporate Communication Department) as well as the General Management of the five group business units. This work also allowed for a better appropriation of these topics by each business unit's management team;
2. started in 2018-2019, face-to-face training on ethics, anti-corruption and vigilance continued during the 2020-2021 fiscal year. As of June 30, 2021, 544 people had received face-to-face training, including the members of the business unit management committees and sensitive job functions;

3. the Bonduelle Group has clarified its control procedures, in particular second and third level controls.

2.6.1.7 Training program on competition law compliance

Since 2016-2017, the Bonduelle Group has offered e-learning on the main principles of competition law. It is intended firstly for employees who have access to strategic information in order to deepen their knowledge, increase their vigilance and give them the ability to alert the appropriate people.

In 2020-2021, the second training campaign was accompanied by a doubling of the target population (from around 800 to 1,600 employees). As of June 30, 2021, 1,478 people in Bonduelle countries had taken part in this training, *i.e.* over 91% of the target population.

In addition, in 2020-2021, it was decided that employees will be reminded of the principles of compliance with competition law during a campaign now carried out every two years. New employees targeted by this training are trained on this subject in the first weeks after their arrival.

2.6.1.8 Amounts of fines and significant convictions in social, economic and environmental areas

When they are likely to have an impact on its share price, any convictions imposed upon Bonduelle are disclosed in the regulated information. In 2020-2021, no major convictions for social, economic or environmental infringements that might affect the share price were imposed upon any companies in the Bonduelle Group.

2.6.2 Vigilance Plan

Through its mission: "To inspire the transition toward plant-based diet to contribute to people's well-being and planet health" and its ambition to become a positive impact group, Bonduelle is fully aware of its societal responsibility. First stage agricultural processing is closely associated with the ability to protect soil and biodiversity, the quality of plant-based production and of the processed products.

Bonduelle fosters a risk-aware culture, including the risks of human rights abuses, infringements of fundamental freedoms, harm to the health and safety of people and the risk of environmental damage, in accordance with French law No. 2017-399 of March 27, 2017 on the duty of vigilance for

parent companies and contracting companies (hereafter the "Duty of vigilance law").

This vigilance approach is based on the core values and documents that form the framework for the group's activities: Shareholder objectives, Values, but also the ethics charter, the Code of Conduct for Ethical Business Practices, the Supplier Code of Conduct for Ethical Business Practices, membership of the United Nations Global Compact, the CSR policy, the agronomic sourcing charter and finally the procedure for evaluating the CSR performance of its suppliers with EcoVadis.

Bonduelle has implemented a vigilance plan that meets the requirements of the French Duty of vigilance law and involves all employees in a drive for continuous improvement. The vigilance plan formalizes the methods adopted by the Bonduelle Group, as well as setting out reasonable vigilance measures to identify risks and prevent serious violations of human rights and fundamental freedoms on the health and safety of individuals and on the environment. In accordance with Article L. 225-102-4 of the French Commercial Code, an annual report on the implementation of the vigilance plan follows its presentation.

2.6.2.1 Mapping of vigilance risks

Bonduelle is faced with a series of risks. Bonduelle's major risk factors, some of which touch upon its duty of vigilance, are described in Section 4.2 Risk factors. In addition, some vigilance risks are included in the description of extra-financial risks (see 2.7 Extra-financial performance statement). The group has therefore specifically mapped the risks for both Bonduelle and its stakeholders, as required under the Duty of vigilance law. First, Bonduelle mapped the CSR risks of its own activities. It then mapped the risks faced by its suppliers and subcontractors. The group has harmonized these maps with that produced to identify major CSR risks in the context of the extra-financial performance statement.

Methodology

To create the vigilance risks map, the group studied the risks intrinsic to the countries where Bonduelle operates, the risks of the group's activities in those countries and supplier risk.

Analysis of the intrinsic risks of the countries where Bonduelle operates

For each country where Bonduelle operates, the volume of activity was recorded and cross-referenced against the evaluation of the country according to the following three indicators:

- the Environmental Performance Index (EPI), produced jointly by the Universities of Yale and Columbia in collaboration with the World Economic Forum⁽¹⁾, assesses the ability of countries to implement effective environmental policies;
- the Human Development Index, produced by the United Nations Development Program (UNDP) assesses the rate of human development in countries;
- the Kids Rights Index⁽²⁾, produced by the Kids Rights Foundation in cooperation with Erasmus University Rotterdam, ranks countries based on their child protection measures.

Risk assessment of Bonduelle's activities in these countries

The Bonduelle Group has identified the CSR risks associated with the group's three main activities (Agriculture, Agro-Industry, Transportation) using reference sources such as EcoVadis, the World Economic Forum, the World Bank and UNICEF. The group then selected the risks on the basis of the following criteria: potential risk to Bonduelle, link between the risk and the activity.

(1) Source: <https://epi.envirocenter.yale.edu/about-epi>

(2) Source: <https://kidsrightsindex.org>

	Bonduelle activity	Analysis of societal risks	Country of operation
Selection criteria	3 principal activities	Potential risk to Bonduelle	Volume of activity (euros)
Results	<ul style="list-style-type: none"> • Agriculture • Agro-industry • Transport 	<p>Environment:</p> <ul style="list-style-type: none"> • risks associated with biodiversity • climate change adaptability • man-made disasters • materials, chemical products, waste • water shortages • extreme climate conditions • instability of energy prices <p>Politics:</p> <ul style="list-style-type: none"> • geopolitical conflicts • food shortages • poverty • social instability • child labor <p>Social:</p> <ul style="list-style-type: none"> • health and safety at work • working conditions 	<p>Russia</p> <p>Brazil</p> <p>Hungary</p> <p>Poland</p> <p>Spain</p> <p>Canada</p> <p>United States</p> <p>France</p> <p>Germany</p> <p>Italy</p>

Analysis of the Bonduelle Group's supplier risks

Produced in partnership with EcoVadis, this mapping exercise involved five steps:

- **producing a list of 82 purchasing sub-categories** from a list of 190 categories supplied by Bonduelle representing all of its purchasing activities. Establishment of a list of around 13,000 suppliers corresponding to these 82 purchasing sub-categories. The volume of purchases is also part of the criteria for each purchasing category;
- **assessing the CSR risk of each purchasing sub-category** using the EcoVadis questionnaire, based on 21 criteria covering four themes: environment, social, ethics, purchasing;
- **incorporating “observed risk”**: observed risks recorded in the EcoVadis databases;
- **incorporating country risk**. In order to evaluate country risk, EcoVadis draws on the following sources: UNICEF, UNDP, World Bank, WHO, FAO, IEA, universities (e.g. Yale), NGOs (e.g. Transparency International);
- **incorporating “sourcing risk”**, associated with Bonduelle's specific issues, based on three criteria: purchasing volumes, criticality, brand exposure. The group has set itself the objective of evaluating its main suppliers (purchasing volumes) and those with a high CSR risk score.

The BELL, BFE and BEAM business units have been involved in this process since 2017. Since 2020, BALL and BFA have, as

planned, adopted this approach by carrying out their supplier risk analyses (see 2.4.4 Responsible purchasing). Based on this risk analysis, the most at-risk suppliers are identified for an evaluation of their CSR performance (see paragraph 2.6.2.2 “Procedure for evaluating subcontractors and suppliers” below).

Mapping updates

Duty of vigilance risk mapping is updated every two to three years in conjunction with the CSR, Legal and Internal Audit Departments.

In 2020-2021, the Bonduelle Group reviewed its materiality matrix and was able to initiate the update of its duty of vigilance risk mapping. This work will be completed in 2021-2022.

2.6.2.2 Procedures for evaluating subcontractors, suppliers and subsidiaries

Procedure for evaluating subcontractors and suppliers

In accordance with the Code of Conduct for Ethical Business Practices, and depending on the level of importance and risk of tier-1 subcontractors and suppliers, the employees concerned evaluate the position of subcontractors, suppliers,

intermediaries and service providers with which the group has an established business relationship. They thus ensure that these stakeholders promote principles equivalent to those of the group's ethics charter and the United Nations Global Compact. That also ensure that the stakeholders take the necessary steps to identify and prevent the risk of human rights abuses, infringements of fundamental freedoms, violations of human health and safety rights, and environmental damage within their organizations. Since 2019-2020, these procedures for evaluating the situation of subcontractors, suppliers, intermediaries and service providers include the systematic sending of a due diligence questionnaire, in order to know the measures implemented by them to prevent Vigilance risks. Since its rollout by the Purchasing Department in January 2021, 1,128 questionnaires were sent to commercial partners (see 2.4.4.2).

The agronomic sourcing charter and the contracts renewed year after year (see 2.2 Better agriculture for the planet) provide a framework for relations with farming partners (upstream agricultural suppliers). This in-depth contractual relationship and partnership, overseen by Bonduelle's agronomy teams, is the process put in place by the group to evaluate this strategic category of suppliers. It is also the tool used to implement the appropriate measures to mitigate risk and prevent serious harm.

With respect to other suppliers and subcontractors, since 2016-2017, Bonduelle has begun to roll out a plan for the evaluation by EcoVadis of their CSR processes and performances. This plan concerns tier-1 suppliers (see 2.4.4 Responsible purchasing). The evaluation relates first and foremost to suppliers identified as at-risk in the mapping exercise. From 2017-2018, contracts with subcontractors and suppliers include clauses specifying that their CSR performance may be evaluated by Bonduelle and/or a third party, such as EcoVadis. On-site or remote audits are contractually provided for in contracts, as well as the implementation of action plans in the event of shortcomings.

Procedure for evaluating subsidiaries

Bonduelle Group subsidiaries are included within the scope of the EcoVadis implementation plan for the assessment of their suppliers. They are gradually implementing the responsible purchasing and monitoring policies and are assessed on the basis of their CSR performance as part of the group's reporting.

In addition, as part of the Internal Audit Department's audit plan and the work of the Legal and Compliance Department, the implementation and application of group policies and procedures are subject to targeted controls.

Human rights and labor standards

In accordance with the ethics charter, Bonduelle complies with international labor standards. It is committed to respecting the European charter of fundamental rights in its organization. The group has also undertaken to comply with and promote the fundamental conventions of the International Labour Organization (ILO) and Convention No. 135 concerning workers' representatives. The majority of countries in which Bonduelle operates as an employer are signatories to these conventions, i.e. around half of the employees are covered. Bonduelle's internal commitments ensure compliance with these conventions, over and above countries' commitments. The countries that are not signatories are:

- fundamental Convention No. 29 on forced labor: United States;
- fundamental Convention No. 87 on freedom of association and protection of the right to organize: Brazil, United States;
- fundamental Convention No. 98 on the right to organize and collective bargaining: United States;
- fundamental Convention No. 100 on equal remuneration: United States;
- fundamental Convention No. 111 on discrimination in employment and occupation: United States;
- fundamental Convention No. 138 on minimum age: United States;
- convention No. 135 on workers' representatives: Belgium, Canada, United States.

All countries in which Bonduelle employs people have ratified the following conventions:

- fundamental Convention No. 105 on the abolition of forced labor;
- fundamental Convention No. 182 on the worst forms of child labor.

Know more in order to act, a training program dedicated to the duty of vigilance and respect for human rights

In 2020-2021, the Bonduelle Group finalized a distance training course aimed at raising awareness among participants of the social, environmental and ethical issues facing companies and the risks that their activities may cause for themselves and their stakeholders. Participants learn the notion of Duty of vigilance and can identify the risks to be prevented in terms of human rights, fundamental freedoms, health and safety or environmental protection. They take ownership of the measures in the Bonduelle Group's vigilance plan in order to become active and involved. This training will be rolled out to all connected employees during 2021-2022.

Summary of procedures

The table below summarizes the procedures for evaluating subsidiaries, subcontractors and suppliers and any future actions:

Scope of the evaluation	Human rights and fundamental freedoms	Environment	Health and safety of people
Subsidiaries	CSR reporting Internal audit of production sites		
Subcontractors and suppliers	Assessing suppliers using the EcoVadis platform (Europe and International sourcing) Mapping supplier risks (Europe and International sourcing) Ingredient quality analysis Due diligence questionnaire Sending of the Supplier Code of Conduct for Ethical Business Practices		
Farmers	Agronomic sourcing charter (see 2.3.1.7) signed by farming partners Oversight by the field supervisor of compliance with the agronomic sourcing charter and regulations by farming partners Quality control of vegetables entering industrial plants		

The Audit Department is involved in ensuring that the compliance program is implemented.

2.6.2.3 Appropriate actions to mitigate risks and prevention measures

The table below summarizes the targeted risk mitigation and prevention measures implemented by Bonduelle:

Scope of actions	Human rights and fundamental freedoms	Environment	Health and safety of people
Subsidiaries	Human resources policy (see 2.5.1) Update on data protection	Environmental policy (see 2.5.1)	Policy of zero workplace accidents (see 2.5.2.1) Product quality and nutrition policy (see 2.4.2.2) Louis Bonduelle Foundation (see 2.4.2.3)
	Ethics charter (see 2.6.1.1) Code of Conduct for Ethical Business Practices (see 2.6.1.3), part 3 of which describes the obligations to prevent vigilance risks Continuous improvement of our CSR reporting with external audits (see 2.8.1 and 2.8.6) Raising awareness among Management Committees of the fight against corruption and the duty of vigilance (see 2.6.1.7) Raising employee awareness of corruption and the duty of vigilance (see 2.6.1.7) Commitments to local communities (see 2.5.3) Creation of an e-learning course on duty of vigilance and human rights (rollout in 2021-2022) (see 2.6.2.2 Know more in order to act, a training program dedicated to the duty of vigilance and respect for human rights).		
Subcontractors and suppliers	Supplier Code of Conduct for Ethical Business Practices (see 2.6.1.5) Responsible purchasing policy (see 2.4.4) Contractual clauses inserted in contracts, depending on the risk mapping: <ul style="list-style-type: none"> requiring service providers, suppliers and subcontractors to commit to ethical business practices, including respecting the equivalent of the 10 principles of the United Nations Global Compact and those set out in the Bonduelle ethics charter; and that they take the necessary steps in their organizations to identify and prevent risks of corruption, serious abuses of human rights, infringements of fundamental freedoms, and risks to people's health and safety, or to the environment; providing for the possibility that measures put in place by third parties may be evaluated and audited and that improvement action plans may be monitored, where appropriate; providing for the termination of the contract in the event of non-compliance with the clauses. 		
Farmers	See the transition strategy towards regenerative agriculture (see 2.2)		

2.6.2.4 Alert system

The Bonduelle Group has an alert system which meets its various obligations under Articles 8 and 17 of the Sapin II law and the Duty of vigilance law. The alert system is open to group employees and external collaborators, and since 2020, to all stakeholders, in particular consultants, service providers, customers, suppliers, subcontractors, intermediaries, etc. The procedure guarantees the protection of whistleblowers (including confidentiality) and follow-up on their report.

Employees have several options for reporting any concerns they may have: traditional, management and HR channels, as well as a website maintained and hosted by an external service provider which gives access to an online form. The website is available to the whole group, except for non-connected people in the BFA business unit, which has a special hotline for historical reasons.

The Bonduelle Group's stakeholders are informed of the existence of this alert system in the context of their contractual relations and through the "Alert us" page of its website www.bonduelle.com, which gives them access to the internet platform⁽¹⁾.

2.6.2.5 Monitoring procedure

The Bonduelle Group has a number of bodies responsible for monitoring the implementation of the vigilance plan. These bodies and their monitoring activity in 2020-2021 are described above (see 2.6.1.2 Governance).

The table below shows the monitoring indicators for actions already implemented:

Scope of monitoring procedure	Human rights and fundamental freedoms	Environment	Health and safety of people
Subsidiaries	Social dialog policy (see 2.5.7) and respect for human rights (see 2.6.2.2)	Proportion of sites having carried out self-assessment using the water and energy management matrix Monitoring the carbon impact of Bonduelle activities Proportion of recycled waste (vegetable waste/ordinary waste/special waste) Proportion of sites having identified areas of outstanding natural interest on their land	Frequency of work-related accidents (see 2.5.2.1)
	Evaluation of progress towards CSR objectives by the Comex Monitoring the number of employees trained in the Duty of vigilance law and anti-corruption Monitoring the number of employees trained in respect of personal data Monitoring the implementation of HR procedures and proper communication of ethical principles to employees Testing the technical functionality of the alert website Auditing staff compliance with third-party evaluation procedures		
Subcontractors and suppliers	Monitoring indicators, 2020-2021 results (see 2.4.4.2): • number of suppliers assessed by the EcoVadis platform: 160 suppliers • number of suppliers at risk: 103 suppliers identified as at-risk in the mapping exercise • number of due diligence questionnaires sent: 1,128 suppliers having received the Supplier Code of Conduct, representing 80% of the group's purchasing volumes (excluding agro)		
Farmers	Proportion of farmers having signed the agronomic sourcing charter (see 2.2) Percentage of farming partners having received the Supplier Code of Conduct		

(1) The information appearing on the Company website (www.bonduelle.com) does not form part of this universal registration document.

2.6.2.6 Report on the implementation of the vigilance plan in 2020-2021

Procedures for the regular evaluation of subsidiaries

As part of the Internal Audit Department's audit plan and the work of the Legal and Compliance Department, the following elements were subject to targeted controls:

- verification of the information given to employees concerning the alert system and the Code of Conduct;
- verification of the implementation of contractual clauses and the application of group policies and procedures through targeted controls.

Procedures for evaluating subcontractors or suppliers

At the end of 2020-2021, the group had assessed 160 suppliers through EcoVadis.

In addition, 1,228 Bonduelle questionnaires had been sent to suppliers.

Appropriate actions to mitigate risks and prevention measures

The contractual clauses are inserted in contracts to express Bonduelle's commitments and require equivalent commitments from its partners and suppliers.

The Supplier Code of Conduct for Ethical Business Practices (see 2.6.1.4) is systematically transmitted by the Purchasing Departments of the five Bonduelle Group business units.

In 2020-2021, the Bonduelle Group's Board of Directors once again received training on the requirements of the Sapin II law and the Duty of Vigilance law.

Group employees continued to be trained on the Vigilance Law in 2020-2021, with 57 new people trained.

In addition, as part of the program implemented by Bonduelle in accordance with the General Data Protection Regulation, the Bonduelle Group launched an online training course in 2020-2021 in addition to the existing face-to-face training courses. As of June 30, 2021, a total of 1,270 people in Europe

had taken the GDPR training, of which 1,075 had received a score of over 85% correct answers.

Alert system

In the 2020-2021 fiscal year, Bonduelle recorded 15 whistleblowing alerts at group level. These were all handled according to the whistleblowing procedure.

Procedure for monitoring and evaluating the effectiveness of the measures implemented

Since the last universal registration document, the vigilance plan has been presented to the Bonduelle SA Board of Directors. An assessment was presented to Executive Management in summer 2021.

Since the last universal registration document, the Compliance Steering Committee has met twice to discuss, in particular, the application of the measures in the vigilance plan. The Vigilance Monitoring Committee also met twice, the Compliance Committee met twice and a presentation on the vigilance plan was made to the Ethics Committee.

The monitoring actions focused on the following points:

- third-party evaluation;
- follow-up to whistleblowing alerts;
- monitoring of actions to update the vigilance risk mapping;
- training follow-up;
- monitoring the progress of the distance learning on the Duty of vigilance and human rights;
- rollout and follow-up of communication actions, particularly on the intranet and using notices, to ensure that the Code of Conduct for Ethical Business Practices and the alert system had been properly disseminated to new and existing employees throughout the group, whether connected or otherwise;
- follow-up of the implementation of a procedure for welcoming employees locally, ensuring in particular that all new arrivals receive the documents presenting their undertaking and providing a framework for the exercise of this in their day-to-day activities.

2.7 Extra-financial performance statement

Table cross-referencing EFPS items

The Group's business model is presented in Sections 1.1 Our profile, 1.3. Our ecosystem is a world in transition, 1.4 Our strategy to become a company combining financial performance and positive impact, and 2.9.1 Organizational structure of the Bonduelle Group.

The main social and environmental risks associated with the Company's business, as well as the method used to identify and prioritize such risks, are presented in Section 4.2 Risk factors.

Main CSR risks	Policies, due diligence and performance indicators	Section
Accidents at work	Policies and due diligences: Workplace safety and working conditions Indicators: Human resources <ul style="list-style-type: none"> Frequency of work-related accidents Work-related accident severity rate 	2.5.2 2.5.2.1 2.8.7.5
Soil and ecosystem depletion	Policies and due diligence: the Bonduelle Strategy for the agroecological transition, at the heart of The B! Pact commitment Indicators: Agronomy <ul style="list-style-type: none"> Percentage of producers with an environmental certification on Bonduelle crops Percentage of cultivated surface areas using alternatives to synthetic pesticides Share of irrigable surface areas with water management controlled by tools Proportion of surface areas cultivated with limited use of nitrogen fertilization 	2.2 2.2.2.1 2.2.2.2 2.8.7.1
Climate variability	Policies and due diligence: The B! Pact - Objective #2: -20% greenhouse gas emissions Indicators: Natural Resources <ul style="list-style-type: none"> Global greenhouse gas emissions Percentage reduction in greenhouse gas emissions Energy and water consumed per tonne of manufactured product Number of ISO 50001-certified sites across Europe Share of alternative energy in Bonduelle's energy mix Amounts spent to prevent the impact of activities on the environment (air and energy) 	2.3.1 2.3.2 2.3.1 2.3.2 2.8.7.2
Product shortages	Policies and due diligences: Quality and traceability Indicators: Quality <ul style="list-style-type: none"> Number of food safety tests on canned goods, frozen, fresh or prepared ready-to-eat vegetables Proportion of Bonduelle sites with at least one certification Number of sites certified for the production of organic products Number of audit days completed by external bodies in Bonduelle plants Proportion of industrial partner suppliers of finished products audited on their performance and compliance with their product quality commitments 	2.4. 2.4.2.1 2.8.7.4
Conviction for anti-competitive practices	Policies and due diligence: the risk of conviction for anti-competitive practices is dealt with under the group's ethical approach. Policy and due diligence are presented in Section 2.6 Ethics and vigilance. Indicators: <ul style="list-style-type: none"> Number of employees trained in the main principles of the Duty of vigilance law. 	2.6.1 2.6.1.2 2.6.1.8

Extra-financial performance statement

Tax evasion has not been identified as a major risk due to the measures already in place within the Company. Other legal information required under the EFPS (energy/climate, circular economy, food waste, etc.) is dealt with in Chapter 2

of the universal registration document. The cross-reference table provided in Section 2.7 allows the reader to locate the specific elements related to the EFPS within Chapter 2.

2.8 Note on the CSR reporting methodology

2.8.1 Context and objectives

The analysis of the group's CSR performance is reported annually in this universal registration document. Bonduelle increased its commitment to progress in sustainable development and CSR in 2002-2003, using a traditional phase-based project management methodology:

- phase 1: set and validate objectives and communicate these throughout the organization;
- phase 2: implement progress plans to achieve these objectives;
- phase 3: measure and monitor the results.

Bonduelle's CSR reporting indicators have been drawn up by experts in the field in association with their exchange networks and approved by the operational teams. The indicators were chosen based on a combination of Bonduelle's CSR commitments and Global Reporting Initiative (GRI) Standards guidelines, as well as the expectations of stakeholders and the regulations set by the Grenelle environment act (France), culminating in the drafting of Bonduelle's own reporting guidelines.

This report was prepared in accordance with Decree No. 2017-1265 of August 9, 2017, implementing Ordinance No. 2017-1180 of July 19, 2017 on the publication of non-financial information by certain large companies and certain corporate groups. In addition, this report has been prepared with reference to the GRI standards: option "Statement referring to GRI". (see 2.9.4 – List of GRI STANDARDS used to prepare the report). This document contains the Bonduelle Group's vigilance plan and the report on its actual implementation, pursuant to French law No. 2017-399 of March 27, 2017 on the monitoring duties of parent companies and contracting companies.

Reporting has taken place every year since 2002-2003. This year the fiscal reporting period is from July 1, 2020 to June 30, 2021.

The indicators published in the universal registration document include the results of the past year and those from the previous four years to allow changes in indicators to be monitored. The reporting period may be adjusted or delayed by a few days depending on data availability.

The primary aim of reporting is to enable the group to enhance its sustainability management. The results are analyzed by the CSR Steering Committee in order to determine the objectives to be achieved for the following year. The production facilities also have direct access to their indicators so that they can monitor and analyze their performance.

Pursuant to Article L. 225-102-1 of the French Commercial Code, Deloitte, Co-Statutory Auditor, audited the information in the information in the extra-financial performance statement published in Chapter 2 of the universal registration document.

This report does not contain any changes to or deletions of information provided in previous reports regarding material items.

2.8.2 Procedure

The group's CSR and Corporate Communication Director is responsible for overseeing reporting, in addition to the Managers of the areas concerned – human resources, agronomy, natural resources, quality and nutrition, transportation and purchasing – and the CSR teams.

The data is collected annually by the correspondents on the sites and in the business units. The Group's Management Consolidation Department checks and consolidates this data.

Covering the entire Bonduelle Group and most aspects of CSR, the Metrio® tool is used to input the data needed to calculate the indicators. Each user has their own personal access, depending on the plant and his or her area of responsibility in the report. Indicator definitions (scope, data requested, units and examples) can be accessed from the data entry interface. The results of the indicators are directly accessible to the report's contributors using tables and graphs. The group's production facilities can also compare their results to encourage the exchange of best practice. The contributors to the reporting are trained in Metrio® and given assistance throughout the reporting process.

Human resources reporting (uses the QLIK HR database tool) and calculations of CO₂ emissions from transport are not calculated using the Metrio® reporting tool.

2.8.2.1 Controls and validation

An automatic consistency check is carried out for all areas: if the value recorded deviates significantly (+/-15%) from the previous year, this triggers an alert. The member of staff concerned can then modify or confirm the value by adding a note. For agronomy data, the alert threshold was raised to + or -25% in order to adapt to current changes in cultivated surface areas.

Approval is required for each value entered. Plant Managers are responsible for validating their site's Natural Resources

and Quality data. Agricultural Managers validate the upstream agriculture data sheets, while country Purchasing Managers validate the purchasing sheets.

For natural resources data, the management controllers of each site also carry out a consistency check before validation by the Plant Managers.

For human resources, the data are reported and validated by the Human Resources Officers in each country. They are then consolidated by the Human Resources Manager. Internal audits were conducted by HR teams for data control purposes and to improve the reliability of the process.

Concerning transport and CO₂ emissions, the data is automatically extracted from the databases supplied by the Supply Department of each business unit. This data is then sent to an external partner in charge of calculating CO₂ emissions.

2.8.2.2 Data consolidation

The consolidation of indicators at business unit and group level is based on data from the Metrio® tool and HR and supply tools. A group consistency review is carried out by the CSR Department, experts in the field and management control.

2.8.2.3 Human resources reporting tools

The group has set up a computer system that allows it to gather human resources data, mainly using automatic configuration, with some manual entry in COGNOS. This organization concerns the Group scope.

2.8.2.4 Reporting management

CSR reporting involves approximately 250 correspondents in various roles across the Bonduelle Group's production facilities. The BIGREEN digital community encourages continued discussion about CSR among employees.

2.8.3 Scope

CSR reporting extends to all Bonduelle Group sites and business units (Bonduelle Group organization - Section 2.9.1). The reporting scope is determined based on the scope of consolidation (5.5 Notes to the consolidated financial statements - Note 14 - List of group companies) and in accordance with the following rules:

- new sites and business units acquired by the Bonduelle Group during the fiscal year ended will be included within the scope for the following year. BFA will continue to be

included in reporting in 2021-2022 in the outstanding areas described in Section 2.8.3.2 Inclusion of the BFA business unit;

- sites and business units either disposed of or no longer in operation during the year ended are excluded from the scope for the entire period, to enable comparability of results;
- equity affiliates are excluded from the scope. Their activities are considered as external purchases. Exceptions are made for transportation and purchasing. OP OASI (Italy), an equity affiliate supplying solely to Bonduelle, is included in the purchasing scope;
- logistic centers are also excluded from the reporting scope, with the exception of transport and human resources. The Brockport (BALL) (USA) platform is included in the natural resources reporting scope;
- the head offices of fully consolidated companies are excluded from the scope, with the exception of human resources;
- SAS Euromycel, a fully consolidated company, is excluded from the scope for all areas, with the exception of human resources. The numbers reported are not significant;
- the San Paolo d'Argon site (Italy) is included in the scope of the quality indicators;
- the Doué La Fontaine, San Paolo and Battipaglia sites are excluded from the Natural Resources scope.

2.8.3.1 Changes in scope during the 2020-2021 fiscal year

No change in the scope of reporting for the 2020-2021 fiscal year.

2.8.3.2 Inclusion of the BFA business unit

In 2017-2018, the CSR Department in charge of reporting contacted teams at BFA (Bonduelle Fresh Americas, business unit resulting from the consolidation of Ready Pac Foods) with a view to including the new subsidiary. Working together, they selected the natural resource and human resource indicators that they deemed to be material and that could be reported by the BFA sites. The individuals in charge of reporting were identified and trained in reporting and using Metrio® software. The checks and validations of BFA data followed the same process as the other business units. In 2020-2021, work on including the data from the BFA business unit continued.

Only indicators related to purchases of processed fruit and vegetables are not published.

2.8.3.3 Upstream agricultural activities

Reporting is carried out at the level of the production and activity basins: France Nord-Picardie; France South-West; Europe Fresh; Hungary; Poland; Russia; Portugal; Quebec, Ontario and Alberta (Canada); United States (Fresh and Long Life); Brazil; Mushrooms activity (France Champiland and Poland).

2.8.3.4 Transport

Transport has been included in Bonduelle's CSR strategy since 2007-2008. In 2019-2020, the operational scope of transport reporting is defined as follows; it now includes BFA and BALL, although Brazil remains outside the scope:

	Frozen vegetables	Canned vegetables	Mushroom	Fresh	Ready-to-eat prepared vegetables
Upstream agricultural activities	Canada United States France Nord-Picardie France South-West Poland Portugal	Canada United States Hungary France Nord-Picardie France South-West Africa Poland Russia	Mushroom picking in Saumur (France)	France Italy Germany United States	France
Inter-site	Canada United States France Poland Portugal Spain Russia	Canada United States Hungary France Nord-Picardie France South-West Poland Russia	France Poland	France Italy United States	France
Distribution	Canada United States Bermuda Jamaica France Spain Italy Benelux Germany/Austria Export Andorra Poland Portugal Czech Republic Slovakia Russia	Canada United States United Kingdom Jamaica Trinidad and Tobago Barbados Kuwait St. Vincent and the Grenadines France Europe Russia Export Kazakhstan	Poland France Belgium Spain Italy Germany	France Italy Germany United States Canada	France

Transport-related CO₂ emissions are calculated based on kilometers traveled and tonnes transported by road, rail and boat, now monitored automatically and reported in real time. Air transportation is excluded due to its low share in the transport of goods. The calculation methodology is certified as compliant with standard EN 16258 and is in the process of

being certified by the GLEC (planned for the end of 2021). The transport flows considered for upstream agricultural activities represent only transportation of vegetable harvests from field to plant, and exclude transportation of vegetables purchased from suppliers.

2.8.3.5 Purchases

The scope of responsible purchasing reporting covers purchases made by Bonduelle, in particular:

- packaging: metal cans, cardboard and films used in packaging, raw materials;
- vegetables, ingredients and plant- and animal-based foodstuffs used in its recipes that are not grown or produced by group;
- indirect purchases: including energy, spare parts and services.

The BFA business unit has been included in this scope since 2019-2020.

This scope varies by country:

- Europe: also including seeds;
- Italy: only packaging and indirect plant;
- Russia: only cardboard, packaging wrap, vegetables and ingredients;
- BALL business unit: only packaging, pulses and frozen;
- Portugal: only energy, indirect plant, packaging and ingredients.

The supplier evaluation indicator is reported based on the calendar year, with the exception of the BALL business unit which reports the data for the fiscal year.

2.8.3.6 Carbon

The various scopes are defined in accordance with the criteria of the GHG Protocol. Certain items specific to Bonduelle's business have been broken down as follows:

- breakdown of transport emissions between scope 1 and 3.3;
- breakdown of steam emissions between scope 1 and scope 2;
- photovoltaic emissions included in scope 3;
- allocations of emissions related to the cultivated raw food material in scope 1.

The energy and refrigerant fluid consumption of the San Paolo and Battipaglia sites are excluded from scopes 1 and 2. Purchased raw materials at the Cristalina plant are not included in scope 3.

2.8.3.7 Packaging

The reporting scope of the indicator "Quantity of recycled materials used in packaging" includes all the business units, as well as subcontractors.

The reporting scope of the indicator "Quantity of packaging designed to be recyclable" includes all the business units but not subcontractors.

Bonduelle Prospective and Development is excluded from the scope for the calculation of both indicators, since it accounts for a very small proportion of total packaging production.

The calculation of the "Packaging consumption of products sold" indicator is based either on the quantity of packaging consumed or that purchased, depending on the data available on site.

2.8.4 Indicators

All the quantitative indicators used in the reports are provided in the appendix. Section 2.8.6 of Deloitte's report lists the indicators selected for verification work.

2.8.4.1 Additional information on agronomy indicators

Temporary scope: Bonduelle's upstream agricultural activities are mainly located in the Northern hemisphere and the growing seasons (from sowing to harvesting) are typically in the period from Spring to Fall. As such they cover two fiscal years. Consequently, in the majority of cases, in order to report actual data (crops actually harvested), Bonduelle uses the agricultural data from harvests during the calendar year prior to the reporting year.

Source and level of granularity of the data: the source and level of granularity of the data reported on alternative cultivation techniques depends on each area. This can be explained by the different agronomic data management systems used. Some information may therefore be based on producer declarations. Consistency checks by agronomic experts are carried out on the data collected in this way.

Criterion for calculating alternative cultivation techniques: in the case of areas that report at farm level, an alternative cultivation technique is considered when it is used on more than 75% of the surface area.

Scope of activities: the indicators for cultivation techniques reported are not relevant for the Mushrooms business in Poland and France, which does not use soil. This activity is therefore excluded from the reporting scope for cultivation techniques. These areas represent less than 0.05% of the surface areas cultivated by producers.

Scope of surface areas included: the indicators expressed in "cultivated surface area" and "irrigable surface area" are calculated for the entire surface area cultivated by Bonduelle producers, excluding the equivalent surface area of the supplier. This represents 79% of the total cultivated surface areas.

Percentage of irrigable land: 64% of the surface area cultivated by producers is irrigable.

Clarification of the indicator “% of surface areas cultivated using alternative solutions to synthetic pesticides”: Bonduelle uses the following alternatives: use of biostimulants or biocontrol products, false seedlings, anti-insect netting, solarization, mechanical weeding or mulching. The group takes into account the surface areas on which these alternatives are used:

- exclusively; or
- in addition to synthetic pesticides – which contributes to reducing the use of the latter.

Clarification of the indicator “number of monitoring networks”: data from the FRESH business units, *i.e.* BFE and BFA, are published separately from those of the group's other production basins in Long Life because they are expressed in two different units:

- a number of farmers benefiting from monitoring networks within the FRESH scope *i.e.* BFE and BFA;
- a number of monitoring networks used by farmers for the rest of the group.

2.8.4.2 Additional information on a human resources indicator

For the 2020-2021 fiscal year, the reporting date for HR data from the French sites was June 22, 2021.

Strike hours: strike hours taken into account relate to internal Bonduelle Group reasons and do not include national calls to strike from outside the Company. Individual interviews: the number of theoretical interviews is equal to the number of employees at June 30 of the prior year and the number of interviews completed is the number of interviews completed during the fiscal year.

2.8.4.3 Additional information on natural resources indicators

The hazardous waste production indicator is limited in scope: seven sites (Ruchocice, Reutlingen, Straelen, Cristalina, Ingersoll, Ste Martine and Strathroy) do not report the quantities of special industrial waste (SIW – hazardous waste) generated or special industrial waste for which return has been negotiated with suppliers. These sites account for 12% of the group's annual production.

NO_x, SO_x and particulate emissions, mainly resulting from the operation of boilers, are monitored internally.

TCOD treated in an external treatment plant and TCOD released into the natural environment in accordance with regulations: the quantities released following treatment in

lagoons in Canada are accounted for in full under “quantities discharged into the natural environment in accordance with regulations.”

tCO₂eq from direct and indirect greenhouse gas emissions: greenhouse gas emissions related to the consumption of biogas on site and the combustion of biomass are reported.

Indicator of the type of packaging material: use of adhesive tape and the tracking of wooden pallets is not included in the packaging consumption indicator. For more details on the scope covered for the indicator “Quantity of packaging designed to be recyclable” (see 2.3.3).

Packaging consumption indicator: calculated from the actual quantity consumed by industrial plants when possible, or from the quantity supplied when the data is not available.

Indicator on the quantity of recycled materials: calculated from the quantities purchased

2.8.4.4 Additional information on transport indicators

In 2020-2021, Bonduelle endeavored to harmonize, streamline and improve the reliability of the methods used to calculate CO₂ emissions for the transport of goods (see 2.3.4).

The calculation covers the carriage of goods (fuel consumption, which is higher in temperature-controlled vehicles due to the refrigeration unit) by road (trucks), rail or maritime freight. Truck manufacture and depreciation is not taken into account. Used only marginally by the group, air transport is not taken into consideration.

Some marginal flows are not taken into account:

- returns and sample orders;
- customer orders dispatched by external suppliers;
- purchases of ingredients, raw materials (excluding upstream agricultural) and/or packaging (*i.e.* all purchases from a third party);
- credits due to returned goods;
- intra-site orders that are not transported;
- sales to brokers, donations, sales to employees, sales to colleagues;
- other sales: disposal of end-of-line products or products that have reached the end of their minimum storage life.

The indicators calculated as at June 30, 2021 are expressed in tonnes of CO₂ and by the ratio kg CO₂ emitted per tonne transported in the customer distribution phase.

The calculation methodology is in the process of being certified by the GLEC (planned for the end of 2021) and is certified as compliant with standard EN 16258.

2.8.4.5 Additional information on quality indicators

Number of tests conducted on fresh, prepared ready-to-eat and frozen vegetable product categories: product testing for listeria monocytogenes.

2.8.5 2020-2021 schedule

Date	Action	Department
February	Update of definition guidelines	Experts in the field & reporting coordinator
April	Translation of guidelines	Reporting coordinator
May-June	Training of correspondents in the tool and reporting method	Reporting coordinator and representatives
July	Gathering of information	Subsidiary sites/areas to the subsidiary coordinator
	Data validation	Persons responsible for approval in the reporting tool
August	Consolidation at group level by area and validation of consolidation	Group management control and experts in the field
	Reporting audits at the production facilities	Production facilities audited
September	Audit of the group consolidation	Group management control
	Audit of the CSR policy	Experts in the field
	Review of the universal registration document for regulatory compliance	Group Communication
	Validation of the universal registration document and detailed management charts	Experts in the field, group communication and group management control

The previous published CSR report is included in the Bonduelle Group's universal registration document, available at www.bonduelle.com⁽¹⁾ since October 2020.

Any questions about the content of this report may also be sent using the contact form at www.bonduelle.com.

(1) The information appearing on the Company website (www.bonduelle.com) does not form part of this universal registration document.

2.8.6 Assurance report

Report of one of the Statutory Auditors, appointed as independent third party, on the consolidated non-financial statement

This is a free translation into English of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

For the year ended June 30th, 2021

To the Shareholders,

In our capacity as Statutory Auditor of Bonduelle SCA, appointed as independent third party and accredited by COFRAC under number 3-1048 (scope of accreditation available at www.cofrac.fr), we hereby report to you on the consolidated non-financial statement for the year ended June 30th, 2021 (hereinafter the "Statement"), presented in the group management report pursuant to the legal and regulatory provisions of Articles L. 225102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

Company's responsibility

The Board of Directors is responsible for preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main extra-financial risks, a presentation of the policies implemented with respect to these risks as well as the results of these policies, including key performance indicators. The Statement has been prepared by applying the company's procedures (hereinafter the "Guidelines"), summarized in the Statement and available on the company's website or on request from its headquarters.

Independence and quality control

Our independence is defined by the requirements of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics for Statutory Auditors (Code de déontologie). In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with the ethical requirements, French professional standards and applicable legal and regulatory requirements.

Responsibility of the statutory auditor appointed as independent third party

Based on our work, our responsibility is to express a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;

- the fairness of the information provided pursuant to part 3 of sections I and II of Article R. 225105 of the French Commercial Code, *i.e.* the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the "Information."

However, it is not our responsibility to provide any conclusion on the company's compliance with other applicable legal and regulatory provisions, particularly with regard to the duty of vigilance, anti-corruption and taxation nor on the compliance of products and services with the applicable regulations.

Nature and scope of procedures

We performed our work in accordance with Articles A. 2251 et seq. of the French Commercial Code defining the conditions under which the independent third party performs its engagement and the professional guidance issued by the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes) relating to this engagement and with ISAE 3000 (Assurance engagements other than audits or reviews of historical financial information).

- We conducted procedures in order to assess the Statement's compliance with regulatory provisions, and the fairness of the Information;
- We familiarized ourselves with the Group's business activity and the description of the principal risks associated.
- We assessed the suitability of the Guidelines with respect to their relevance, completeness, reliability, neutrality and clarity, taking into account, where appropriate, best practices within the sector.
- We verified that the Statement covers each category of information stipulated in section III of Article L. 2251021 governing social and environmental affairs, as well as in the second paragraph of Article L. 22-10-36 regarding the respect for human rights and the fight against corruption and tax evasion.
- We verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code.
- We verified that the Statement presents the business model and a description of principal risks associated with all the entity's activities, including where relevant and proportionate, the risks associated with its business relationships, its products or services, as well as its policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks.

- We referred to documentary sources and conducted interviews to
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important⁽¹⁾; concerning certain risks (occupational accidents, soil and ecosystems depletion, climate variability) our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities.
- We verified that the Statement covers the consolidated scope, *i.e.* all companies within the consolidation scope in accordance with Article L. 233-16, with the limits specified in the Statement.
- We obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information.
- We carried out, for the key performance indicators and other quantitative outcomes⁽²⁾ that in our judgment were of most significance:
 - analytical procedures that consisted in verifying the correct consolidation of collected data as well as the consistency of changes thereto;
 - substantive tests, on a sampling basis, that consisted in verifying the proper application of definitions and

procedures and reconciling data with supporting documents. These procedures were conducted for a selection of contributing entities⁽³⁾ and covered between 9% and 35% of the consolidated data for the key performance indicators and outcomes selected for these tests;

- We assessed the overall consistency of the Statement in relation to our knowledge of the company.

We believe that the procedures we have performed, based on our professional judgment, are sufficient to provide a basis for a limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our work engaged the skills of four people between June and September 2021.

To assist us in conducting our work, we referred to our corporate social responsibility and sustainable development experts. We conducted around ten interviews with people responsible for preparing the Statement.

Conclusion

Based on our work, nothing has come to our attention that cause us to believe that the non financial statement does not comply with the applicable regulatory provisions and that the Information, taken as a whole, is not fairly presented in accordance with the Guidelines.

Paris-La Défense, September 27th, 2021

One of the statutory auditors,
Deloitte & Associés
Pierre-Marie Martin

(1) *Qualitative information selected: Industrial roadmap for the climate; Development of regenerative agriculture within the Bonduelle group; Materiality of risks and challenges; The Bcorp ambition.*

(2) *Human Resources indicators: Full-time equivalent employees; Average training duration per individual; Frequency rate and severity rate of work-related accidents.*

Natural Resources indicators: Energy consumption; Share of alternative energies in the energy mix; Pollution produced by the plants; Water consumption; GHG emissions (scope 1, 2 and 3 linked to the purchase of food raw materials); CO₂ emissions linked to transport; Packaging (number of tonnes and breakdown by type of material, quantity of recycled materials integrated into the packaging).

Agronomy indicators: Cultivated areas using alternatives to synthetic pesticides; Cultivated areas reasoning nitrogen fertilization; Cultivated areas using water management tools; Cultivated areas using defense plans for the protection of pollinators; Growers with an environmental certification on Bonduelle crop; Number of awareness-raising and/or training hours per field technician

(3) *Entities and sites selected: BALL Ontario (Agronomy), BFE (Agronomy), BELL Labenne (Agronomy, Human resources et Natural resources), BALL Tecumseh (Human resources et Natural resources), BELL Conserves Estrées (Human resources et Natural resources), BALL Saint-Denis (Human resources et Natural resources), BALL (CO₂ transportation).*

2.8.7 Results of all indicators

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Bonduelle Group revenue (in millions of euros)	2,288	2,777	2,777	2,855	2,779

2.8.7.1 Agronomy

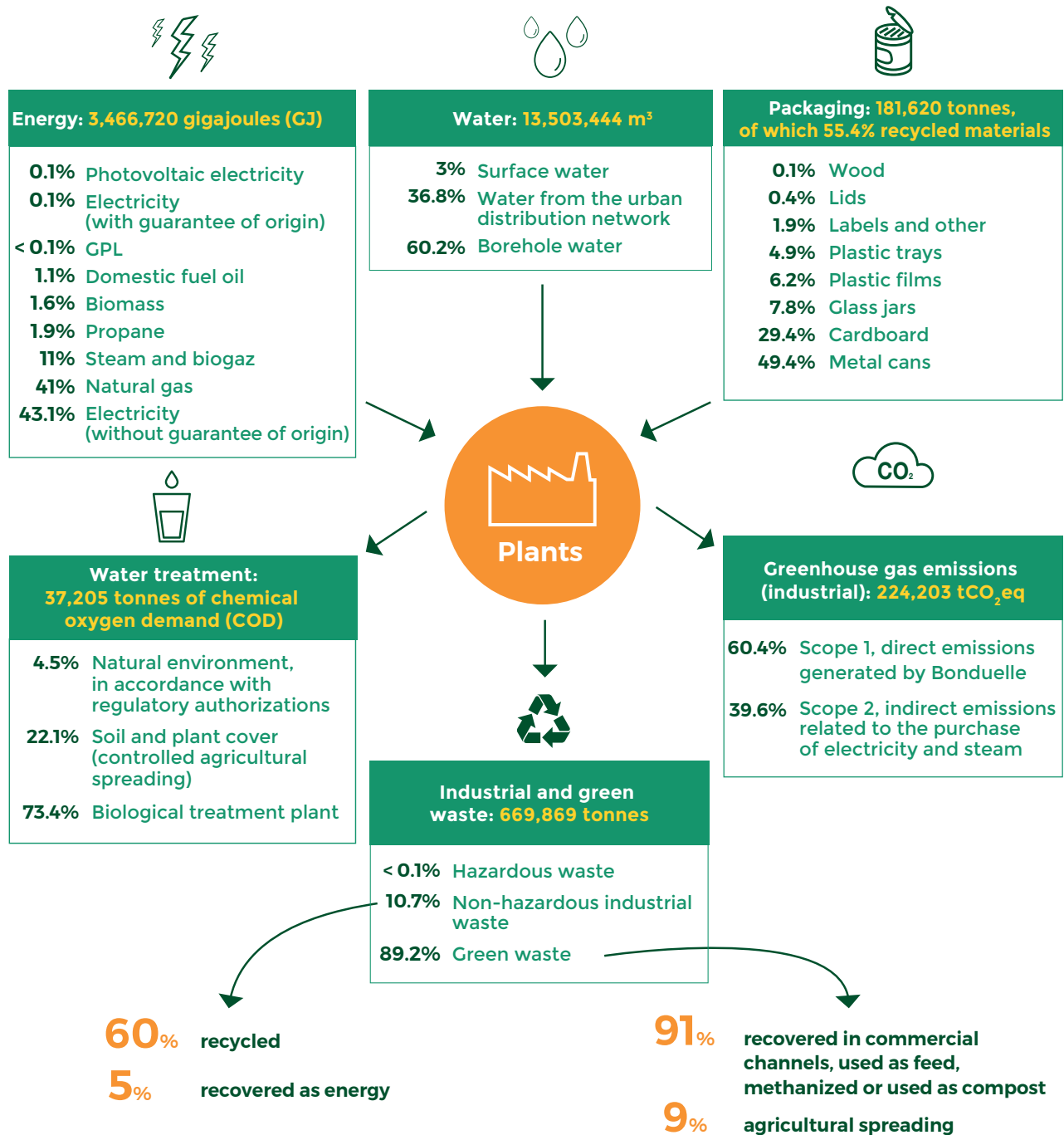
Indicators*	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Varietal diversity					
Number of varieties tested in all regions where the group operates	1,013	1,299	1,077	864	704
Agronomic contributors					
Number of people (full-time equivalent Agronomy Department employees, including administrative staff, seasonal employees, trainees and those on permanent and non-permanent contracts)	261	264	269	315	311
Sourcing charter					
Percentage of farmers having signed it (either directly or included in contracts)	96%	96%	92%	94%	94%
Farmers assessed					
Percentage of farmers assessed by an initiative with the aim of compiling an annual budget	88%	79%	96%	95%	100%
Security network					
Number of Bonduelle Group trapping networks - excluding Fresh Europe and America (BFE and BFA)	59	54	54	34	36
Security network					
Number of farmers benefiting from trapping networks in the Fresh Europe and America business units (BFE and BFA).	130	132	87	124*	107
Farmer loyalty					
Percentage of farmers who renewed their contracts versus the previous year	91%	93%	91%	89%	90%

* Integration of BFA data from 2019-2020 onwards.

2.8.7.2 Natural resources

Consumption, discharges and recovery at Bonduelle's production facilities

The following diagram presents consumption of natural resources, recycling and discharges into the natural environment generated by all Bonduelle Group production facilities.



Indicators	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Tonnes of manufactured product (TMP)*⁽¹⁾	1,054,278 TMP	1,218,180 TMP	1,223,529 TMP	1,251,826 TMP	1,206,099 TMP
Water consumption					
Number of m ³ consumed ⁽¹⁾	12,424,679 m ³	14,632,188 m ³	13,609,215 m ³	13,957,968 m ³	13,503,444 m ³
Number of m ³ per tonne of manufactured product (TMP) ⁽¹⁾	11.8 m ³ /TMP	12.0 m ³ /TMP	11.1 m ³ /TMP	11.2 m ³ /TMP	11.2 m ³ /TMP
Water source					
Borehole water	8,876,085 m ³	8,866,962 m ³	8,457,145 m ³	8,546,177 m ³	8,128,984 m ³
Water from an urban network ⁽¹⁾	3,055,151 m ³	5,187,131 m ³	4,721,018 m ³	4,852,607 m ³	4,965,988 m ³
Surface water	493,443 m ³	578,095 m ³	431,052 m ³	559,185 m ³	408,472 m ³
Energy consumption					
Total consumption in GJ (gigajoules)	3,131,844 GJ	3,544,729 GJ	3,427,253 GJ	3,491,852 GJ	3,466,720 GJ
of which Electricity purchased from the grid ⁽¹⁾	1,290,175 GJ	1,532,557 GJ	1,486,579 GJ	1,519,453 GJ	1,495,241 GJ
of which electricity from photovoltaic sources				2,385 GJ	4,666 GJ
of which electricity purchased with guarantee of origin					2,326 GJ
of which natural gas ⁽¹⁾	1,343,891 GJ	1,446,750 GJ	1,406,897 GJ	1,413,809 GJ	1,421,173 GJ
of which Propane	40,928 GJ	81,168 GJ	81,126 GJ	95,015 GJ	67,051 GJ
of which LPG	1,975 GJ	3,312 GJ	5,491 GJ	5,341 GJ	1,569 GJ
of which Domestic fuel oil	27,965 GJ	29,475 GJ	28,694 GJ	28,035 GJ	39,715 GJ
of which Biomass	68,783 GJ	80,549 GJ	31,229 GJ	38,418 GJ	55,169 GJ
of which Purchase of Steam	352,694 GJ	368,206 GJ	383,528 GJ	383,608 GJ	375,636 GJ
of which Biogas	5,434 GJ	2,711 GJ	3,708 GJ	5,787 GJ	4,176 GJ
Breakdown of Electricity by country					
France	46.1%	38%	39%	38%	36%
Canada	25.7%	22%	23%	23%	23%
United States	13.6%	28%	25%	26%	27%
Portugal	4.5%	4%	4%	4%	3%
Poland	3.4%	3%	3%	3%	3%
Hungary	2.9%	3%	3%	3%	3%
Germany	1.5%	1%	1%	1%	1%
Russia	1.5%	1%	1%	2%	3%
Brazil	0.7%	0.5%	0.3%	0.3%	0.6%
Production of non-hazardous industrial waste					
Tonnes	48,876 t	48,930 t	72,242 t	74,886 t	71,836 t
kg per tonne of manufactured product	40.4 kg/TMP	45.8 kg/TMP	59.0 kg/TMP	59.8 kg/TMP	59.6 kg/TMP
Treatment channels					
Industrial landfill center	11.6%	9.4%	30%	26.6%	34.0%
Energy recovery	7.6%	10.7%	10.7%	9.1%	5.2%
Recycling	80.9%	79.9%	59.3%	64.3%	60.8%

* TMP = Net drained weight without packaging.

(1) Inclusion of data from the BFA business unit from 2017-2018.

(2) Emissions related to energy consumption at headquarters and tertiary sites were estimated and recognized under scopes 1 and 2 as presented in the overall assessment of GHG emissions in Section 2.3.1. The history is updated retroactively to take into account changes in emission factors.

Note on the CSR reporting methodology

Indicators	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Production of special waste (hazardous waste)					
Tonnes	206 t	188 t	276 t	225 t	273 t
kg per tonne of manufactured product	0.20 kg/TMP	0.18 kg/TMP	0.23 kg/TMP	0.18 kg/TMP	0.23 kg/TMP
Production of plant-based compounds					
Tonnes	552,068 t	569,917 t	593,883 t	593,297 t	597,760 t
kg per tonne of manufactured product	524 kg/TMP	468 kg/TMP	485 kg/TMP	474 kg/TMP	496 kg/TMP
Valuation					
Agricultural spreading	8%	3.9%	9%	10%	9.1%
Animal feed	59.8%	59.7%	48%	45.5%	51.9%
Energy recovery	2.8%	6.6%	9%	10.5%	9.3%
Marketable product	19.8%	18.8%	17%	16%	17.7%
Other (compost)	9.6%	11.1%	17%	18.1%	15.1%
Pollution discharge					
Treatment channels, breakdown in m³					
Percentage (by m ³) discharged to treatment plant	84%	85%	87% m ³	88.6% m ³	89.1% m ³
Percentage (by m ³) discharged for spreading after pretreatment	11%	10%	9% m ³	7.6% m ³	7.2% m ³
Percentage (by m ³) discharged directly for spreading on crops	5%	5%	4% m ³	3.8% m ³	3.7% m ³
Pollution discharge and proportion purified					
Number of tonnes of COD (Chemical Oxygen Demand) produced at production facilities	40,447 TCOD	37,343 TCOD	40,752 TCOD	42,313 TCOD	37,205 TCOD
Percentage of COD treated at Bonduelle treatment plants	75%	90.1%	71%	61.5%	66.8%
Percentage of COD treated by the soil and plant cover (controlled agricultural spreading)	19.8%	1.7%	21%	28.3%	22.1%
Percentage of COD treated at external treatment plants	2.6%	3.5%	5%	6.4%	6.7%
Percentage of COD discharged into the natural environment in compliance with regulations	2.6%	4.7%	3.4%	3.8%	4.5%
Biosolids					
Tonnes of dry biological sludge	3,065 t	3,228 t	2,987 t	2,840 t	2,740 t
Nm ³ of biogas	1,201,007 Nm ³	885,304 Nm ³	1,422,050 Nm ³	1,244,973 Nm ³	774,517 Nm ³
Packaging					
Number of tonnes	144,992 t	149,886 t	181,498 t	185,619 t	190,874 t
Breakdown by type of material					
Metal cans	55.6%	55.1%	56.5%	46%	50%
Cardboard	23.1%	23.6%	22.7%	31%	29%
Glass jars	10.5%	9.9%	10.0%	8%	7%

* TMP = Net drained weight without packaging.

(1) Inclusion of data from the BFA business unit from 2017-2018.

(2) Emissions related to energy consumption at headquarters and tertiary sites were estimated and recognized under scopes 1 and 2 as presented in the overall assessment of GHG emissions in Section 2.3.1. The history is updated retroactively to take into account changes in emission factors.



Indicators	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Plastic film	5.7%	6%	5.6%	6%	6%
Lids	1.8%	1.6%	1.6%	2%	0.3%
Plastic trays	1.5%	1.6%	1.5%	6%	5%
Labels and other	1.7%	2.1%	2.1%	2%	2%
Recycled materials					
Percentage of recycled materials in packaging (World – All business units combined)				51.2%	55.4%
Percentage of recycled materials in packaging (Europe – BFE and BELL)	48%	46%	50.2%	55.2%	61.5%
Biodiversity					
Number of production facilities near an area of outstanding fauna or flora	6	6	10	10	11
Expenditure, in euros, for minimizing the impact of activities on the environment					
Water and treatment station sludge	€1,111,173	€2,378,665	€3,545,992	€3,195,786	€1,585,724
Industrial and vegetable waste	€360,437	€203,407	€669,223	€170,968	€238,182
Air and energy	€1,441,496	€4,030,771	€3,726,407	€6,315,657	€7,236,316
Greenhouse gas emissions					
Scope 1 ⁽²⁾	89,823 tCO ₂ eq	110,779 tCO ₂ eq	120,527 tCO ₂ eq	120,781 tCO ₂ eq	128,583 tCO ₂ eq
Scope 1: Tonnes of CO ₂ equivalent direct emissions (fossil fuels purchased and refrigerant fluid leaks for agro-industrial sites, freight and own agricultural production updated in 2018-2019, excluding tertiary sites)					
Scope 2 ⁽²⁾	70,533 tCO ₂ eq	84,674 tCO ₂ eq	91,111 tCO ₂ eq update 2019-2020: 92,321 tCO ₂ eq	87,615 tCO ₂ eq	85,367 tCO ₂ eq
Scope 2: Tonnes of CO ₂ equivalent indirect emissions (electricity and steam purchased for production facilities, excluding tertiary sites)					
Scope 3	2,038,388 tCO ₂ eq	2,089,269 tCO ₂ eq	1,781,749 tCO ₂ eq update 2019-2020: 1,806,451 tCO ₂ eq	2,138,349 tCO ₂ eq	1,920,820 tCO ₂ eq
Scope 3 upstream and downstream: Tonnes of CO ₂ equivalent indirect emissions					
Emissions of ozone-depleting gas					
Tonnes of CO ₂ equivalent for R22, R134A, R404A, R422A, R744, R449a, R407f	2,009 tCO ₂ eq	3,379 tCO ₂ eq	8,403 tCO ₂ eq	7,412 tCO ₂ eq	5,633 tCO ₂ eq

* TMP = Net drained weight without packaging.

(1) Inclusion of data from the BFA business unit from 2017-2018.

(2) Emissions related to energy consumption at headquarters and tertiary sites were estimated and recognized under scopes 1 and 2 as presented in the overall assessment of GHG emissions in Section 2.3.1. The history is updated retroactively to take into account changes in emission factors.

Directive 2003/87/EC establishing a scheme for greenhouse gas emission allowance trading within the European Community applies to the Bonduelle Group for its European sites equipped with a boiler with a capacity of more than 20 MW. The Emission Trading Scheme (ETS) for the period

2013-2020 involves two Bonduelle sites: Estrées-Mons, Renescure (France), excluding the Vaulx-Vraucourt (France) site in 2015 following technical modifications.

The allocation of free allowances for the year 2016 is 19,352 tCO₂eq. Certified and transferred emissions totaled

Note on the CSR reporting methodology

16,207 tCO₂eq. The use of biomass steam in 2015 at the Estrées-Mons (France) site made it possible to halve the group's greenhouse gas emissions that are subject to the Emission trading scheme (ETS). Through energy savings made at its

sites since 2008, Bonduelle has surplus allowances available in its account; as such it did not have to make purchases on the carbon allowance market in 2016.

2.8.7.3 Transportation (excluding Brazil)

Indicators	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021 ⁽⁴⁾
CO₂ emissions (tonnes of CO₂)					
Upstream agricultural activities	22,485 tCO ₂	22,758 tCO ₂	39,590 tCO ₂	66,506 tCO ₂	81,044 tCO ₂
Inter-site	14,498 tCO ₂	14,347 tCO ₂	59,565 tCO ₂	55,268 tCO ₂	44,281 tCO ₂
Distribution	67,111 tCO ₂	66,854 tCO ₂	131,755 tCO ₂	177,477 tCO ₂	236,225 tCO ₂
TOTAL (EXCLUDING BRAZIL)⁽¹⁾⁽²⁾	104,094 TCO₂	242,189 TCO₂	230,910 TCO₂	299,250 TCO₂	361,550 TCO₂
Ratio kg CO₂ emitted per tonne transported (excluding Brazil⁽³⁾)					
Upstream agricultural activities	26 kg CO ₂ /T	25 kg CO ₂ /T	26 kg CO ₂ /T	26 kg CO ₂ /T	51 kg CO ₂ /T
Inter-site	19 kg CO ₂ /T	20 kg CO ₂ /T	36 kg CO ₂ /T	32 kg CO ₂ /T	26 kg CO ₂ /T
Distribution	68 kg CO ₂ /T	68 kg CO ₂ /T	95 kg CO ₂ /T	104 kg CO ₂ /T	125 kg CO ₂ /T
Ratio of kg CO₂ emitted per tonne transported (BFA)					
Upstream agricultural activities				95 kg CO ₂ /T	
Inter-site				663 kg CO ₂ /T	
Distribution				190 kg CO ₂ /T	

(1) In 2017-2018, BALL data were only included in the total; in 2018-2019, they were included in all results.

(2) In 2019-2020, BFA data were only included in the total.

(3) In 2019-2020, the ratio of kg CO₂ emitted per tonne transported was calculated separately for BFA, due to a different calculation methodology. (see 2.8.4.4. for more details).

(4) In 2020-2021, Bonduelle reviewed its methods for calculating CO₂ emissions for goods transport: the data are therefore not comparable with previous years.

2.8.7.4 Quality

Indicators	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Security analyses					
Number of tests conducted on fresh, prepared ready-to-eat and frozen product categories	19,985	20,237	22,142	26,486	36,750
Number of tests conducted on the canned products category	43,900	44,451	43,502	46,141	48,427
Certified facilities					
Number of ISO 9001-certified facilities	11	9	2	2	2
Number of ISO 22000-certified facilities	3	3	3	3	3
Number of IFS-certified facilities	19	19	19	19	19
Number of FSSC 22000-certified facilities	4	5	5	5	6
Number of BRC-certified facilities	15	15	15	16	16
Number of SQF-certified facilities	3	4	8	8	8
Number of facilities certified "organic"	14	16	21	22	23
Number of days of system or product audits carried out by certification bodies, authorities or customers	291	282	367	345	380
Number of hours raising employees' awareness of food quality, food safety, food defense, etc.	16,409	16,869	22,917	19,781	18,390
Customer services	1 Customer Services Department operates in each country				
Purchases of processed fruit and vegetables (excluding BFA)					
Number of suppliers (excluding partner vegetable producers) who have signed the Simplified agronomic charter	96	104	105	101	120
Percentage of suppliers (excluding partner vegetable producers) who have signed the Simplified agronomic charter	38%	40%	37%	36%	42%
Number of tests conducted on phytosanitary waste and trace metal elements (TME)	564	619	630	785	763
Percentage of compliant results obtained from tests on phytosanitary waste and trace metal elements (TME)	98%	99%	100%	100%	99%
Percentage of suppliers audited -	19%	7%	15%	11%	16%
Percentage of suppliers evaluated -	82%	80%	66%	80%	100%
Percentage of suppliers audited - Canada and the United States*	18%	20%	-	-	-
Percentage of suppliers evaluated - Canada and the United States*	96%	99%	-	-	-

* The indicators relating to the "Percentage of suppliers audited and evaluated for Canada and the United States" were not comparable in 2016/2017 and 2017/2018 due to the use of different scopes and measurement methodology. Since 2019/2020, the indicators have been consolidated using the initial scope.

Note on the CSR reporting methodology

2.8.7.5 Human Resources

Indicator	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Number of permanent employees present at June 30 of the year*	7,330	10,957	10,655	10,861	10,956
Number of full-time equivalent permanent, non-permanent and seasonal employees and employees on other contracts over the reporting period	10,220	10,519	14,589	14,617	14,762

* Inclusion of data from the BFA business unit from 2017-2018.

Total employees by type of employment contract and geographical area (full-time equivalents in 2020-2021)

	France	Europe excl. France	Non-Europe	Total
Open-ended contracts	3,179	1,705	5,892	10,776
Non-permanent	302	111	241	654
Seasonal	533	559	664	1,756
Other	457	212	907	1,576
TOTAL	4,471	2,587	7,704	14,762

Total workforce by gender, status, age and geographical area (permanent employees as at June 30)

	France	Europe excl. France	Non-Europe	Total
Women	1,302	752	2,607	4,661
Men	1,918	1,031	3,346	6,295
Managers	867	332	687	1,886
Non-Managers	2,353	1,451	5,266	9,070
Permanent employees aged under 26	136	48	454	638
Permanent employees aged 26-35	682	335	1,189	2,206
Permanent employees aged 36-45	876	535	1,321	2,732
Permanent employees aged 46-49	459	247	522	1,228
Permanent employees aged 50-55	562	313	895	1,770
Permanent employees aged over 55	505	305	1,572	2,382

Women as a proportion of permanent employees as at June 30

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Percentage of women who are Managers	18%	19%	15%	15%	17%
Percentage of women who are non-Managers	82%	81%	85%	85%	83%
Percentage of total employees who are women	40%	40%	43%	42%	43%

Inclusion of data from the BFA business unit from 2018-2019.



Seniority and hires

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Seniority (permanent staff)					
0 to 3 years	2,099	2,194	3,825	4,032	3,793
4 to 9 years	1,616	1,652	2,388	2,528	2,938
+9 years	3,615	3,596	4,442	4,301	4,225
Average Seniority	12.27	12.00	10.44	10.09	11.93
Hires in number of contracts					
Open-ended contracts	549	654	701	1,275	1,503
Non-permanent	683	896	829	1,030	1,257
Seasonal	4,515	5,103	5,037	5,167	4,662
Disability					
Workers with a disability (full-time equivalents (FTE))	281 FTE	237 FTE	255 FTE	235 FTE	299 FTE

Inclusion of data from the BFA business unit from 2018-2019.

Departures by status in 2020-2021 (number of people - all contract types)

	France	Europe excl. France	Non-Europe	Total
Managers				
Due to layoff	11	4	26	41
Due to a death, retirement or agreed departure	35	6	10	51
Due to the employee (resignation, end of probationary period)	29	15	72	116
Due to transfer	22	2	13	37
Non-Managers				
Due to layoff	78	42	426	546
Due to a death, retirement or agreed departure	101	104	81	286
Due to the employee (resignation, end of probationary period)	303	180	1,588	2,071
Due to transfer	8	0	15	23

Turnover

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Total group turnover*					
(Scope: departures at the request of the employee, i.e. resignation or end of a probationary period)	16.27%	15.82%	29.43%	12.05%	14.82%

Inclusion of data from the BFA business unit from 2018-2019.

* Since 2019-2020, retirements, deaths and contractual terminations are excluded.

Turnover by gender* in 2020-2021 (Full -time equivalent)

	France	Europe excl. France	Non-Europe	Total
Turnover - Women	8.36%	7.80%	21.26%	15.07%
Turnover - Men	6.77%	7.35%	21.76%	14.63%
Departures of Women	155	83	693	931
Departures of Men	177	112	967	1,256

* Scope: departures at the initiative of the employee

Turnover by age* in 2020-2021 (Full-time equivalent)

	France	Europe excl. France	Non-Europe	Total
Turnover of employees aged under 26	2.08%	1.55%	5.01%	3.52%
Turnover of employees aged 26-35	1.63%	2.28%	6.37%	4.22%
Turnover of employees aged 36-45	1.14%	1.58%	4.01%	2.72%
Turnover of employees aged 46-49	0.34%	0.73%	1.21%	0.86%
Turnover of employees aged 50-55	0.45%	0.58%	1.92%	1.24%
Turnover of employees aged 55+	1.79%	0.81%	3.02%	2.26%
Departures of employees aged under 26	93	40	386	519
Departures of employees aged 26-35	73	59	491	623
Departures of employees aged 36-45	51	41	309	401
Departures of employees aged 46-49	15	19	93	127
Departures of employees aged 50-55	20	15	148	183
Departures of employees aged 55+	80	21	233	334

* Scope: departures at the initiative of the employee.

Training - Permanent, non-permanent and seasonal workforce

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Training as a percentage of payroll	1.4%	1.26%	1.04%	0.91%	1.12%
Total number of training hours	174,102	185,938	187,702	181,095	246,858
Average duration of training per individual	31 hours	34 hours	14 hours	14 hours	19 hours
Breakdown of training hours by gender					
Women	35.62%	30.80%	36.09%	34.02%	33.26%
Men	64.38%	69.20%	63.91%	65.98%	66.74%
Breakdown of training hours by status					
Managers	18.66%	15.46%	18.32%	19.68%	17.28%
Non-Managers	81.34%	84.54%	81.68%	80.32%	82.72%

Inclusion of data from the BFA business unit from 2018-2019.

Breakdown of work-related accidents, frequency rate, severity rate and occupational diseases (OD) in 2019-2020 (all contract types)

	France	Europe excl. France	Non-Europe	Total
Women - Frequency rate	12.62	2.56	2.38	5.12
Men - Frequency rate	10.67	3.48	2.83	4.98
Frequency rate	11.46	3.11	2.65	5.04
Women - Number of work-related accidents with lost time	34	4	14	52
Men - Number of work-related accidents with lost time	42	8	25	75
Number of work-related accidents with lost time	76	12	39	127
Women - Severity rate	1.08	0.08	0.09	0.35
Men - Severity rate	0.86	0.09	0.06	0.27
Severity rate	0.95	0.09	0.07	0.30
Women - Number of lost days due to work-related accidents	2,903	129	513	3,545
Men - Number of lost days due to work-related accidents	3,387	207	518	4,112
Lost days due to work-related accidents	6,290	336	1,031	7,657

	France	Europe excl. France	Non-Europe	Total
Women - Occupational disease (OD) severity rate	2.08	N/A	N/A	2.08
Men - Occupational disease severity rate	0.35	N/A	N/A	0.35
Occupational disease severity rate	1.05	N/A	N/A	1.05
Women - Number of lost days for work-related accidents and occupational diseases	5,605	N/A	N/A	5,605
Men - Number of lost days for work-related accidents and occupational diseases	1,377	N/A	N/A	1,377
Number of lost days for work-related accidents and occupational disease	6,982	N/A	N/A	6,982
Work-related accidents (all contract types)				
Frequency of work-related accidents	11.46	3.11	2.65	5.04
Work-related accident severity rate	0.95	0.09	0.07	0.30
Severity rate of occupational diseases for France	1.05	N/A	N/A	1.05

N/A: Data not available.

Note on the CSR reporting methodology

Change in the number of safety training hours at June 30

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Number of safety training hours	48,359	30,570	47,915	61,352	60,679

Inclusion of data from the BFA business unit from 2018-2019.

Change in safety training expenditure compared to total training expenditure

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Safety expenditure	19%	18%	18%	20%	21%

Inclusion of data from the BFA business unit from 2018-2019.

Remuneration and development (All contract types)

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Staff affected by industrial restructuring plans who have received outplacement support	0	17	59	11	27
Number of hours worked	17,125,082	17,368,538	24,970,070	25,016,231	25,212,753
Absenteeism rate	4.06%	4.38%	4.61%	4.92%	4.30%
Amount of compensation (permanent, non-permanent and seasonal employees)	€266,972,624	€288,609,131	€409,745,598	€432,391,851	€428,187,737
Percentage of employees receiving regular performance and career development reviews	80.61%	72.14%	54.93%	80.08%	78.35%
Breakdown by gender of employees receiving regular performance and career development reviews					
Women	81.88%	72.86%	54.59%	78.75%	76.71%
Men	79.76%	71.68%	55.16%	80.99%	79.43%
Breakdown by status of employees receiving regular performance and career development reviews					
Managers	92.52%	77.14%	80.79%	88.85%	94.34%
Non-Managers	78.62%	71.19%	51.19%	78.57%	75.74%

Inclusion of data from the BFA business unit from 2018-2019.

Breakdown of absenteeism rate and hours worked in 2020-2021 (All contract types)

	France	Europe excl. France	Non-Europe	Total
Women - Absenteeism rate	6.74%	5.18%	4.21%	5.12%
Men - Absenteeism rate	4.75%	4.03%	3.04%	3.72%
Absenteeism rate	5.58%	4.51%	3.53%	4.30%
Women - Hours worked	2,695,098	1,563,691	5,894,435	10,153,224
Men - Hours worked	3,937,750	2,299,854	8,821,925	15,059,529
Hours worked	6,632,848	3,863,545	14,716,360	25,212,753



2.9 Appendices

2.9.1 Organizational structure of the Bonduelle Group

Organization structure*

	BONDUELLE EUROPE LONG LIFE (BELL) Canned and frozen	BONDUELLE FRESH EUROPE (BFE) Fresh	BONDUELLE AMERICAS LONG LIFE (BALL) Canned and frozen	BONDUELLE FRESH AMERICAS (BFA) Fresh	BONDUELLE EURASIA MARKETS (BEAM) Canned and frozen
AGRICULTURAL OWN- PRODUCTION FACILITIES	France <ul style="list-style-type: none"> • L'Île-Bouchard • Longué-Jumelles (La Tourte) • Loudun • Montoire 	Spain <ul style="list-style-type: none"> • Torre-Pacheco 			Russia <ul style="list-style-type: none"> • Novotitarovskaya • Timashevsk
INDUSTRIAL PRODUCTION FACILITIES	France <ul style="list-style-type: none"> • Bordères • Doué-la-Fontaine • Estrées-Mons conserve • Estrées-Mons surgelé • Labenne • Renescure • Vaulx-Vraucourt Hungary <ul style="list-style-type: none"> • Békéscsaba • Nagykőrös • Nyiregyhaza Poland <ul style="list-style-type: none"> • Gniewkowo • Ruchocice Portugal <ul style="list-style-type: none"> • Santarém 	Germany <ul style="list-style-type: none"> • Reutlingen • Straelen France <ul style="list-style-type: none"> • Genas • Rosporden • Saint-Mihiel • St-Benoist-sur-Vanne Italy <ul style="list-style-type: none"> • Battipaglia⁽¹⁾ • San Paolo d'Argon⁽¹⁾ 	Canada <ul style="list-style-type: none"> • Bedford • Ingersoll • Lethbridge • Saint-Césaire • Saint-Denis • Sainte-Martine • Strathroy • Tecumseh United States <ul style="list-style-type: none"> • Bergen • Brockport • Fairwater • Lebanon • Oakfield 	United States <ul style="list-style-type: none"> • Florence • Irwindale • Jackson • Swedesboro 	Russia <ul style="list-style-type: none"> • Novotitarovskaya • Shebekino • Timashevsk
LOGISTICS PLATFORMS	Belgium <ul style="list-style-type: none"> • Kortemark France <ul style="list-style-type: none"> • Flaucourt • Longué-Jumelles • Montreuil-Bellay • Rosières 				
	EUROPE ZONE		NON-EUROPE ZONE		

* Two sites are managed directly by the Group: the Herm site in France and Cristalina in Brazil.

(1) In partnership with OP OASI.

2.9.2 Materiality of risks and challenges

The Corporate Social Responsibility (CSR) challenges cover many areas. Not all of them have the same impact depending on the organizations and their stakeholders. The materiality analysis enables us to identify the economic, environmental, social and societal repercussions specific to an organization, and those that have a major influence on their stakeholders. In 2020, Bonduelle updated its materiality analysis.

2.9.2.1 New materiality analysis method

Bonduelle has developed the methodology used to analyze materiality in line with its ambition to become a B Corp-certified company: updating the list of stakeholders, the list of issues and the questioning method.

New stakeholders, from an international scope and representative of the entire Group, were interviewed.

Bonduelle has chosen to examine the business risks in the same way as CSR issues, to enable stakeholders to integrate

the issues by thinking about the resilience of the Company and by using the business model to support the impact. CSR is thus fully integrated into the Company's business challenges.

The new questioning allowed Bonduelle to identify, in the light of the B Corp standard, the risks and opportunities related to its activity and business model. Following the reformulation of its mission, Bonduelle also wanted to question its stakeholders so that they could position themselves and give their opinion on how far the mission could take the group.

2.9.2.2 Identifying Bonduelle's CSR challenges

A complete list of Bonduelle's CSR challenges across its entire value chain has been drawn up based on various guidelines: Business impact assessment (B Corp standard), the UN Sustainable Development Goals, as well as the GRI and the Global Compact. Bonduelle has identified a total of 38 issues, corresponding to the five impact areas assessed by the B Corp certification:

Issue	Title of the issue
Governance	
CSR in the mission	Taking into account the public interest and CSR in the Company's mission
Culture of integrity and compliance	Promote a culture of integrity and compliance and fight against corruption
Tax practices	Ensure ethical and transparent tax practices
Integrated reporting	Ensure high quality and integration of financial and non-financial reports
Dialog with stakeholders	Foster constructive dialog with stakeholders
Responsible lobbying	Exercise a responsible lobbying policy and promote CSR
Employees	
Fair and equitable compensation	Offer fair and equitable compensation (compensation, benefits and social protection) in each country of operation
Health and Safety	Ensure the health and safety of employees at work
Well-being and balance	Promote well-being and work-life balance
Employee development	Support employee development
Responsible internal commitment	Hire directors, Managers and employees in the transformation process towards a positive impact
Corporate culture	Promote a corporate culture and maintain attractive internal communication
Managerial practices	Encourage innovative, agile and responsible management practices
Communities	
Diversity	Promote diversity and equal opportunity in the workforce and across the value chain
Human rights	Respect human rights and encourage social dialog
Being rooted in the regions	Develop roots in the regions and participate in their socio-economic development

Issue	Title of the issue
Impact of activities on populations	Manage the impact of activities on local populations
Food sovereignty	Contribute to food sovereignty
Supplier relations	Drive responsible relationships with suppliers and a fair distribution of value throughout the value chain
Community engagement	Promote civic engagement and support communities by donating
Supplier risk management	Ensure sound risk management in the supply chain
Environment	
Impact on climate change	Mitigate the Company's impact on climate change
Resilience to climate change	Ensure anticipation, flexibility and resilience to climate change
Energy	Manage energy consumption and use renewable energies
Local sourcing	Ensure local supply according to local needs
Water conservation	Preserve water quality and ensure its conservation
Water stress	Guarantee anticipation, flexibility and resilience to water stress
Preservation of biodiversity	Preserve and enhance biodiversity and enhance ecosystem services
Alternative agricultural model	Promote an alternative agricultural model to preserve soil quality and accelerate the ecological transition
Fight against food waste	Fight against food waste and ensure the recovery of co-products in a circular economy approach
Waste management	Manage industrial waste
Animal welfare	Respect animal welfare
Customers and consumers	
Promotion of plant-based food	Promote and guarantee access to healthy, plant-based food at an affordable price
Product traceability and quality	Ensure traceability and guarantee safe and high-quality products
Responsible communication	Ensure responsible communication
Food waste awareness	Make customers aware of food waste prevention
Eco-friendly packaging	Design environmentally friendly packaging
Distribution channels	Develop innovative distribution channels to ensure broad accessibility for our products

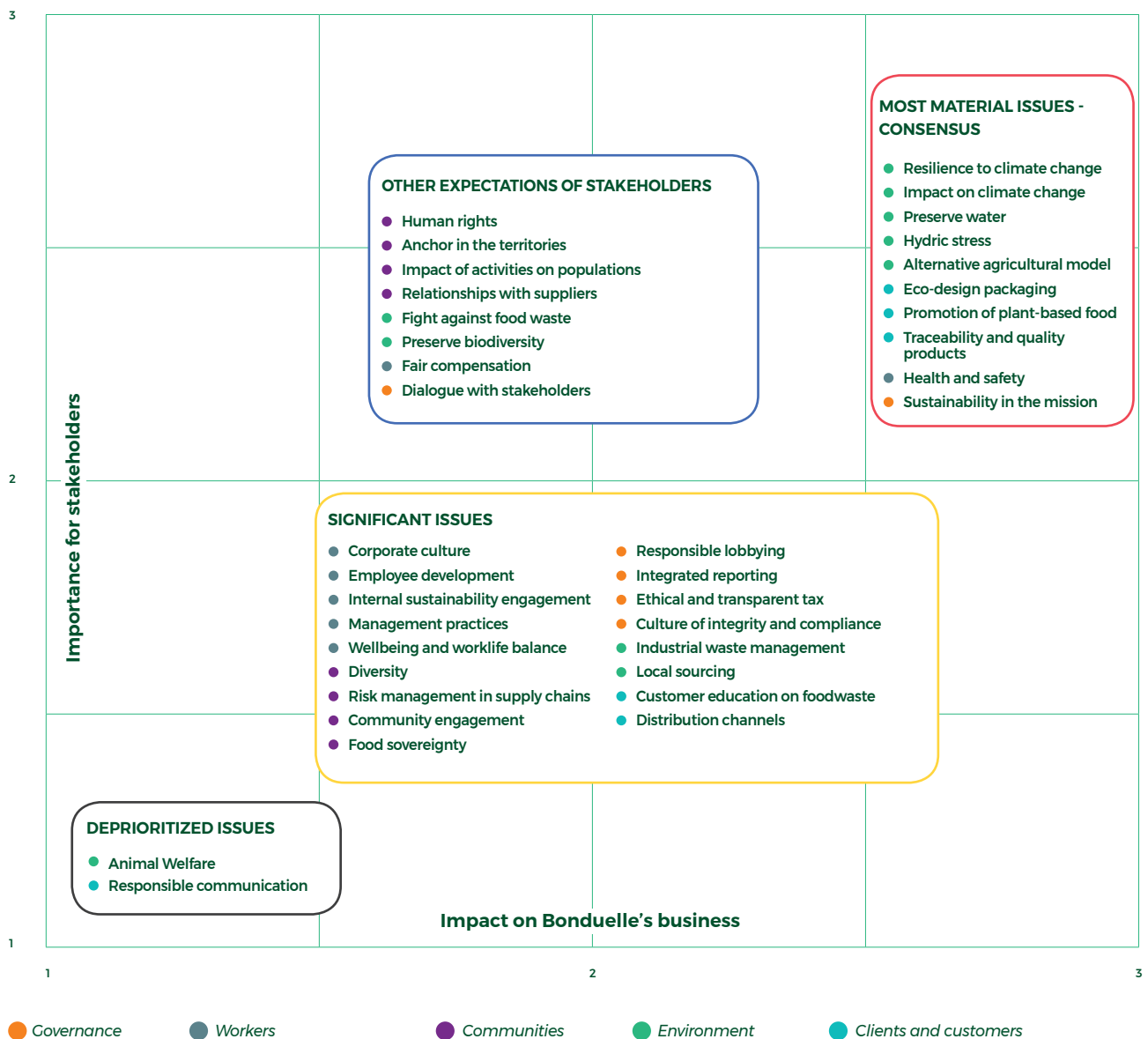
2.9.2.3 Consultation with stakeholders

Bonduelle interviewed 23 internal stakeholders and 17 external stakeholders: Company employees at different levels, employee representatives, family Shareholders, members of NGOs or B Corp certified companies, experts in sustainable consumption and ecodesign, suppliers, customers, farmers, Louis Bonduelle Foundation partners.

2.9.2.4 Prioritizing challenges

All the selected stakeholders were the subject of an hour-long interview, during which they were able to project themselves into a forward-looking exercise looking at Bonduelle over the next 10 years, and identify the subjects on which it is most important for Bonduelle to improve, either because the subject represents a risk for the activity, or because this is implied in the reformulation of the mission. They were asked to assign a level of criticality of one to three for each issue, based on the importance for stakeholders and the impact on the company.

Bonduelle materiality matrix



2.9.3 Procedure for dialog with stakeholders

Bonduelle wants to construct and develop action plans that meet its stakeholders' expectations. The following table lists the stakeholders with which the Bonduelle Group maintains

relations and the procedures implemented to inform, dialog with or consult them, and the agreements, partnerships or collaborations established with some of them.

Stakeholders	Communication methods
Shareholders	<ul style="list-style-type: none"> Shareholders' Meeting Family meeting
Employees	<ul style="list-style-type: none"> Internal communication process (intranet, corporate social network) Leaflets and reports Intranet site, "All Together", created to consolidate information during the COVID-19 crisis Engagement and satisfaction survey (Pulse and Climate)
Suppliers	<ul style="list-style-type: none"> Quality assessments and audits CSR questionnaire (with supplier feedback) Assessment by EcoVadis
Local communities	<ul style="list-style-type: none"> On-demand dialog with local communities at site level
Farmers	<ul style="list-style-type: none"> Daily collaboration between farmers and Bonduelle agro experts during the harvest period Individual dialog
Customers	<ul style="list-style-type: none"> Responses to questionnaires and annual audits Annual survey with our main customers
Consumers	<ul style="list-style-type: none"> Dedicated service in all countries Consultation of the consumer panel (monthly) Raising awareness of the nutritional and environmental benefits of plant-based foods Participation in industry discussions as a committee member, director or Chairman - meetings at least twice a year
Industry associations	<ul style="list-style-type: none"> Materiality assessment - annual update
NGOs and non-profit entities	<ul style="list-style-type: none"> Questionnaires Dialog through summits and events Materiality assessment
Sustainability experts	<ul style="list-style-type: none"> Questionnaire responses Ad hoc dialog
Ratings agencies	<ul style="list-style-type: none"> Specific meetings (SRI funds) twice a year and individual meetings on request Financial event/meetings with analysts/meetings with investors at least twice a year
Investors	<ul style="list-style-type: none"> Questionnaire responses Occasional dialog on request Response to UN Global Compact - once a year
Governmental and multilateral organizations	<ul style="list-style-type: none"> Partnerships and studies

2.9.4 List of GRI STANDARDS used to prepare the report

This document refers to the following GRI standards:

- GRI 101 : Foundation 2016
- GRI 102: General Disclosures 2016
 - 102-1: Name of the organization
 - 102-2: Activities, brands, products, and services
 - 102-3: Location of headquarters
 - 102-4: Location of operations
 - 102-5: Ownership and legal form
 - 102-6: Markets served
 - 102-7: Scale of the organization
 - 102-8: Information on employees and other workers
 - 102-9: Supply chain
 - 102-10: Significant changes to the organization and its supply chain
 - 102-11: Precautionary Principle or approach
 - 102-12: External initiatives
 - 102-13: Membership of associations
- Strategy
 - 102-14: Statement from senior decision-maker
- Ethics
 - 102-16: Values, principles, standards and norms of behavior
- Governance
 - 102-18: Governance structure
- Stakeholder engagement
 - 102-40: List of stakeholder groups
 - 102-41: Collective bargaining agreements
 - 102-42: Identifying and selecting stakeholders
 - 102-43: Approach to stakeholder engagement
 - 102-44: Key topics and concerns raised
- Scope of the report
 - 102-45: Entities included in the consolidated financial statements
 - 102-46: Defining report content and topic boundaries of the challenge
 - 102-47: List of material topics
 - 102-48: Restatements of information
 - 102-49: Changes in reporting
 - 102-50: Reporting period
 - 102-51: Date of most recent report
 - 102-52: Reporting cycle
 - 102-53: Contact point for questions regarding the report
 - 102-55: GRI content index
 - 102-56: External assurance
- GRI 103: Management approach 2016
 - 103-1: Explanation of the material topic and its Boundary
 - 103-2: The management approach and its components
 - 103-3: Evaluation of the management approach
- GRI 205: Anti-corruption 2016
 - 205-2: Communication and training on anti-corruption policies and procedures
- GRI 301: Materials 2016, 102-14
 - 301-2: Recycled input materials used, 102-14
- GRI 302: Energy 2016
 - 302-1: Energy consumption within the organization
 - 302-4: Reduction of energy consumption
- GRI 303: Water 2016
 - 303-1: Water withdrawal by source
- GRI 305: Emissions 2016
 - 305-1: Direct (Scope 1) GHG emissions
 - 305-2: Indirect (Scope 2) GHG emissions
- GRI 306: Effluents and Waste 2016
 - 306-1: Water discharge by quality and destination
 - 306-2: Waste by type and disposal method
- GRI 307: Environmental Compliance 2016
 - 307-1: Non-compliance with environmental laws and regulations
- GRI 308: Supplier Environmental Assessment 2016
 - 308-1: New suppliers that were screened using environmental criteria
- GRI 401: Employment 2016
 - 401-1: New employee hires and employee turnover
- GRI 403: Occupational Health and Safety 2016
 - 403-2: Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities
 - 403-4: Health and safety topics covered in formal agreements with trade unions

- GRI 404: Training and Education 2016
 - 404-1: Average hours of training per year per employee
 - 404-3: Percentage of employees receiving regular performance and career development reviews
- GRI 405: Diversity and Equal Opportunity 2016
 - 405-1: Diversity of governance bodies and employees
- GRI 407: Freedom of Association and Collective Bargaining 2016
 - 407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk
- GRI 408: Child Labor 2016
 - 408-1: Operations and suppliers at significant risk for incidents of child labor
- GRI 409: Forced or Compulsory Labor 2016
 - 409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor
- GRI 412: Human Rights Assessment 2016
 - 412-3: Significant investment agreements and contracts including human rights clauses or that underwent human rights screening human rights
- GRI 413: Local Communities 2016
 - 413-1: Activities involving the local community, evaluation of impacts and development programs
- GRI 416: Customer Health and Safety 2016
 - 416-1: Assessment of the health and safety impacts of product and service categories
- GRI 417: Marketing and Labeling 2016
 - 417-1: Requirements for product and service information and labelling
- GRI 419: Socioeconomic Compliance 2016
 - 419-1: Non-compliance with laws and regulations in the social and economic area

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