



B GROUPE
BONDUELLE
La nature, notre futur

2022 | 2023

Corporate social responsibility report

Extract from the universal registration document

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 and 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 requirements of Article 8 relating to the reporting obligations of the European Taxonomy Regulation (Regulation (EU) 2020/852);
- the expectations of all of the group's stakeholders.

In these chapters, unless otherwise stated, the figures and indicators presented take into account the BALL business unit until the 2021-2022.



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1. Integrated report

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FOR MORE INFORMATION,
PLEASE VISIT: [BONDUELLE.COM](https://www.bonduelle.com)

1.1 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 11,038 full-time equivalent employees and we have been innovating with our farming partners since 1853. Our ready-to-use products are grown on 68,316 hectares and sold in nearly 100 countries, for revenue of 2,406.2 million euros.

Our 4 flagship brands are:



1.1.2 A company that evolves while remaining true to its roots

- family-owned group, a pioneer in plant-based food, which is celebrating its **170th anniversary**
- A modern mission with strong impact: **Inspire the transition toward a plant-based diet to contribute to people's well-being and planet health**
- Iconic, **innovative** brands
- Strong links with agricultural production and a solid **agro-industrial expertise**
- **Multi-local presence:**
 - 32 agro-industrial sites in Europe;
 - 6 agro-industrial sites in Eurasia and Mercosur;
 - 4 agro-industrial sites in the United States.



1.1.3 Financial and extra-financial indicators

	At 2022/06/30 ⁽¹⁴⁾	At 2023/06/30
Revenue (in millions of euros)	2,203	2,406
Evolution	N/A	9.2%
Current operating income (in millions of euros)	53	66
Net income (in millions of euros)	35	15
REBITDA (in millions of euros) ⁽¹⁾	118	125
Leverage ratio ⁽²⁾	2.28 x	2.84 x
Capital expenditure (in millions of euros) ⁽³⁾	102	76
ROCCE ⁽⁴⁾	4.6%	5.2%
The B! Pact		
Food		
100% of our products evaluated at Nutri-Score A or B by 2025 ⁽⁵⁾⁽⁶⁾⁽⁷⁾	92%	98.2%
100% products free from controversial additives by 2030 ⁽⁶⁾⁽⁷⁾	N/A	82.2%
>15% of revenue achieved through innovations ⁽⁷⁾	13.7%	9.7%
20% of revenue achieved through complete plant-rich meal solutions ⁽⁸⁾ by 2030	14.7%	19.3%
Planet		
80% of growers engaged in regenerative agriculture by 2030	N/A	46.1%
100% of cultivated area using pollinator protection plan by 2030	7.7%	44.1%
100% of our packaging designed to be recyclable or reusable by 2025 ⁽⁷⁾⁽⁹⁾	97.7%	97.8%
0 virgin fossil plastics used in packaging by 2030 (-100% vs. FY20 by volume) ⁽⁷⁾	(37.7)%	(37.1)%
-38% Scopes 1 and 2 greenhouse gas (GHG) emissions by 2035 (absolute) ⁽¹⁰⁾	(1.4)%	(12.7) %
-30% Scope 3 greenhouse gas (GHG) emissions by 2035 (intensity) ⁽¹¹⁾	5.9%	7.7%
People		
>75% employee engagement rate (and above our external benchmark ⁽¹²⁾)	70%	71%
> 90% of growers' contracts renewed every year	91.9%	88.4%
100% of permanent employees covered by life insurance	96.4%	99.7%
100% of our sites involved in local initiatives by 2025 ⁽¹³⁾	78%	71%

(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 - excluding IFRS 16.

(2) Leverage ratio: net financial debt/REBITDA - excluding IFRS 16.

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

(4) Current operating income before tax/Capital employed - excluding IFRS 16.

(5) The Nutri-Score informs consumers about the nutritional quality of the product according to a five-color, five-letter scale.

(6) In volume.

(7) On our branded products.

(8) "Plant-rich": qualifies a product mostly made with ingredients of plant origin. In all cases, the quantity of ingredients of animal origin must be significantly lower than the local market reference for a similar use.

(9) 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. 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).

(10) Target validated by the Science Based Target initiative (SBTi), excluding consumer-related emissions.

Scope 1: Direct emissions generated by Bonduelle.

Scope 2: Indirect emissions related to the purchase of electricity and steam.

(11) Target validated by the Science Based Target initiative (SBTi).

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.

(12) The external benchmark for the engagement rate is provided by our external partner, OpenSquare. It is built from global surveys of representative national samples of large private companies, and weighted data from OpenSquare customers according to Bonduelle's geographical distribution.

(13) In 2022-2023, and retroactively to 2021-2022, sites with fewer than 10 people are no longer included in the scope.

(14) On June 30, 2022, Bonduelle announced the partial disposal of 65% of the Bonduelle Americas Long Life (BALL) business unit. 2021-2022 indicators in this table do not present the data of the BALL business unit, unlike the indicators in Chapter 2 which also include data from the BALL business unit, for data comparability reasons related to extra-financial performance reporting requirements.

1.2 Interview with Xavier Unkovic

Chief Executive Officer of the Bonduelle Group since June 1, 2023



What is your role as group Chief Executive Officer?

Bonduelle has just celebrated its 170th anniversary. It is a rare example of sustainability, resilience and entrepreneurship that commands admiration and respect. All this in the service of a mission that resonates perfectly with the challenges of our society. As Chief Executive Officer, it is my responsibility to build the next chapter in the group's development with

the Executive Committee and employees around the world, in close collaboration with the Board of Directors and its Chairman Christophe Bonduelle.

What are the challenges?

Feeding a growing population while reducing our environmental footprint is a major challenge for all agri-food companies. While food systems are responsible for one-third of greenhouse gas emissions, they are also an effective and massive lever for preserving biodiversity and mitigating climate change. At

Bonduelle, we are convinced that plant-based food is a solution to preserve people's health of people and natural ecosystems. In a world where the global consumption of fruit and vegetables will have to double by 2050⁽¹⁾, with my team, our role will be to guide the Company to offer as many people as possible plant-based solutions full of flavor and produced sustainably. This involves medium- and long-term transformations that Bonduelle has already begun.

What role can Bonduelle play in this context?

Bonduelle's international presence enables it to have an impact over a wide geographical scope, both upstream and downstream of its value chain. By working with growers from different continents, the group, with its historical link with upstream agriculture, actively helps encourage the adoption of regenerative agriculture methods. With its flagship brands, including the eponymous Bonduelle brand, present in several categories, fresh, frozen and ambient, the Bonduelle Group is a major player in plant-based food. It thus helps to support consumers in changing their eating habits, with a healthy, tasty and innovative plant-rich offer. Finally, our committed talents, whom I have had the pleasure of meeting in recent months, are our best asset for the success of our corporate mission.



From left to right: **Andrea Montagna**, Chief Executive Officer of Bonduelle Fresh Americas; **Patrick Lesueur**, Chief Bonduelle Prospective & Development Officer; **Ekaterina Eliseeva**, Chief Executive Officer Bonduelle EurAsia Mercosur; **Xavier Unkovic**, Bonduelle Group Chief Executive Officer; **Cyrille Auguste**, Chief Executive Officer of Bonduelle Europe Long Life; **Marine Henin**, Chief Human Resources Officer; **Grégory Sanson**, Chief Finance, Digital Transformation and Geographic Development Officer; **Daniel Pagniez**, Chief Executive Officer of Bonduelle Fresh Europe; **Céline Barral**, Chief Corporate Social Responsibility (CSR) and Corporate Communication Officer

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

3 The year 2022-2023



1.3.1 The year as seen by members of the Executive Committee

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

"FY 2022-2023 was marked by low consumption, high production cost inflation and geopolitical tensions in certain regions. Against this particularly demanding and volatile backdrop, the Bonduelle Group nonetheless reported business growth and increased profitability, with revenue of 2.4 billion euros (up 9.2% on a reported basis) and an operating margin before non-recurring items of 2.7% (up 24.8% on a reported basis), ahead of the announced target. Our financial position remains solid.

While these results largely benefit from our strategy of diversifying our business lines, production and marketing areas, and distribution channels, as well as from competitiveness

initiatives and the control of our structural costs, the pursuit of our mission - to inspire the transition toward a plant-based diet - requires an even more significant improvement in our financial performance.

In 2023-2024, while our priority remains the turnaround of our fresh processed segment in North America, our ability to innovate and offer a wide range of products through strong, accessible brands will be a key asset in a still depressed consumer environment, enabling us once again to post growth in revenue and current operating profitability."

Marine Henin, Chief Human Resources Officer

"To have a real impact on the well-being of our employees, we take action right from the hiring stage, ensuring truly equal access to employment. Building on initial successes in the United States, we want to offer inclusive recruitment solutions across all our sites by 2030. We are also inventing new ways of working with our leadership model, B.COME and DEAL, for more responsibility and collaboration. There are many initiatives embodying this new culture on a daily basis: organization of a

"Motivated by the Mission" day for 300 employees, training at B.COME for employees working in Villeneuve d'Ascq (France). We also reviewed our talent management cycle to make the "how" a key element of performance. With an employee commitment rate of 71%, the results are already convincing and exceed our targets. Tangible proof of the success of our actions."

Patrick Lesueur, Chief Bonduelle Prospective & Development Officer

"Committed to contributing to carbon neutrality in 2050, the Company relies on solid management with intermediate targets for 2035 validated by the SBT⁽¹⁾. This approach is applied in our factories thanks to a new environmental management system and associated targets. Our sites now have a tool to implement targeted measures to optimize energy consumption. Achieving our targets also requires a transition of the food production system. We are working to generalize regenerative agriculture, which better preserves resources, soil and biodiversity, while contributing to carbon storage. 46% of the group's farming partners are already involved in this approach. In particular, we have defined a common framework with our partners and launched an initial experiment. This inclusive approach is essential to get our stakeholders, both internal and external, moving in a sustainable and meaningful way."



Biomass boiler recovering wood waste from a local forestry operation and supplying steam to the Bonduelle plant in Estrées-Mons (France).

(1) Science Based Target initiative is a collective initiative aimed at supporting companies in defining decarbonization trajectories compatible with warming well below 2°C, or even 1.5°C.

Celine Barral, Chief CSR and Corporate Communication Officer

"Bonduelle's positive impact roadmap, defined in our B! Pact is more than ever in action: this year, two of our entities, Bonduelle Italia and Bonduelle Fresh Americas were certified B Corp™. They pave the way towards our goal of full group certification in 2025. 2022-2023 was also the year of a new materiality analysis, carried out among more than 570 people in all our regions.

The results confirm the relevance of our B! Pact commitments, which guide our progress and reveal sometimes different local sensitivities. The carbon agenda is also progressing, guided by our SBTi trajectory validated last year and with a powerful driver: to change the eating habits of all towards a more plant-based diet to preserve people's health and that of the planet."

Daniel Pagniez, Chief Executive Officer of Bonduelle Fresh Europe (BFE)

"Bonduelle is continuing its innovations with new prepared ready to eat vegetable products. The launch of four main dish ready to eat vegetable products rich in plant-based food, to be prepared hot or cold, in recyclable cardboard trays was a resounding success and confirms our ability to find new growth drivers. We are thus maintaining our course in a difficult fiscal year marked by shortages of raw materials in salads and, above all, unprecedented inflation in Europe. In this context, our priority has been to preserve our value chain, in particular the group's farming partners, by protecting their profitability through price increases. This responsibility approach drives us on a daily basis. We are also very proud of Bonduelle Italia's B Corp certification. A great success that crowns the commitment of the teams and

a decisive step towards realizing our ambition to become a positive impact company in all our regions by 2025."



Innovation: Main dish ready to eat vegetable products rich in plant-based food, to be prepared hot or cold.

Cyrille Auguste, Chief Executive Officer of Bonduelle Europe Long Life

"After two years marked by the health crisis and its consequences on the markets and on the behavior of European consumers, this year 2022-2023 is associated with the return of inflation and a disappointing 2022 harvest due to a particularly hot and summer in most of our business unit's production areas. While in the first half of the year, the canned and frozen vegetable markets returned to their pre-COVID-19 levels of 2019,

in the second half, price increases in these markets gradually penalized the volume momentum of these categories. Against this backdrop, the inflation of agricultural and industrial inputs required price increases. However, our business unit maintained its market share in terms of volume in Europe thanks to its two strong brands: Bonduelle and Cassegrain."

Andrea Montagna, Chief Executive Officer of Bonduelle Fresh Americas (BFA)

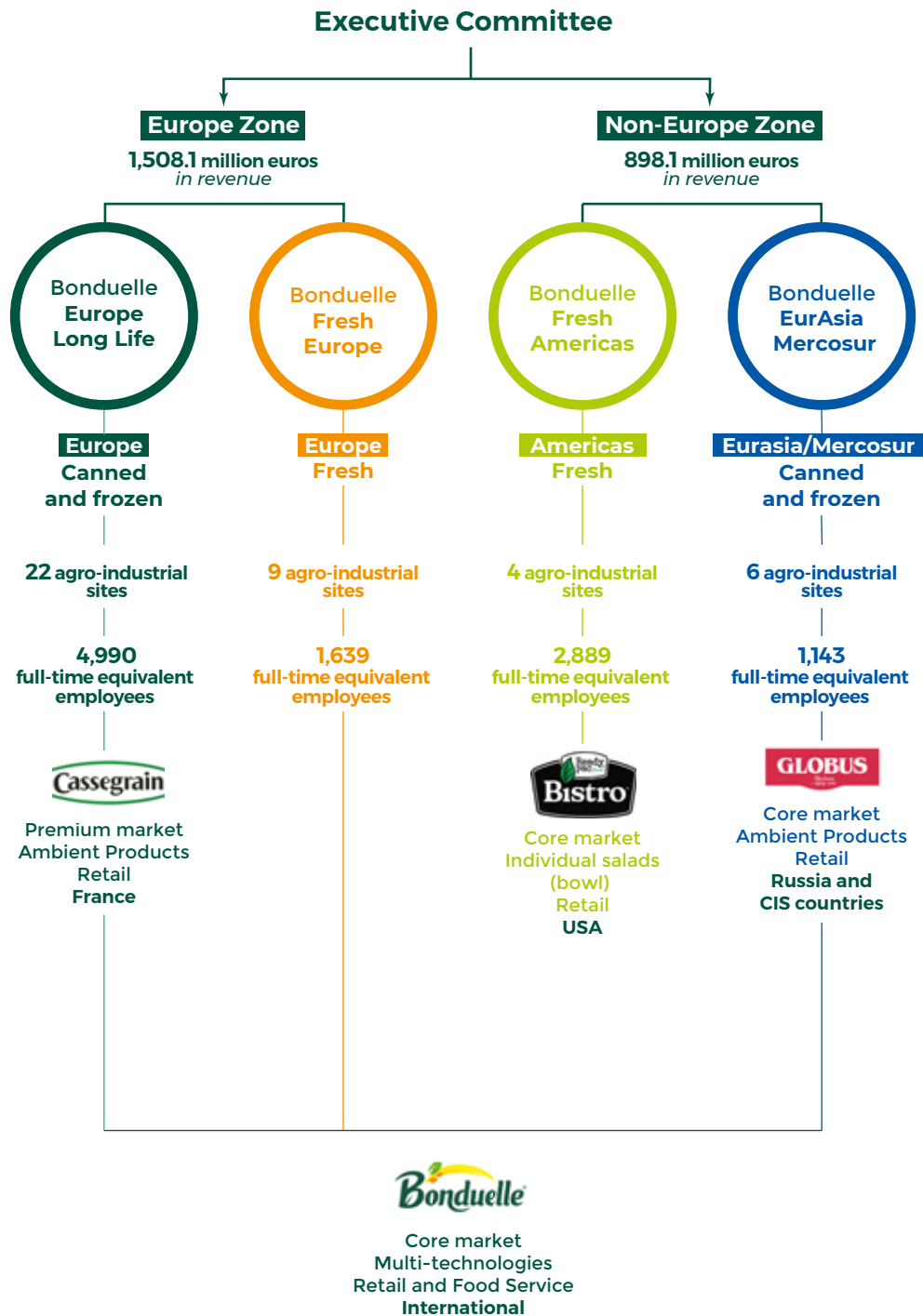
"In 2022, BFA became the first business unit within the group to announce that it had achieved B Corp certification. This accomplishment has provided us with a clear and quantifiable competitive advantage that aligns to our values. While the US market situation has been challenging, with volume decline driven by inflationary pressures and a severe agricultural crisis that impacted product availability and costs in the Fall of 2022, BFA has been successful in improving its financial performance. These improvements are the result of redefining our New Jersey manufacturing facilities and maintaining an intense focus on cost efficiency across the business. In 2023, BFA has also introduced innovative products that have sparked excitement with our customers and align to consumers' preferences for

flavor, freshness and convenience including a new Salad Kits range in May, new Salad Bowl flavors in July, and new Meal Kits in September."



Innovations: A new range of Salad Kits, new Meal Kits and new Salad Bowl flavors.

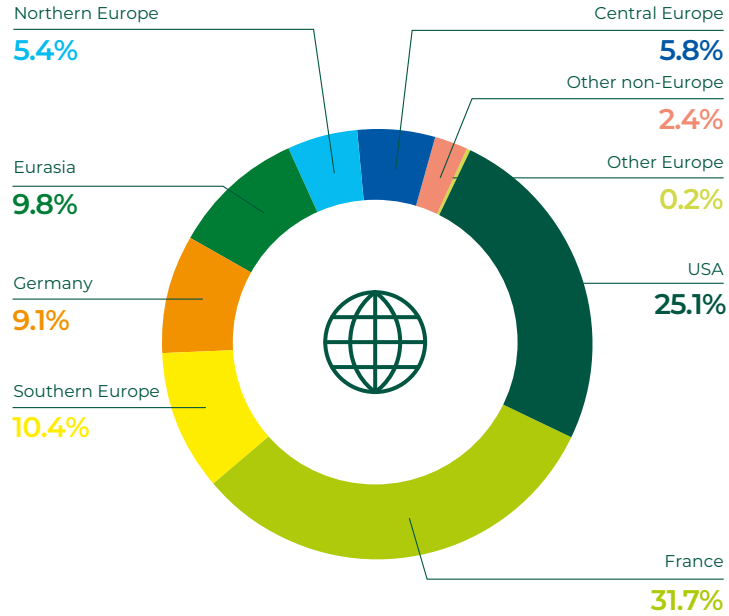
1.3.2 Key figures of the business units



Geographical development activities include a production facility. The Herm (France) wild mushroom site is managed directly by

1.3.3 Breakdown of 2022-2023 revenue

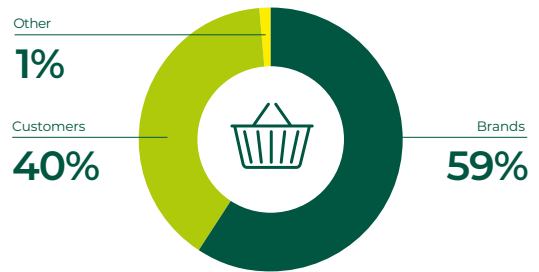
Par zone géographique



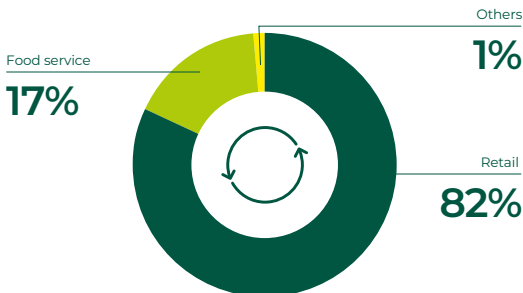
Revenue by Europe zone and non-Europe zone:



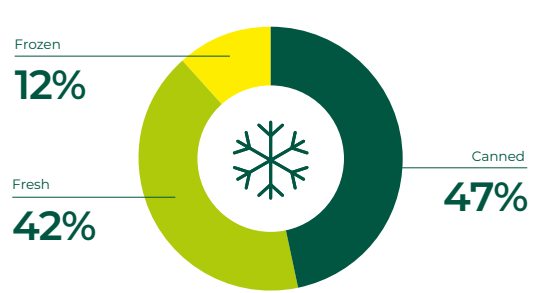
Revenue by brand



Revenue by distribution channel



Revenue by segment



1.4 Strategy to become a company combining financial performance and positive impact



1.4.1 Strategy

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 just about producing 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.

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: 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.

Mission: Inspire the transition toward a plant-based diet to contribute to people's well-being and planet health

Our mission 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.

Collective corporate project: INSPIRE

Our corporate project, INSPIRE, is rooted in our **values** and is based on our **mission**; it defines our **strategic priorities** and promotes **a leadership model** that enables them to be implemented. A major transformation program is supporting the implementation of the corporate project: the path to B Corp certification.

Five strategic priorities

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

- **FOOD** – We champion superior flexitarian food experiences and sustainably impact eating habits;
- **PLANET** – We transform our food production system from field to fork towards a resilient zero net model;
- **PEOPLE** – We build meaningful development-rich and inclusive people journeys for our Bonduelle employees and our partners;
- **GROWTH** – We create value with our brands and our production capacities to exploit opportunities for the development of plant-based food in our various distribution networks;
- **EFFICIENCY AND PROFITABILITY** – We improve efficiency, profitability and capital utilization.

Strategy to become a company combining financial performance and positive impact

1.4.2 Value creation model

Our aim is to work towards a resilient business model that delivers positive impact and maximizes the value created for all our stakeholders. The B Corp certification, to which we have been committed for five years, will bring an external perspective to our projects.

RESOURCES

Food

Four iconic brands: Bonduelle, Cassegrain, Globus, Ready Pac Bistro®.

Planet

Climate, water and soil covering **68,316** hectares cultivated around the world.

People

Employees

11,038 full-time equivalent employees.

Growers

250 agronomy employees work closely with our **2,030** farming partners.

Local communities and society at large

- The quality of relations with local communities where our agro-industrial activities are located, is essential to the sustainability of our business.
- International presence of the Louis Bonduelle Foundation.

Sustainable growth

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.

42 agro-industrial sites

Efficiency and profitability

Independent financial capital open to growth.

789 million euros in Shareholders' equity (excluding IFRS 16).

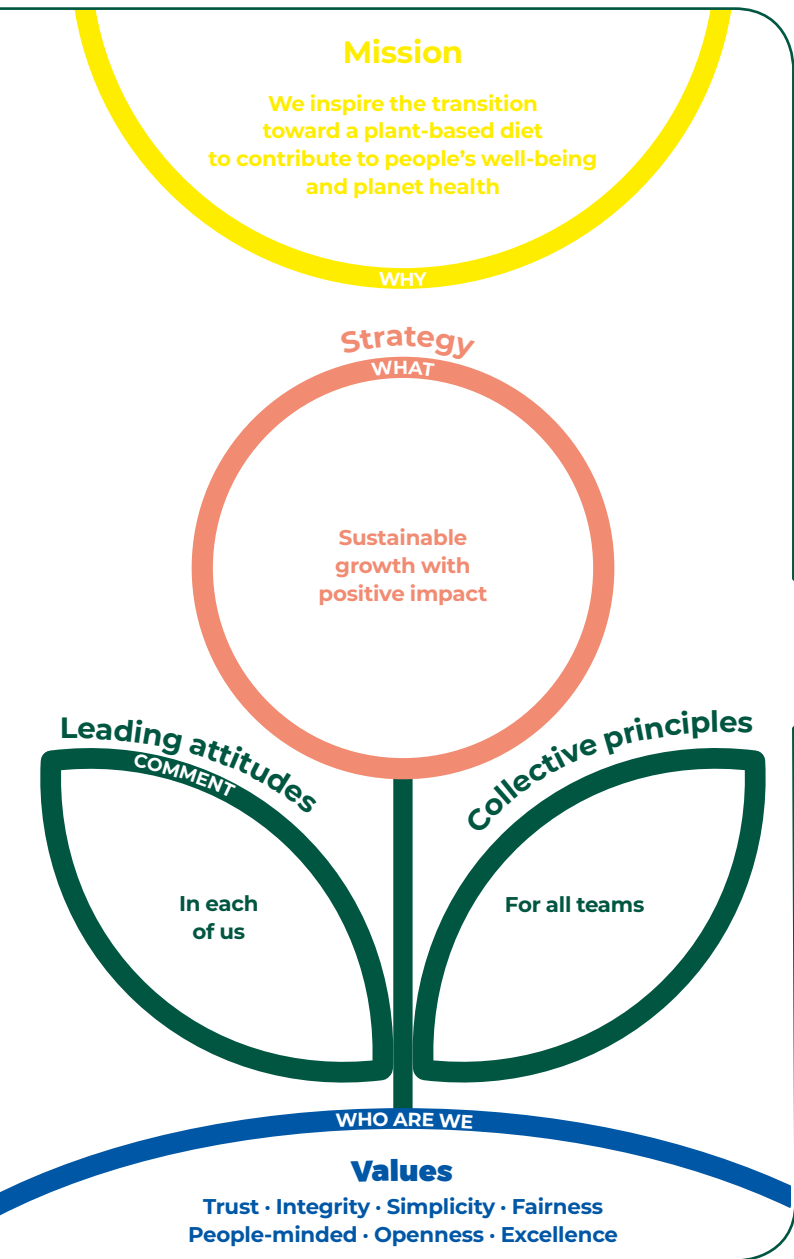
INSPIRE, our company- wide program

Our five strategic priorities:

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

Our leadership model:

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



VALUE CREATED AND SHARED

Food

98.2% of products are evaluated Nutri-Score A or B
19.3% of revenue is generated from complete plant-rich meal solutions

Planet

46.1% of farming partners committed to a regenerative agriculture approach
44.1% of cultivated areas have a pollinator protection plan
97.8% of our packaging designed to be recyclable or reusable
37.1% reduction in virgin fossil plastics used in our packaging' compared to 2020
12.7% reduction in Scopes 1 and 2 GHG emissions (absolute vs. 2020)
7.7% reduction in Scope 3 GHG emissions (intensity vs. 2020)

People

Employees

71% employee engagement rate
99.7% of permanent employees are covered by life insurance

Growers

88.4% of growers' contracts were renewed

Local communities and society at large

Sustainable and seasonal jobs in our regions
71% of sites are involved in local initiatives

Sustainable growth

9.7% of revenue is generated by innovations
76 million euros dedicated to capital expenditure (excluding IFRS 16)

Efficiency and profitability

2,406 million euros in revenue
15 million euros in net income
5.2% ROCCE (excluding IFRS 16)

1.5 Issues and materiality

Through its activities and international presence, the Bonduelle Group is linked to a rich ecosystem. It maintains an ongoing dialog with its stakeholders in order to understand and integrate their expectations into its strategic orientations, operations and commitments. As part of this dialog, Bonduelle conducted a major materiality analysis in 2022-2023. More than 570 people (customers, partners, representatives of non-governmental organizations (NGOs), etc.) in France and abroad took part. They assessed the group's impacts on society and the environment, as well as the impacts of societal and environmental issues on Bonduelle.

The results confirm the relevance of the B! Pact commitments. In societies that are increasingly sensitive and demanding in terms of respect for the environment and resources, environmental

issues naturally come first. Not surprisingly, given the group's activities, topics related to quality food and the food transition are also significant. Finally, driven by a difficult economic context and in line with societal demands for greater social justice, issues linked to access to food and the sharing of value with growers are gaining ground.

An invaluable tool for refining the group's approach and its knowledge of its markets, the materiality analysis anchors Bonduelle in a more global framework, in tune with the world's transformations. The following sub-sections present the Bonduelle Group's main material issues. They are introduced by the United Nations Sustainable Development Goals, represented as pictograms. For more details on the methodology, results and actions implemented by the group, see page 31.

1.5.1 Environmental issues

The context



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



- Feeding ourselves in the context of global climate change makes the agroecological transition critical.

Our material issues and assets

Regenerative agriculture

Faced with environmental issues, accelerating the agroecological transition is essential. The Bonduelle Group is committed to this with its farming partners by promoting and deploying regenerative agriculture, which enhances ecosystems, thus helping to produce diversified and quality food, preserve resources and fight against change. In 2021, the group

established a definition of regenerative agriculture with a set of stakeholders, agro-industrialists and NGOs in order to accelerate the climactic transition of practices. The group aims to engage 80% of its farming partners in regenerative agriculture by 2030. In 2022-2023, 46% are already committed to this approach.

A shared definition of regenerative agriculture

Regenerative agriculture promotes healthy ecosystems by implementing the following agronomic principles: maintaining and increasing organic matter in the soil, minimizing soil disturbances, maintaining plant cover to limit erosion, maximizing crop and ecosystem diversity, sparing use of resources and inputs.



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



Climate change adaptation

Climate change has consequences on agricultural production. Companies in the sector must adapt to it by trying to mitigate its effects, in order to maintain their ability to produce healthy food that is accessible to as many people as possible. For Bonduelle, this means assessing and strengthening its resilience to the impacts and risks associated with climate change throughout the value chain and contributing to the ability of societies and economies to resist it. In 2022-2023, an initial analysis was carried out to identify the effects of climate change on the group's main activities. This work will be extended to the entire value chain. Adaptation measures have already been implemented as part of the "Agro roadmap": development of regenerative agriculture, adaptation of varieties and species cultivated, etc.

Climate change mitigation

If climate change is a reality, it is essential to limit its magnitude. Bonduelle thus aims to reduce greenhouse gas (GHG) emissions throughout its operations and value chain. The group has also initiated a climate strategy to contribute to carbon neutrality by 2050 and is working towards its intermediate targets by 2035 validated by the SBTi.

Energy consumption and renewable energies

Reducing energy use and intensity, improving energy efficiency and increasing the use of renewable energies across operations and the supply chain are key drivers to reduce GHGs. Bonduelle is involving all of its sites, particularly industrial sites, in this effort, particularly by investing in less energy-intensive equipment. The group also promotes the use of "green" energy through the operation of its own renewable energy facilities or long-term direct purchase contracts for low-carbon energy. In 2022-2023, alternative energies (photovoltaic, biogas, biomass and steam from biomass) represented 12.8% of Bonduelle's energy mix.

Preservation of water resources

The preservation of water resources is a growing issue. For Bonduelle, this means reducing water consumption in agricultural and industrial processes and avoiding the discharge of polluted water, for example, by reducing the use of synthetic fertilizers and pesticides. The group has chosen an approach by business unit: each sets its reduction target and its roadmap with regard to the overall objective for the industrial scope (-30% by 2035).

Circular economy and packaging



Saving resources must be considered over the entire life cycle of products. The challenge for Bonduelle is to reduce product packaging to a minimum (paper or plastic), increase the recycled content and recyclability of packaging (use of sustainable biodegradable/bio-sourced, recyclable packaging) while exploring circular business models. The group is working to optimize its packaging by also limiting the use of virgin plastic of fossil origin and aiming to eliminate it by 2030. The group ensures that recycling channels exist in countries prior to introducing products with a new packaging material. In 2022-2023, 97.8% of branded product packaging was recyclable or reusable.

For more details, see our materiality matrix on page 35.

1.5.2 Food issues

The context



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



- With 9 billion people in 2050, nearly three planets would be necessary to maintain current lifestyles.



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

Our material challenges and assets

Product traceability and quality



Offering safe and high-quality products that prevent health risks related to use, consumption, handling, preparation and storage throughout the value chain is a priority for Bonduelle. Bonduelle ensures its products are quality-controlled and traceable. These practices enable a quick response whenever a quality issue is detected. In total, dozens of controls are carried out, from harvest to storage. 100% of Bonduelle production sites have at least one type of certification ensuring product quality.

Access and affordability of food

The world's population is growing and, at the same time, natural resources and arable land are suffering from the effects of biodiversity loss and climate change. Tensions may thus appear on agrifood production and markets. The challenge for Bonduelle is to contribute to available and affordable access to sufficient, safe and nutritional food.

Offer healthy, plant-based products with nutritional benefits



According to the United Nations Environment Program, the flexitarian regime, if adopted worldwide, would be able to feed 10 billion people and save 11 million lives every year⁽¹⁾. It also meets consumer demand for concrete and inspiring solutions to eat "more responsibly and healthier". For Bonduelle, this means ensuring that the product portfolio is focused on healthy food products of plant-based origin (e.g. vegetables, cereals and pulses). To facilitate the transition to a more plant-based diet, the group strengthened its innovation approach this year and revisited the target composition of its complete meals. In 2022-2023, 19.3% of revenue is generated from complete plant-rich meal solutions. It is also working to improve the nutritional quality of its products and eliminate controversial additives.

Offering environmentally-friendly products

In addition to its health benefits, the flexitarian plate is also popular because it helps preserve the planet, particularly if the way it is produced reduces its environmental impact. The challenge for Bonduelle is therefore to ensure that the product portfolio is oriented towards environmentally-friendly products. The group thus devotes part of its cultivated land to organic farming. Since 2019, it has also been expanding its pesticide residue-free range⁽²⁾. Bonduelle involves its entire value chain in this rigorous approach, validated by controls throughout the manufacturing process.

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

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



Product range in line with consumer needs and diets

Eating behaviors are undergoing a transformation towards more plant-based food. In Europe, 52% of consumers say they have reduced or stopped eating meat⁽¹⁾, while in the United States, 43% of consumers say they want to replace animal proteins with plant-based proteins⁽²⁾. Nearly one in five consumers (23%) worldwide say they try to limit their meat consumption⁽³⁾. The market for plant-based alternatives to meat, which already amounted to nearly 5 billion US dollars in 2018, is expected to grow by 20 to 30% per year over the coming years⁽⁴⁾. While the trends are global, local specificities remain. For Bonduelle, it is

a question of meeting the needs and diets of local consumers and respecting them by diversifying the product portfolio according to geography, culture, values and other trends. Since 2021, the group has been deepening its understanding of the expectations of flexitarian consumers in order to better support the transition to a plant-based diet that is accessible in all its forms, available and culturally acceptable. Its innovative strength is a major asset for meeting diversified demands and conquering new areas of development. In 2022-2023, 9.7% of branded revenue is generated by innovations.

For more details, see our materiality matrix on page 35.

1.5.3 Human issues

The context



- The activity of companies must generate a positive impact on society, the economy, health and the environment.

- Investors are increasingly taking environmental, social and governance (ESG) criteria into account in their decision-making. 84% believe that portfolios incorporating these criteria perform at least as well as those without ESG criteria⁽⁵⁾.

Our material challenges and assets

Governance and business model driven by a mission

A paradigm shift towards inclusive capitalism is taking place across society. Stakeholders such as investors, employees and local communities want more inclusive governance and decision-making processes, in order to positively influence corporate choices. Bonduelle has been integrating the quest for a positive impact on society and the environment into its governance, business model and commercial strategy for several decades. In 2020, the group formalized its mission in order to accelerate its approach. The B Corp certification, initiated in 2018, assesses and confirms its progress. In 2022-2023, a major milestone was achieved with one-third of revenue certified. The group's objective is to be fully certified by 2025.

Relations with growers



Bonduelle is aware that growers are key players in its value creation. Thus, the group is committed to building and strengthening stable and lasting partnerships. The group pays its farming partners through contracts negotiated collectively and whose rates are defined in advance. They do not fluctuate during the harvest period according to world prices. In addition to the financial dimension, Bonduelle supports them in their agricultural practices and innovates with them to promote regenerative agriculture. In 2022-2023, 88.4% of our farming partners renewed their contract.

For more details, see our materiality matrix on page 35.

(1) Source: IPSOS 2023 - 10 pays - https://www.ipsos.com/sites/default/files/ct/news/documents/2023-04/BNPP_Just%20Transition_Global%20Report_EN.pdf

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

(3) Source: Euromonitor 2021 - <https://www.euromonitor.com/plant-based-eating-and-alternative-proteins/report>

(4) Source: Kearney 2020 - www.kearney.com/industry/consumer-retail/article/-/insights/when-consumers-go-vegan-how-much-meat-will-be-left-on-the-table-for-agribusiness

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



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FOR MORE INFORMATION,
PLEASE VISIT: [BONDUELLE.COM](https://www.bonduelle.com)

2.1 Strategy and governance: becoming a positive impact group



Bonduelle continues to roll out The B! Pact, its commitments around concrete and measurable actions to increase the place of plant-based food in everyone's diet. The key results for 2022-2023 are:



FOOD

- 98.2% of Bonduelle products rated in Nutri-Score A and B**
- 82.2% of Bonduelle products without controversial additives**
- 19.3% of revenue achieved through main dish solutions**



PLANET

- 12.7% reduction in Scopes 1 & 2 GHG emissions in absolute terms (vs. FY20)**
- 7.7% reduction in Scope 3 GHG emissions in intensity (vs. FY20)***
- 97.8% of our packaging designed to be recyclable or reusable**
- 46.1% of farming partners engaged in regenerative agriculture**



PEOPLE

- 71% employee engagement rate**
- 99.7% of permanent employees covered by life insurance**
- 71% of sites involved in local initiatives**

* Target excluding consumer-related emissions (excluding items 3.9 and 3.11).

2.1.1 The B! Pact, our positive impact platform

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. We made this our mission and in 2021-2022 we revisited our roadmap for positive impact, the B! Pact. In 2022-2023, no change in these ambitions, but actions, and a lot of energy deployed to advance this ambitious agenda!

To be in line with our mission and participate in the transition to a more plant-based diet, our product offering is an essential driver. We worked on a better definition of our main dish offerings, on their composition and, of course, on taste, which is essential in this transition of the food on our plates! This change in eating habits also involves a lot of education, both internally and externally, to create more opportunities to eat more plant-based food.

On the "Planet" pillar, we launched our roadmap to carbon neutrality by involving our value chain. From growers to distributors, we help disseminate more responsible practices: more than 46% of farming partners have already committed to the regenerative agriculture approach with us!

Having a positive impact only makes sense if this impact also benefits our internal and external stakeholders. This year, we made progress with the HR teams at our sites to implement practices that ensure real equity in access to employment, with the ambition that all our sites offer inclusive recruitment solutions by 2030.

Building on these successes, we are heading into 2023-2024 with determination. We will continue our actions by getting closer to our stakeholders' expectations. To this end, this year we conducted a large-scale quantitative and regional materiality analysis with more than 570 stakeholders. It confirms the relevance of our B! Pact commitments and identifies the areas where we must accelerate, such as water management. It also reveals different sensitivities to subjects according to the region. It is a valuable tool for dialog with all our partners and for refining our ambitions locally.

Lastly, we are very proud of the B Corp certification of two of our subsidiaries: Bonduelle Italia and Bonduelle Fresh Americas, *i.e.* more than one-third of our revenue. This is a great recognition that encourages us to continue our progress."

Céline Barral, *Chief CSR and Corporate Communication Officer of the Bonduelle Group*

2.1.1.2 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, trust, 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 collective corporate project **INSPIRE** and confirms its commitments to The B! Pact as strategic priorities.

2022 – Bonduelle continues its improvement process guided by The B! Pact and revises its ambitions upwards in a new version of the B! Pact.

2023 – Bonduelle is implementing its B! Pact roadmap. One-third of group revenue is B Corp certified. Bonduelle updates its ethics charter.



Strategy and governance: becoming a positive impact group

2.1.1.3 The B! Pact: a renewed ambition

To accelerate the food transition, which is at the heart of its purpose, "To inspire the transition toward a plant-based diet to contribute to people's well-being and planet health", Bonduelle is committed to a global approach to transforming itself into a positive impact group.

This mission of Bonduelle directly reflects six of the UN Sustainable Development Goals (SDGs): no. 2, no. 3, no. 8, no. 12, no. 13, no. 15. As a member of the Global Compact since 2003, Bonduelle has reaffirmed its commitment to the goals of the United Nations.



In 2019, Bonduelle unveiled its B! Pact approach which is based on three commitments: for food, planet and people. Each of these commitments is accompanied by targets. With this approach, the group wants to have a positive impact on all its stakeholders, and is also committed to a process to obtain B Corp certification.

The B! Pact aims to constantly evolve, seeking continuous improvement. The 2022-2023 version demonstrates this dynamic, particularly on the pillar dedicated to food, which is complementary.



Strategy and governance: becoming a positive impact group

The B! Pact, version 2022-2023

Our pillars	Our vision	Our commitments	Our positive impacts targets
	We create high quality flexitarian food experiences and sustainably impact eating habits	#1 Deliver superior plant-rich products	100% of our products evaluated Nutri-Score A or B by 2025 ⁽¹⁾⁽³⁾ 100% products free from controversial additives by 2030 ⁽¹⁾⁽³⁾ Delicious taste for top recipes and innovations ⁽²⁾⁽³⁾
		#2 Develop a plant-rich offer supporting the diverse needs of flexitarians	15% of revenue achieved through innovations ⁽⁵⁾ 20% of revenue achieved through complete plant-rich meal solutions ⁽⁴⁾ by 2030
		#3 Promote the flexitarian diet for all	100% of countries promoting plant-based cuisine for all through dedicated programs by 2030 Double the impact of Louis Bonduelle Foundation activity by 2030 ⁽²⁾
	We transform our food production system from field to fork to contribute to carbon neutrality	#4 Scale up regenerative agriculture & preserve biodiversity	80% of growers engaged in regenerative agriculture by 2030 100% of cultivated area using pollinator protection plan by 2030
		#5 Develop the circular economy	100% of our packaging designed to be recyclable or reusable by 2025 ⁽³⁾⁽⁵⁾ 0 virgin fossil plastics used in our packaging ⁽⁵⁾ by 2030 (-100% vs. FY20 by volume)
		#6 Contribute to carbon neutrality	38% reduction in our Scopes 1 & 2 GHG emissions by 2035 (vs. FY20 in absolute terms) ⁽⁶⁾ 30% reduction in Scope 3 GHG emissions by 2035 (vs. FY20 in intensity) ⁽⁶⁾
	We build meaningful development-rich and inclusive people journeys at Bonduelle and beyond	#7 Create healthy and fair working experiences for our people and partners to thrive	>75% employee engagement rate (and beyond our external benchmark ⁽⁷⁾) > 90% of growers contracts renewed every year 100% sites with actions promoting plant-based diet for associates by 2025
		#8 Foster learning and inclusive hiring practices across Bonduelle and with our partners	100% permanent employees covered by life insurance by 2025 100% of permanent employees covered by accessible health insurance by 2025 100% of associates with an individual development plan by 2030 80% of growers supported with training by 2030 100% of Managers trained on diversity, fairness and inclusion by 2030 100% of Managers trained in equity, diversity and inclusion (ED & I) by 2025 ⁽⁹⁾
		#9 Encourage our teams to engage locally in positive impact actions at work and outside	100 % des sites impliqués dans des initiatives locales d'ici 2025 ⁽¹⁰⁾

* For the purposes of comparability between FY22 and FY23 on a like-for-like basis, FY22 data have been restated without the BALL business unit, a stake in which was sold on June 30, 2022.

(1) Results in volume terms.

(2) Finalizing the target is ongoing.

(3) On our branded activities.

(4) "Plant-rich": qualifies a product mostly made with ingredients of plant origin. In all cases, the quantity of ingredients of animal origin must be significantly lower than the local market reference for a similar use.

(5) 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. 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).



FY21	FY22	FY22 Restated without BALL*	FY23	Targets	
N/A	92%	92%	98.2%	100%	FY25
N/A	N/A	N/A	82.2%	100%	FY30
N/A	N/A	N/A	N/A		
16.5%	12.6%	13.7%	9.7%	> 15%	each year
14.8%	14.7%	14.7% ⁽⁶⁾	19.3%	20%	FY30
N/A	N/A	N/A	24.1%	100%	FY30
N/A	N/A	N/A	N/A	X2	FY30
N/A	- ⁽⁸⁾	- ⁽⁸⁾	46.1%	80%	FY30
0%	5%	7.7%	44.1%	100%	FY30
97.3%	97.7%	97.7%	97.8%	100%	FY25
(29)%	(45)%	(37.7)%	(37.1)%	(100)%	FY30
(0.5)%	(3.4)%	(1.4)%	(12.7)%	(38)%	FY35
Previous value: (6.4)% New value: N/A	Previous value: (9.4)% New value: (4.5)%	Previous value: (12.6)% New value: (5.9)%	Previous value: (26.2)% New value: (7.7)%	(30)%	FY35
68%	70%	70%	71%	> 75%	each year
90.3%	91.1%	91.9%	88.4%	> 90%	each year
N/A	- ⁽⁸⁾	- ⁽⁸⁾	- ⁽⁸⁾	100%	FY25
83.5%	95%	96.4%	99.7%	100%	FY25
N/A	- ⁽⁸⁾	- ⁽⁸⁾	- ⁽⁸⁾	100%	FY25
N/A	26.1%	25.9%	39.9%	100%	FY30
N/A	- ⁽⁸⁾	- ⁽⁸⁾	- ⁽⁸⁾	80%	FY30
N/A	- ⁽⁸⁾	- ⁽⁸⁾	- ⁽⁸⁾	100%	FY30
N/A	- ⁽⁸⁾	- ⁽⁸⁾	- ⁽⁸⁾	100%	FY25
57%	72%	78%	71%	100%	FY25

(6) Target validated by SBTi, not including consumer emissions (items 3.9 and 3.11). In 2022-2023, the comparison basis of this KPI was significantly adjusted, with the new performance indicators 22-23 and 21-22 (with and without BALL) therefore including this update (see Note 2.8.4.7 for the detail of this update).

(7) The external benchmark for the engagement rate is provided by our external partner, OpenSquare. It is built from global surveys of representative national samples of large private companies, and weighted data from OpenSquare customers according to Bonduelle's geographical distribution.

(8) No result available for the indicator.

(9) The Managers concerned.

(10) In 2022-2023, and retroactively to 2021-2022, sites with fewer than 10 people are no longer included in the scope.

(11) This indicator has been calculated in the BALL business unit.

Strategy and governance: becoming a positive impact group

2.1.1.4 Governance of the B! Pact

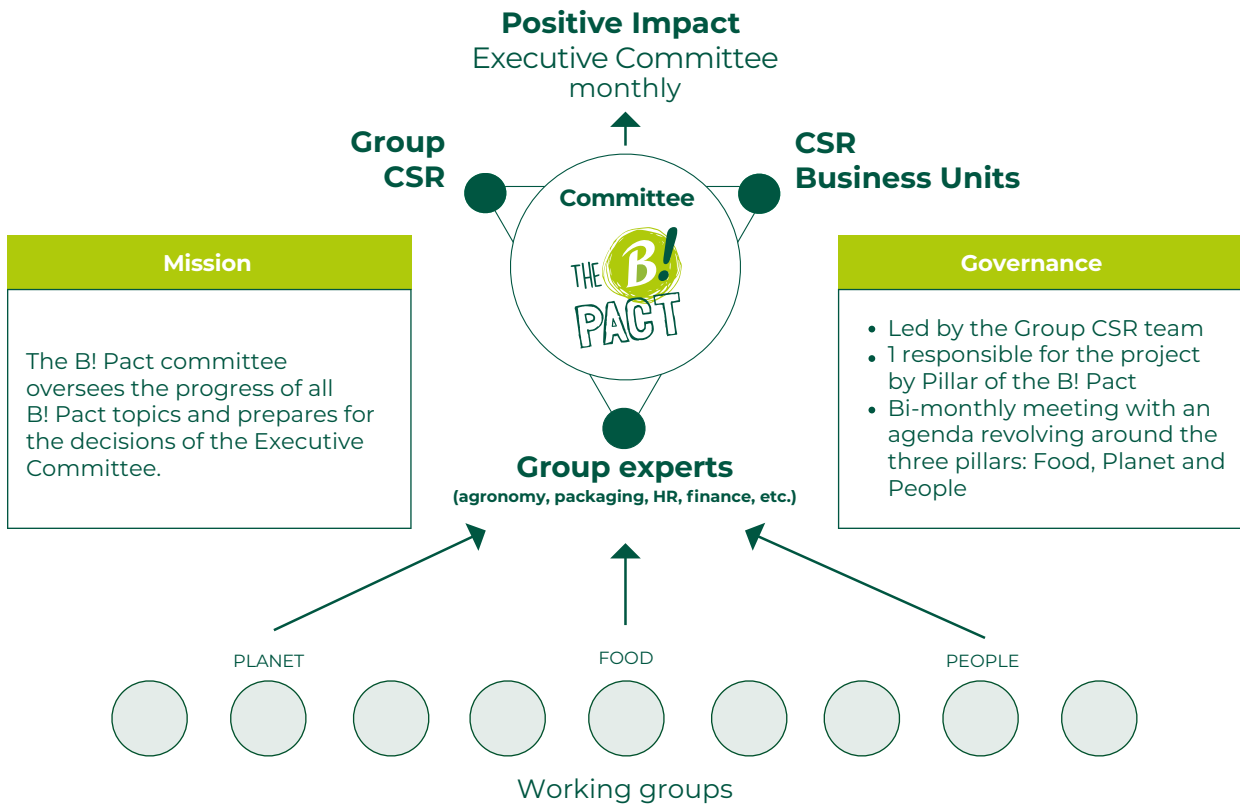
The internal governance of the B! Pact is based on two bodies:

- the group's Executive Committee, which regularly dedicates sessions to monitoring the B! Pact;
- the B! Pact Committees for each of the pillars, Food, Planet and People, which guarantee strategic alignment and steer the progress of concrete B! Pact-related programs.

The B! Pact Committees! are comprised of:

- sponsors of each pillar fully integrated into the group's Executive Committee;
- the group CSR team, including the Chief CSR and Corporate Communication Officer, as well as the Managers of each pillar;
- CSR representatives from each business unit;
- group support functions essential to the integration of the B! Pact strategy: Finance and Purchasing;
- group expert representatives directly involved in the B! Pact strategy for each pillar: Human Resources, Industry, Agronomy, Packaging, Products, Marketing, R&D, etc.

The diagram below shows the governance of the B! Pact within the Bonduelle Group .



2.1.1.5 Roadmap to B Corp certification

To succeed in its transformation into a positive impact group, Bonduelle has set itself the goal of being certified B Corp by 2025. More than a certification, B Corp is a process to progress the transformation of all areas of the organization. Bonduelle has structured its approach around three dynamics:

- **certification preparation:** orchestrate the process, develop tools, lead the community;
- **team commitment:** promote understanding of transformation and provide training;
- **promotion of the approach:** contribute to B Movement Builders, communicate the approach.

In 2023, Bonduelle entities in Italy and Bonduelle Fresh Americas in the United States obtained B Corp certification. They account for 33,4% of the group's revenue.

Bonduelle Fresh Americas stood out for its new inclusive recruitment model to remove barriers to employment. After several regional trials, this model was rolled out nationwide, making it possible to recruit and train more than 200 employees.

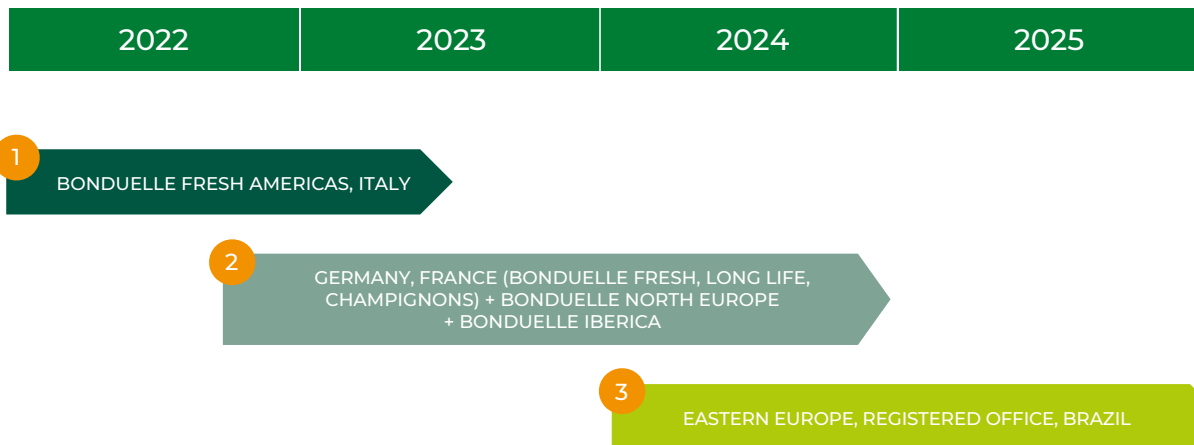
Candidates can now apply by providing ID only, without a CV or background check, the latter practice is currently used in the United States. To promote the success of the people recruited in this way, Bonduelle Fresh Americas implemented a global support, which includes, for example, the opening of a bank account or support for the care of dependents. The entity also demonstrated transparent governance and accessible information on its performance.

For Bonduelle Italia, it is the environmental footprint, particularly the work on packaging, energy and water consumption that has been noted, as well as the civic engagement of employees.

The certification phase for Bonduelle in France, Bonduelle Germany, Bonduelle North Europe and Bonduelle Iberica is currently underway. That for the entities in Eastern Europe, Brazil and for the head office will begin next year.

The group entities to be certified have been defined with B Lab during the scope definition phase.

Towards the group's B Corp certification in 2025



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.

Strategy and governance: becoming a positive impact group

2.1.2.2 Participation in industry trade associations

As a significant player in its sector, Bonduelle is active within professional bodies to contribute its 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. The Bonduelle Group does not seek the support of external professionals to represent its interests and did not fund any political party in 2022-2023. In 2022-2023, Bonduelle Group employees, as representatives of the Company, led some 30 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), CCEF (French Foreign Trade Advisor), Kulinaria, Markenverband;
- in Spain: Club Greco;
- in the United States: California Leafy Green Marketing Association (LGMA);
- in France: ADEPALE (Association of Food-Processing Companies), ANICC (National Interprofessional Mushroom Association), ANIFELT (National Interprofessional Association for Processed Fruit and Vegetables), ARIA AURA (Association of Agro-alimentary Industries in Auvergne Rhône-Alpes), CTCPA (Agro-Food Technical Center), ECOPAR (Company for the Promotion of Eco-Packaging), ETF (Trade Union of Fresh Prepared Ready to Eat Product Companies), FIAC (French federation of canned food industries), GECO FoodService (Association of suppliers to the out-of-home consumption markets), SVFPE (Trade Union of Manufacturers of Fresh Ready-to-Use Plant-Based Products), ILEC (Consumer Goods-Companies Liaison Institute), IDC (Chamber of Commerce), UNILET (National Interprofessional Union of Processed Vegetables), UPPIA (Interprofessional Union for the Promotion of Canned Food Industries);
- in Italy: Centromarque, Filiera Italia; UIF (*Unione Italiana Food*) – Gruppo "IV Gamma" (group of fresh, washed, packaged and ready-to-eat fruit and vegetable companies within the Italian Association of Food Industries);
- in Hungary: Agrárkamara (Hungarian Chamber of Agronomy), FÉSZ (Association of Hungarian Food Industries), FRUITVEB (Hungarian Association of the Fruit and Vegetable Sector), MHKSz – Magyar Hütö és Konzervipari Szövetség (Hungarian Association of Freezing and Packing Food Companies);
- in Portugal: ALIF – *Associação da Indústria pelo Frio e Comércio de Produtos Alimentares* (Cold Products Industry Association);
- at Community level (European Union): AETMD (European Association of Sweet Corn Processors) and PROFEL (European Organization of Fruit and Vegetable Processing Industries).

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 growers, suppliers, consumers, national and local public institutions, etc.

Bonduelle wants to build and lead its transformation taking into account the expectations of its stakeholders. The following table lists the stakeholders with which the 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.

In 2022-2023, Bonduelle conducted an extensive consultation with more than 570 internal and external stakeholders (See Section 2.1.3).



Stakeholders	Communication methods
Shareholders	<ul style="list-style-type: none"> Shareholders' Meetings
Employees	<ul style="list-style-type: none"> Internal communication process (intranet, corporate social network) Leaflets and reports Engagement and satisfaction survey (Climate)
Suppliers	<ul style="list-style-type: none"> Quality assessments and audits CSR questionnaire (with supplier feedback) Assessment by EcoVadis Supplier scoring
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 Event with Shareholder growers
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 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 One-off requests by topic (e.g. regenerative agriculture) Response to UN Global Compact - once a year
Sustainability experts	<ul style="list-style-type: none"> Questionnaire responses Ad hoc dialog
Financial analysts / Investors	<ul style="list-style-type: none"> Financial events/meetings with analysts/meetings with investors on request Questionnaire responses Occasional dialog on request Specific meetings SRI funds and individual meetings on request

2.1.3 Materiality of risks and challenges

2.1.3.1 Materiality analysis method

This year, Bonduelle updated its materiality analysis. A new, quantitative methodology has enabled us to update the list of CSR challenges and provide a regional assessment for 8 zones/countries in addition to the global assessment.

This analysis is also part of the group's ambition to become a B Corp-certified company, and in preparation for the Corporate Sustainability Reporting Directive (CSRD).

The group called on more than 570 internal and external stakeholders worldwide to assess the materiality of CSR issues: suppliers, customers, NGOs, inter-professional associations, governments, experts, consultants, etc.

Using a quantitative and regionalized materiality approach, Bonduelle had the materiality of the impact of its activities on society and the environment assessed, as well as the financial impact of its activities, *i.e.* the risks and opportunities related to its activity and business model, at group and regional level.

This analysis enabled a number of internal contacts to be engaged and made aware of the strategic scope of the exercise. A larger number of stakeholders were surveyed, enabling results to be interpreted on a regional basis in France, Italy, Spain and Portugal, Northern Europe, Germany, Austria and Switzerland, the USA, Central Europe and South-Eastern Europe. These different levels of analysis thus inform decision-makers at group and regional level.

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2.1.3.2 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 Global Reporting Initiative (GRI) and the Global Compact. Bonduelle identified a total of 36 issues, corresponding to the five impact areas assessed by the B Corp certification:

Material topic	Definition
Governance	
Governance and business model driven by a purpose	Integrate the search for a positive impact on society/the environment in the Company's governance and in its business model/commercial strategy (e.g. company with a mission, etc.)
Business ethics and compliance	Uphold and implement the strictest business ethics across the Company's operations and value chain (e.g. data and privacy protection, anti-corruption, fraud, bribery, counterfeiting and anti-competitive behavior)
Ethical and transparent tax practices	Ensure compliance and transparency of tax practices, in accordance with the tax regulations in force in the countries of operations
Public policy and advocacy	Support or advance public policies in line with the Company's environmental, social and governance objectives, practices and values (through lobbying, contacts with government agencies, etc.)
Employees	
Compensation, benefits and social protection in companies	Offer fair and equitable compensation (minimum wage, benefits and social protection) to Bonduelle employees, in each country where the Company operates
Diversity, equity and inclusion in the workplace	Ensure that all Bonduelle employees in the Company's businesses, at all levels, regardless of seniority, are treated fairly and without discrimination in terms of recruitment, compensation, employee benefits and career development (regardless of gender, age, race, sexual orientation, physical ability, etc.)
Safety, health (physical and mental) and well-being of employees in the Company	Create a safe, secure and healthy working environment (physically and mentally) where Bonduelle employees can maintain a good work-life balance and enjoy flexibility in their workplace
Attract, recruit and develop talent	Attract and retain talent by offering Bonduelle employees learning and development opportunities as well as a career and growth plan
Corporate culture and internal engagement	Use a strong managerial culture and internal commitment to foster the professional and personal development of Bonduelle employees, including contributing to a positive impact in their daily work
Value chain workers	
Diversity, equity and inclusion in the value chain	Ensure that all workers in the Company's value chain, at all levels, regardless of seniority, are treated fairly and without discrimination in terms of recruitment, compensation, benefits and development career paths (regardless of gender, age, race, sexual orientation, physical ability, etc.)
Fair and equitable working conditions in the value chain	Ensure that all workers in the value chain receive a fair and decent salary, with reasonable working hours and good working conditions
Human rights in the value chain (including child labor, forced labor, migrant workers, etc.)	Promote and respect fundamental human rights in the value chain (e.g. forced labor and child labor, migrant workers rights, freedom of association, etc.)

Material topic	Definition
Communities	
Local economic contribution and development	Stimulate economic development and wealth creation in the local communities where Bonduelle operates, through job creation, professional training and education, payment of local suppliers and taxes, etc.
Food sovereignty	Ensure the domestic production of food to withstand any crisis or disruption of the global supply (pandemics, climate disasters, etc.)
Fair value sharing with growers and suppliers	Build and strengthen diverse, stable and sustainable partnerships with growers and other suppliers through equitable value sharing and ongoing support
Investment in local communities (charitable donations, staff volunteering)	Provide service to local communities through employee volunteering, product donations and financial donations
Environment	
Climate change mitigation (reduction of carbon emissions)	Reduce greenhouse gas (GHG) emissions throughout operations and the value chain (including sources such as cultivation and soil conservation, land use changes, etc.)
Climate change adaptation (resilience to climate change)	Assess and strengthen resilience to the impacts and risks associated with climate change throughout the value chain; contribute to the ability of societies and economies to resist the impacts of climate change
Energy consumption and renewable energies	Reduce energy use and intensity, improve energy efficiency and increase the use of renewable energies across operations and the supply chain
Local sourcing of ingredients	Ensure that raw materials and other ingredients come from local sources, taking care to limit the impact of transport on the environment
Water use and reuse	Reduce water consumption in agricultural and industrial processes and avoid the discharge of polluted water, i.e., reducing the use of synthetic fertilizers and pesticides
Hydric stress resilience	Adapt agriculture and industrial processes to cope with increased drought or flooding due to climate
Preserve and manage biodiversity	Prevent the loss of biodiversity and restore plant and animal species; improve natural habitats and ecosystem functioning in business areas and supply chains (including agriculture)
Regenerative agriculture (sustainable agriculture, soil health and land use)	Promote holistic agricultural principles and land use practices that aim to rehabilitate and improve the entire socio-ecological ecosystem, including soil health, water management and benefits for growers and communities
Food losses and waste	Reduce food loss and waste throughout the value chain, from field to fork and to landfill
Industrial waste management	Reduction, reuse and recycling of waste in the industrial operation process (excluding food losses and waste)
Animal health and welfare	Ensure the physical and mental health and well-being of animals throughout operations and the supply chain, including in the use of antibiotics, anti-inflammatories and hormone treatments, where necessary, to adverse impacts to animal and human health
Circular economy and packaging	Minimize product packaging (paper or plastic), increase the recycled content and recyclability of packaging (use of sustainable biodegradable/bio-sourced, recyclable packaging) while exploring circular business models



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Material topic	Definition
Clients and customers	
Offer healthy/plant-based products with nutritional benefits	Ensure that the product portfolio is focused on healthy and plant-based food products (e.g. vegetables, but also cereals and legumes) to prevent conditions such as overweight and obesity, overeating, undernutrition and non-communicable/contagious diseases (NCDs)
Offer environmentally-friendly products (e.g. organic, etc.)	Ensure that the product portfolio is oriented towards environmentally friendly products (e.g. organic, pesticide-free, etc.)
Product range in line with consumer needs and diets, including flexitarians, or offering alternatives to animal-based diets	Meeting and respecting the needs and diets of local consumers by diversifying the Company's product portfolio according to geography, culture, values and other trends (e.g. flexitarians, offer alternatives to animal-based diets)
Access and affordability of food/nutrition	Contribute to the availability and affordable access to sufficient, safe and nutritional food for all, including in low-income communities or in communities where access is limited ("food deserts")
Product safety and quality	Offer products that are safe and prevent health risks related to use, consumption, handling, preparation and storage throughout the value chain
Transparency in product labeling and ingredient traceability	Provide clear and easily accessible information on product ingredients (e.g. GMOs, colors and flavorings, allergens, etc.), nutritional profile and traceability/sourcing (e.g. ingredients and production conditions)
Responsible marketing and advertising	Advertise products to consumers in a way that allows for informed choices while avoiding green laundering
Consumer education to encourage flexitarian diets and other more sustainable behaviors	Engage consumers on the benefits of a flexitarian diet (to reduce meat consumption) and other more sustainable behaviors (e.g. waste, etc.)

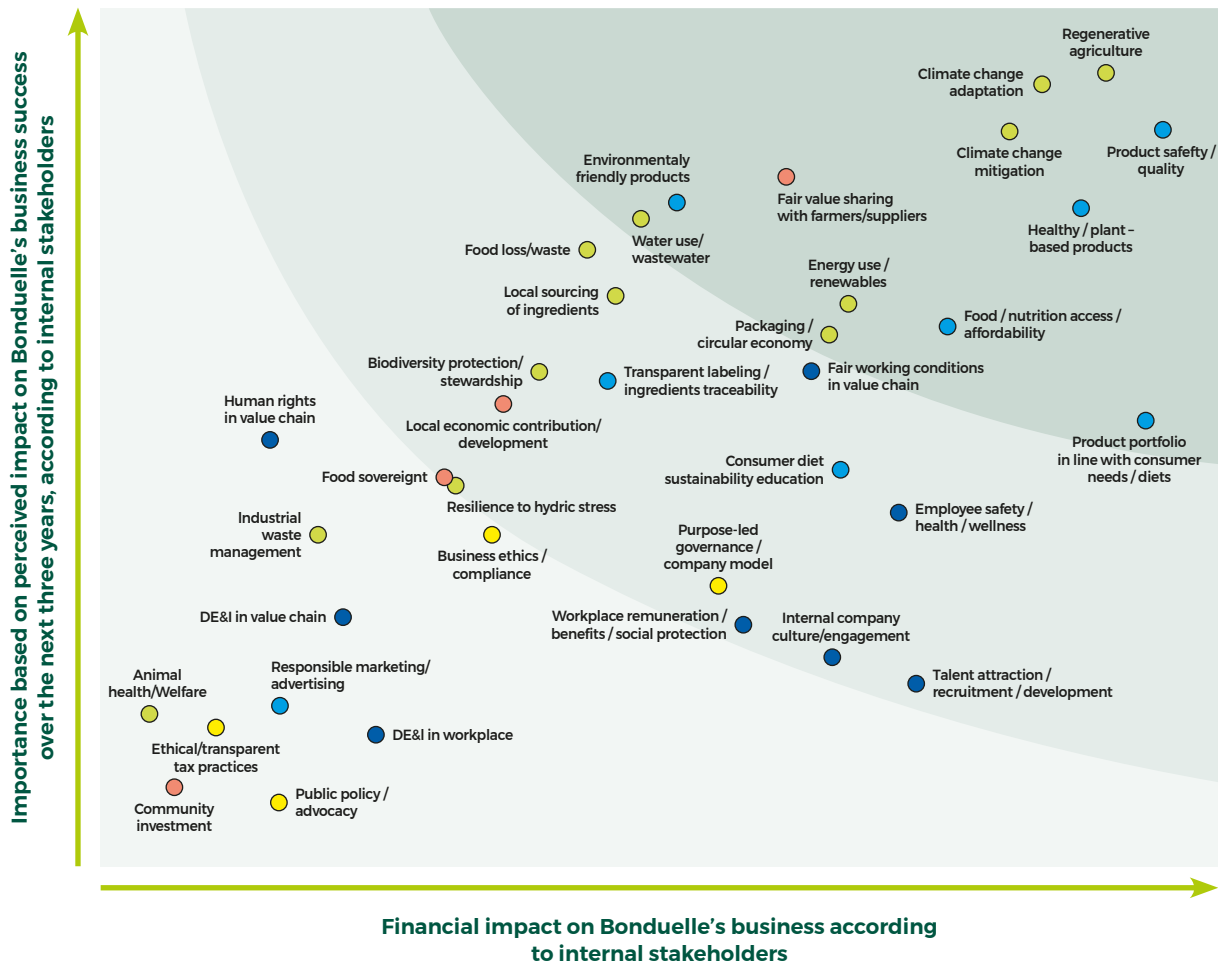
2.1.3.3 Prioritization of topics

All selected stakeholders were asked to complete a questionnaire of around 15 minutes in which they were asked to rank the CSR issues at random and to select what was most important for Bonduelle. They then noted Bonduelle's current perceived performance in the face of these issues, and finally they were able to project themselves into a prospective exercise of Bonduelle in the coming years.

Three central themes emerge in the new materiality matrix:

- transform agriculture into a regenerative, resilient and frugal model;
- offer plant-rich products and diets to all;
- and ensure fair value sharing with the relevant growers and suppliers.

Bonduelle materiality matrix



Catégories :

- Governance
- Workers
- Communities
- Environment
- Clients et Customers



2.2 Food

2.2.1 Bonduelle's food strategy

Bonduelle continues its commitment to plant-based food. The group is committed to offering products that meet the growing expectations of consumers in terms of transparency, well-being and respect for the environment. Promoting the transition to plant-based food is also part of Bonduelle's ambition to contribute to carbon neutrality (see 2.3.2 Climate).

Committed to the superior quality of its ingredients and recipes, the group continues to develop its offering to meet the needs of a

more plant-based diet. To facilitate the transition to a more plant-based diet, the group strengthened its innovation approach this year and revisited the target composition of its main dishes. Finally, Bonduelle continues to promote the flexitarian diet by removing the barriers to change, through a range of programs that make it easier for everyone to enjoy more plant-based cuisine, both at home and out and about. In particular, the group launched an observatory of flexitarian consumption practices.

Vision	Commitments	Impact targets
We create high quality flexitarian food experiences and sustainably impact eating habits	#1 Deliver superior plant-rich products	100% of our products evaluated Nutri-Score A or B by 2025 100% products free from controversial additives by 2030 Superior taste for top recipes and innovations
	#2 Develop a plant-rich offer by meeting the diverse needs of the flexitarian diet	> 15% of revenue achieved through innovations 20% of revenue achieved through complete plant-rich meal solutions by 2030
	#3 Promote the flexitarian diet for all	100% of countries promoting plant-based cuisine for all through dedicated programs by 2030 Double the impact of Bonduelle Foundation activity by 2030

Bonduelle makes its teams in charge of innovation and product development aware of these commitments. The Taste and Go tool, for example, trains teams in the practices and vocabulary of plant-based tasting. With regard to nutritional benefits, the

NutriGo tool supports teams in the advantages of plants, the preservation of their qualities during processing, Bonduelle's difference in the market, etc.

2.2.2 High-quality plant-based food

2.2.2.1 Nutritional quality of products

For Bonduelle, the nutritional quality of products is essential. Classification of the nutritional quality of products, based on the evaluation and optimization of its products, is based on four essential points:

1. the categorization of products according to five "nutrition" families, according to nutrient composition thresholds:
 - natural vegetables,
 - natural legumes,
 - naturally starchy foods,
 - plant-based main dishes,
 - prepared 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. Since 2022, this framework has included the nutritional criteria used to calculate the Nutri-Score;

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 corresponded to the nutritional framework recommended by the classification;

3. recipe compliance: between 2009 and 2017, Bonduelle revised more than 250 recipes to bring them into compliance with the nutritional criteria recommended by the classification;
4. all new plant-based products since 2017 must meet a number of minimum criteria defined by this classification and be positioned in one of the five defined "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 products that are not classified A and B by the Nutri-Score.

This classification involves, in addition to the Nutrition Department, the quality, innovation and development engineers as well as the marketing departments of the various business units.

100% of Bonduelle-branded products are thus assessed through the lens of this classification.

2.2.2.2 Towards products classified A or B by the Nutri-Score

Bonduelle has set itself the target of having 100% of its products classified as A or B by Nutri-Score by 2025.

Bonduelle is continuing to roll out the Nutri-Score logo on its packaging in regions where it makes sense for consumers. 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, the Netherlands and Poland, Bonduelle voluntarily applies Nutri-Score nutritional labeling on the packaging of its Cassegrain and Bonduelle brand products.

For the sake of overall consistency, in countries that do not allow the display of the Nutri-Score, Bonduelle nevertheless uses this standard and ensures that the products also meet the criteria for an A/B score. In 2022-2023, 98.2% of branded products were evaluated as Nutri-Score A or B.

2.2.2.3 Reduction of additives

Bonduelle has set itself the target of reducing additives in its products, until the complete elimination of controversial additives by 2030. This ambition, beyond compliance with the list of legally authorized additives, is driven by the desire to support the food transition and consumer expectations.

This year, the group revised and harmonized the definition of its controversial additives. It relied on:

- the European Regulation on food additives⁽¹⁾;
- the CODEX Alimentarius, a set of food standards and texts published by the Food and Agriculture Organization of the United Nations (FAO) and the World Health Organization (WHO);
- an additional reference bibliography, representing the opinion of experts and the expectations of consumers.

Bonduelle established an internal classification of additives according to two categories:

- green additives are commonly used. Without controversy, they should be limited and their use could be banned by business units if local regulations or local consumer expectations require it;
- red additives are controversial. They have been banned from new recipes for several years.

This internal classification is reviewed regularly. It is supported by an annual roadmap to achieve the target set for 2030; the existing recipes are thus reworked, range by range.

2.2.2.4 A range without pesticide residues

Bonduelle has been expanding its pesticide residue-free range⁽²⁾. This includes ready-to-use salads (lamb's lettuce, mixed baby greens, baby spinach and iceberg), canned food (sweet corn, green peas, garden peas and green beans) and frozen food (spinach, green beans, peas, butter beans, broccoli and cauliflower).

With "pesticide residue-free" ranges, Bonduelle has chosen to commit to results. The group has deployed a **rigorous approach, impacting its entire value chain and validated by risk-based analyses**. This commitment requires working collaboratively 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 2.2.5 Quality and traceability).

This approach is already applied in several countries: France, Italy, Hungary, Poland and Portugal.

Total volumes sold of "pesticide residue-free" products represented nearly 13% in 2022-2023.

(1) Regulation (EC) No. 1333/2008 of the European Parliament and of the Council of December 16, 2008.

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

2.2.2.5 Tasty recipes and innovations

This year, Bonduelle has defined its commitment to tasty recipes and innovations. The group has thus defined a “tasty” product, which will be assessed according to a methodology enabling a precise definition of:

- the consumer’s desire to buy;
- the overall taste deemed pleasant by the consumer;

- the match between consumer expectations and expected taste.

This approach requires a strong link with consumers. By placing the consumer at the heart of this indicator, the group intends to propose relevant recipes and innovations, which will support a more plant-based diet.

Bonduelle will roll out the monitoring of this indicator within its business units from next year.

2.2.3 Develop a plant-rich offer supporting the diverse needs of flexitarians

Understanding and supporting flexitarianism

In 2022-2023, Bonduelle continued its study of flexitarian diets. The group wishes to assess with increasing precision the practices and needs associated with a flexitarian diet.

A meta-analysis of existing reports and data and interviews with stakeholders revealed very diversified practices around reduced meat consumption. The needs associated with these diets were shared with all business units who were able to co-construct group-wide targets to promote and support a more plant-based diet.

This year, the group’s R&D Department worked with other players in the agri-food industry to identify and study relevant behavioral drivers, intending to stimulate flexitarian consumption.

Bonduelle regularly conducts research projects on consumer behavior, always from the food transition angle. In 2023, the group is developing an observatory of flexitarian consumption practices (cf. 2.2.4.2).

Product innovations: more vegetables and pulses

In 2022-2023, Bonduelle set up a new organization for innovation. It is led by a Group Innovation Manager, with Innovation Managers in each business unit, and site project teams.

This year, Bonduelle identified its types of innovation in a mapping process common to all of its business units. The group has drawn up an inventory of its innovations.

All the innovations contribute to the objectives of its commitment #2 Develop a plant-rich offer, meeting the various needs of a flexitarian diet:

- > 15% of revenue achieved through innovations;
- 20% revenue achieved through complete plant-rich meal solutions by 2030.

This year, Bonduelle innovated with legume-based recipes and complete plant-rich meal solutions, for example:

- a range of ready-to-eat prepared vegetable salads, rich in protein (thanks to the presence of pulses) in Italy;
- a range of gourmet main dishes with generous amounts of vegetables in the fresh ready-to-eat prepared vegetables aisle (served hot or cold) in France;
- a “Freshly Harvested” range of pulses, the first of its kind in France and Germany: harvesting and canning, carried out in less than 24 hours in the Hauts-de-France region, ensures that the organoleptic and nutritional qualities of pulses are preserved;
- an extension of the frozen Cassegrain range, which offers a new cooked cabbage recipe, both gourmet and rich in vegetables, designed to accompany a dish; and a spinach and pesto lasagna recipe in individual portions;
- an extension of our range of bean dishes, featuring beans in a barberry-wine sauce, for a main dish or as a side;
- a new recipe based on rice, which completes the “Lunch Bowl” range.

Main dishes rich in vegetables

This year, Bonduelle defined precisely what constitutes a “plant-rich main dish”. The group relied on its internal expertise and on existing scientific publications.

A “main dish” must therefore make a major contribution to a meal, by containing at least two of the following four food groups:

- bread, cereals, paddy and pasta;
- fruit and vegetables;
- milk, yogurt and cheese;
- meat, poultry, fish, dried beans, eggs and nuts.

In 2022-2023, Bonduelle had 19.3% main dishes among its marketed products.

2.2.4 Flexitarian diet for all

2.2.4.1 Promoting the food transition

Supporting professionals to inspire changes in food

Since 2019, Greenology® helps food service actors, whether independent, chains or professional caterers, to put plant-based food at the heart of their menus. Turnkey, online support presents: plant-based food basics, tutorial videos, veggie trends, and gourmet recipes that are easy to prepare. Interested professionals can also attend face-to-face Greenology® Masterclasses with Bonduelle's culinary advisors.

Already deployed in several European countries today, this program will be extended and deployed gradually in all regions where Bonduelle operates, by 2030.

Raising awareness of plant-based food on websites and social networks

Bonduelle designs monthly editorial and creative content, called in Europe Veggie Content, and rolled out in each country on websites and social networks – a program of inspiring content dedicated to plant-based food and the food transition. The group aims to contribute to changing the eating habits of the many Europeans who don't eat vegetables every day, and to help develop a "veggie culture" that showcases the modern, inspiring and creative aspect of vegetables in all their forms.

A wide range of topics is published around three areas:

- Cook: publication of illustrated recipes with photos or videos;
- Cultivate: explanations of vegetable growing methods, field regeneration, notions of permaculture and pollination, issues surrounding the use of pesticides, etc.;
- Explore: presentation of food trends around the world in an educational way (flexitarianism, vegetarianism and veganism, local and seasonal food, etc.).

In total, more than 400 pieces – in various formats – has been published since 2018 on websites and social networks in all European countries, particularly in France (under the name *Légumiz*), in Italy (under the name *Veggie Passion*) and in Germany (under the name *Gemüse4me*) to promote the extraordinary creativity of vegetables.

Bonduelle monitors the performance of this content in order to measure its relevance and impact.

Valuing the work of farmers and the quality of their production

Bonduelle participates in the National Agricultural Days, of which it is a major sponsor this year. The objective of these days is to allow everyone to discuss with growers, to promote their profession and the quality of their production to consumers, and value their contribution to food sovereignty in France. In 2023, the third edition welcomed more than 300 people: distribution partners, growers, schoolchildren, customers and families. They all followed a discovery trail on the cycle of plants, soils and varietal selection, the importance of biodiversity, and finally, an educational workshop around vegetables.

This year, two partner farms opened their doors. In the first, three generations of growers welcomed visitors, in a long-term partnership with Bonduelle. The second highlighted the cultivation of pulses.

2.2.4.2 Sustainable change in eating habits with the Louis Bonduelle Foundation

Since 2004, the mission of the Louis Bonduelle Foundation has been to sustainably change eating behaviors while respecting people and the planet and to accelerate the food transition.

This year, the Foundation reaffirmed its ambition: to encourage sustainable eating habits, particularly among vulnerable populations, wherever Bonduelle employees are present. This ambition is driven by three pillars:

- educate consumers about the food transition, based on scientific research to have a better understanding of eating habits and the drivers to change them;
- support local players in the food transition over the long term, through financial support or civic engagement, or by offering them visibility;
- encourage Bonduelle employees to act as "hummingbirds" in the food transition.

Present and active internationally – in France, the United States, Italy, Spain and Romania – the Louis Bonduelle Foundation brings concrete means to make plant-based food part of everyone's daily life, in a useful, realistic, original and, of course, sustainable way.

Since its creation, the Foundation has participated in more than 30 scientific monographs, 4 white papers and 17 scientific projects. For the past three years, the Foundation has focused on the general public, and in particular populations furthest from basic food education (children, students, families in need, etc.) by supporting local projects to promote the food transition; 22 projects have been supported over the past three years. Bonduelle has set itself the target of doubling the impact of the Bonduelle Foundation by 2030.



Educating consumers about the food transition

In order to make research on plants and sustainable food available, the Foundation runs two Facebook pages, a **website**⁽¹⁾, which counts an average of 63,500 visitors per month and an open access newsletter: **L'actu de la transition alimentaire** with 8,531 followers. The flagship section of the Foundation's website, "The ABC of vegetables", publishes numerous articles on sustainable food and the food transition, as well as an e-book on the food transition and numerous infographics.

Scientific research to support action

Bonduelle has established a long-term partnership with **ANCA Chair**, hosted by the AgroParisTech Foundation (France), which aims for access for all to healthy and sustainable food.

From 2016 to 2021, the first partnership period resulted in 100 educational pieces of content and two scientific articles. It was covered by 40 media and reached 500,000 people. In particular, the Louis Bonduelle Foundation contributed to the creation of a forward-looking digital cartoon *Je mange 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.

The ambition of the 2021-2025 program is to understand and support the transformation of the eating behavior 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. In 2021, this partnership contributed in particular to the launch of a new immersive and innovative program for 18-35-year-olds, published entirely on Instagram (@jemangepourle futur) for three months. The purpose of this project was to raise awareness among this target about the adoption of sustainable food and to expand the audience already reached by the Foundation (families, students, children in need).

This year, the group is developing an observatory of flexitarian consumption practices. It will look at how people become flexitarian. Its work began in the summer of 2023. Quantitative surveys will be conducted every three months on groups of 500 people, interspersed with qualitative surveys to talk about the figures collected. Many people will be monitored over time.

Call for projects "let's Vegg'up" to encourage local players on access to plant-based food

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 2021, the Foundation has encouraged and supported 22 projects.

To promote and support players who promote access to plant-based food and are committed to the food transition, the Foundation has partnered with Ulule, a crowdfunding platform and B Corp company. Together, they have been managing the "Let's vegg'up" incubator since 2020.

This year, eight winners and their projects have already been designated.

- Terra Ferma (*Jardins de Cocagne*) runs social integration sites offering crates of fresh fruit and vegetables at fair prices, as well as plant-based cooking courses.
- *La Compagna della Polenta* distributes hot and vegetarian meals to homeless people in Milan.
- The 3 C collective cultivates an urban garden in which it offers gardening training for people excluded from society.
- The FEAST association offers courses to make simple, healthy, affordable recipes that can be easily made at home.
- The *Badinage Artistique* company has created an eco-environment where circus arts will help spread messages about sustainable food and agroecology.
- The *Coop Fior di Loto* cooperative runs a social garden that enables disabled people to engage in work-related activities.
- The Agrolife brand plans to build a kitchen in its urban garden to organize cooking workshops based on healthy eating habits.
- The Las Vegan Food Pantry organization fights against food insecurity by organizing exclusively vegan food distributions.

Terra Ferma, Compagna della Polenta, 3 C and Feast received the 2023 Foundation award. Badinage Artistique, Coop Fior di Loto, Agrolife and Las Vegan Food Pantry received the 2023 Public Award.

Bonduelle employees, "hummingbirds" of the food transition

This year, encouraged by the Foundation, several group employees took part in civic actions to support the food transition. Next year, Bonduelle will present a program to encourage volunteering during working hours and thus enable the group's employees to nurture their civic engagement (see 2.4.6). This program will be set up after a review of the associations supported by the Foundation, in order to validate their sharing of the group's vision.

(1) <https://www.fondation-louisbonduelle.org/>; Please note that information appearing on this website is not part of this universal registration document.

(2) <https://www.instagram.com/jemangepourle futur/?hl=fr>; Please note that information appearing on this website is not part of the universal registration document.



2.2.5 Food quality and traceability

2.2.5.1 Product control 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 2022-2023 Bonduelle conducted 46,264 food safety analyses of canned products and 18,684 in other product segments.

To ensure **the highest possible quality of its products**, Bonduelle has implemented a quality management system and processes in each of its business units, led by a Quality Department. Each business unit deploys a quality plan according to its technological specifications (canned, frozen and fresh), the requirements of its internal and external customers and stakeholders, and the regulatory context specific to its various 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 facilities throughout the food production chain:

1. crop control, according to the control plans defined with our farming partners;
2. quality checks on incoming "plant-based" raw materials and all other supplies;
3. quality controls on the production lines;
4. final checks on products before shipping.

Bonduelle carries out numerous quality controls throughout the product life cycle, from harvesting to storage, in particular to check freshness and organoleptic qualities, and compliance with external expectations and internal requirements in terms of bacteriology, phytosanitary product residues and chemical and physical contaminants. The results of these control plans lead to continuous improvement actions for each production facility: review of quality plans and procedures, new investments or renewal of industrial equipment, certification process, etc.

The **traceability** of all information is provided by the code on the packaging. On it is found: field and growing conditions, harvest and transformation date, plant preparation conditions and storage conditions.

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 addition to internal audits, Bonduelle ensures that the quality of its manufacturing processes is validated by trusted third parties. Bonduelle has a policy of specific certifications in the zones where it is located and based on customer requests according to recognized standards, in particular by the GFSI (Global Food Safety Initiative), such as IFS and BRC.

Thus, most agro-industrial sites have several certificates:

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

21 IFS and/or BRC sites	IFS: International Food Standard – privately owned by the French Food Retail and Wholesale Federation (Fédération des entreprises du commerce et de la distribution, FCD) – and its German counterpart (HDE). The IFS evaluates food product suppliers focusing on product quality and safety. BRCGS = Brand Reputation Compliance Global Standard – private standards, owned by a group of Anglo-Saxon distributors, very similar to IFS.
4 FSSC 22000-certified facilities	
4 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.
22 organic agricultural facilities	According to current laws and regulations, production facilities are certified for the production of organic products.

Bonduelle has risk prevention networks amongst its business units dedicated to: contamination by pathogenic bacteria, in particular listeria, foreign bodies, phytosanitary products.

2.2.5.2 Manufacturing processes that are as close as possible to nature

Bonduelle has designed its manufacturing processes so that the vegetables that arrive on the consumer's plate are as close as possible to those that would be eaten in the field. To preserve their nutritional and taste of canned and frozen vegetables, **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°C 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.

2.2.6 Fight against food waste

In addition to its internal "zero-loss" policy in plants (see 2.3.6.3 Waste management), 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 hundred tonnes of vegetables each year to charities, which redistribute them locally.

2.2.5.3 Quality of ingredients and packaging

Bonduelle mainly sources its vegetables from its farming partners. Together, they work in partnership covering product quality (cf. 2.3 Planet).

Bonduelle also buys a minority share of its vegetables from other market players (13.3% in equivalent surface area), and sources its ingredients and packaging from specialized retailers. With these suppliers, Bonduelle implements an approach to ensure the quality and safety of finished products.

Before listing them, Bonduelle qualifies the quality of its suppliers at risk. They answer Bonduelle's quality and safety questionnaire and submit their quality certifications. Bonduelle also takes into account the CSR score of its suppliers assessed by Ecovadis. The group thus qualifies the level of maturity and risk of suppliers.

Bonduelle then qualifies the vegetables, ingredients or packaging. The group verifies their regulatory guarantees, their labeling information (ingredients, allergens, nutritional), the control of their microbiological, physical and chemical risks, etc. The plants can then obtain supplies in complete safety.

Throughout the relationship with suppliers, Bonduelle monitors the quality of supplies. In addition, the group or its external service providers carry out traceability tests, assessments and audits. These controls, carried out regularly according to the risk level of suppliers, lead to corrective action plans.

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.

2.2.7 Responsible purchasing

In Bonduelle's ambition to become a positive impact group, responsible purchasing is a key topic. This year, the group developed its responsible purchasing strategy. It aims to:

- Strengthen the environmental, social and governance (ESG) fundamentals of purchasing, in particular compliance with the duty of vigilance and regulations relating to anti-corruption and influence peddling;
- support Bonduelle's ambition, in particular the B! Pact strategy and the climate objective;
- disseminate ESG (Environment, Social, Governance) within the value chain.

As an extension of this strategy, Bonduelle is preparing its purchasing ethics charter, backed by the group's ethics charter.

2.2.7.1 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 2.3.3.1).

2.2.7.2 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.

This year, the group developed a tool to assess its stakeholders and limit the risks related to corruption, as well as serious violations of human rights, the health and safety of people and the environment. This assessment is described in 2.5.2.1.

CSR assessment of suppliers

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.

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. These assessments become important elements in optimizing the choice of suppliers and adapting the business flow with them.

By the close of 2022-2023, the at-risk supplier assessment had been completed for **203 suppliers, and was ongoing for 62 others**. In 2023-2024, Bonduelle will continue to roll out its program to roll out the Ecovadis tool to a panel of strategic suppliers, which will be gradually expanded.

2.2.7.3 Contributing with the business lines to achieving the B! Pact targets

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

- reduce the environmental impact of packaging (see 2.3.6.2);
- select ingredients that comply with best practices in terms of quality, environment and health;
- develop over-the-counter electricity purchase contracts, or Power Purchase Agreements (PPA) (see 2.3.2.4), deploy photovoltaic panels on several sites in Europe and study the option of installing new biomass boilers;
- recover and reuse site waste.

2.2.7.4 Animal welfare

Few Bonduelle products contain ingredients of animal origin. Nevertheless, the group is sensitive to animal welfare. It recognizes the Five Freedoms of animals:

- not suffer from hunger or thirst;
- not suffer from discomfort;
- not suffer from pain, injury or illness;
- be able to express the natural behaviors specific to the species;
- do not feel fear or distress.

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 from its suppliers practices that promote animal welfare in compliance with industry laws and guidelines.

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



Monitoring of broiler suppliers

For broilers, Bonduelle relies on the ECC (European Chicken Commitment) guidelines⁽¹⁾ and its six criteria:

- implement a maximum stocking density of 30 kg/m²;
- use breeds of proven benefit in animal welfare;
- comply with higher standards with regard to the environment of the chickens, including natural light, supplemented if necessary to achieve at least 50 lux of light intensity;
- install at least two meters of usable perches and two substrates to peck per 1,000 birds;
- adopt controlled atmosphere stunning;
- ensure compliance with the above requirements through an independent audit procedure and the publication of an annual advancement reporting.

Bonduelle monitors the progress of its suppliers on these six criteria and hopes that by 2026, if the poultry sector and sanitary conditions allow, 100% of chickens meet the standards of the European Chicken Commitment in Europe.

In 2022, here is the progress made on Bonduelle's commitments with regard to the ECC criteria:

- breeding density 30 kg/m²: 0%;
- strains: 0%;
- natural light: 30%;
- enrichment: 30%;
- controlled atmosphere stunning: 50%;
- external audit: 0%.

In Europe, the prepared ready to eat vegetable salads in question are made from chickens whose high-quality diet prohibits animal meal and growth hormones, in accordance with regulations. Breeders are committed to the continuous improvement of breeding conditions.

Monitoring suppliers of egg-laying poultry (eggs and egg products)

Bonduelle is also committed to eggs and egg products, a very small part of its ingredients: 100% of eggs and egg products will be guaranteed "not farmed in cages" by 2025. In 2022-2023, the volume of purchases of egg products from alternative farms was nearly 35%.

(1) <https://betterchickencommitment.com/eu/policy/>

2.3 Planet

2.3.1 Bonduelle's strategy for the Planet

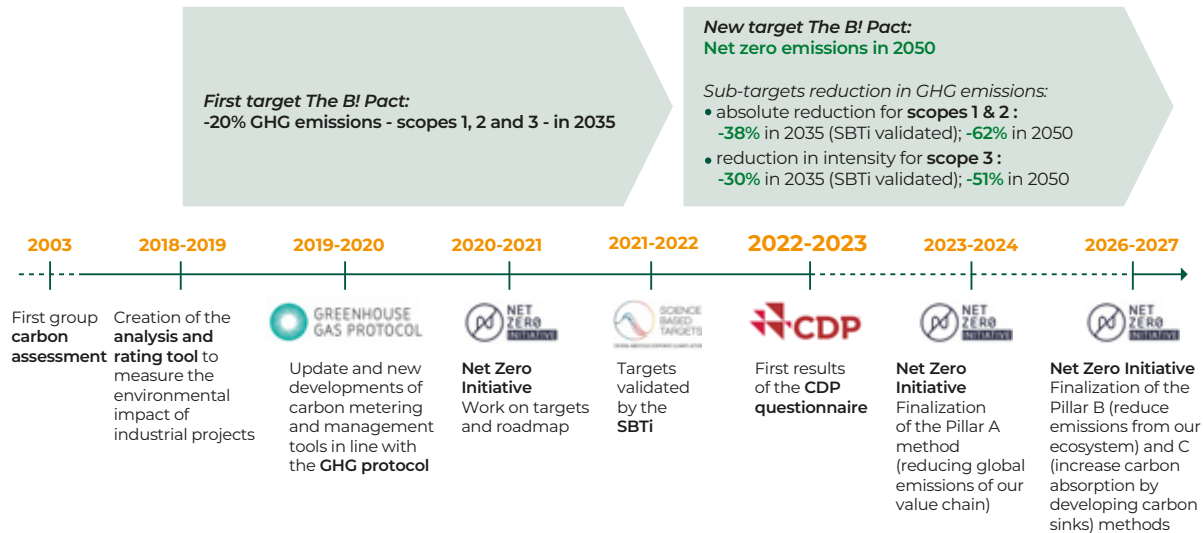
Bonduelle is committed to regenerating agriculture and preserving biodiversity. The group has also set itself targets for the circular economy. Lastly, Bonduelle aims to contribute to carbon neutrality. The group aims to achieve zero net emissions by 2050 and is pursuing its intermediate targets for 2035 validated by the SBTi⁽¹⁾ (cf. 2.3.2 Climate).

Vision	Commitments	Impact targets
We transform our food production system from field to fork to contribute to carbon neutrality	#4 Scale up regenerative agriculture & preserve biodiversity	80% of growers engaged in regenerative agriculture by 2030 100% of cultivated area using pollinator protection plan by 2030
	#5 Foster the circular economy	100% of our packs are designed to be recyclable or reusable by 2025 0% of virgin fossil plastics used in our packaging by 2030
	#6 Contribute to carbon neutrality	38% reduction in our Scopes 1 & 2 GHG emissions by 2035 (vs. FY20 in absolute terms) 30% reduction in Scope 3 GHG emissions by 2035 (vs. FY20 in intensity)

2.3.2 Climate

2.3.2.1 Climate change mitigation transition plan

Bonduelle has been committed to the fight against climate change for nearly 20 years. The group has included its transition plan in the structure of the Net Zero Initiative⁽²⁾ and has defined targets validated by the SBTi.



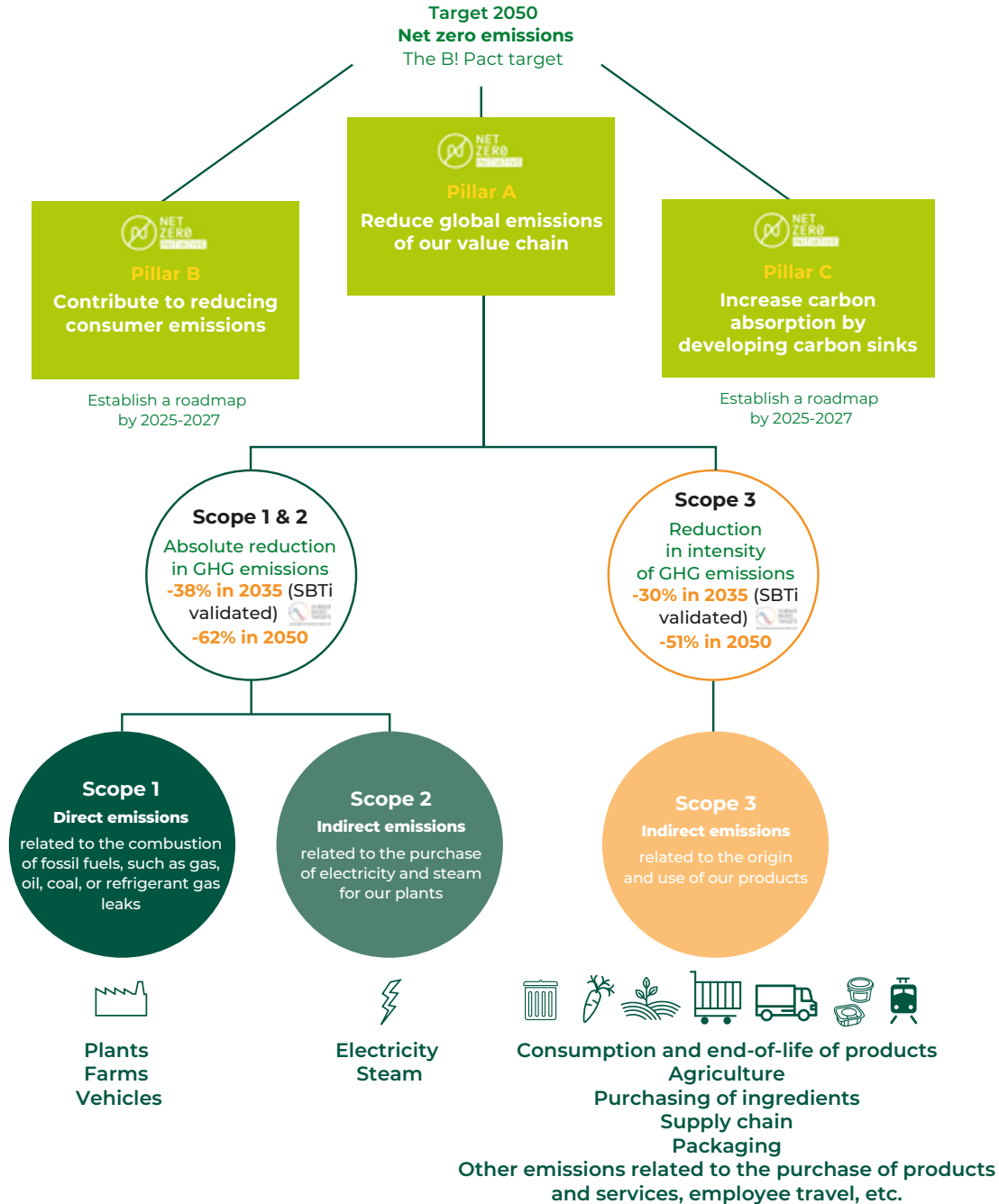
(1) The SBTi (Science Based Targets Initiative) is a partnership between the CDP (Carbon Disclosure Project), the United Nations Global Compact, the World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). It defines and promotes best practices for emissions reduction and net zero objectives, based on climate science.

(2) The Net Zero Initiative (NZI), initiated by Carbon 4 in 2018 with a dozen pioneering companies and a scientific committee, with the support of some 15 sponsors, provides organizations with a way to describe and organize their climate action to maximize their contribution to the realization of carbon neutrality.

Carbon neutrality is understood on a global scale as a balance between anthropic CO₂ emissions and anthropic CO₂ absorption. In other words, removing the amount of CO₂ each year emitted by human activities is the only way to stabilize temperatures

and meet the +2°C or 1.5°C targets of the Paris Agreement before the middle of the century.

**Bonduelle's climate strategy:
structured according to the Net Zero Initiative and marked by targets validated by the SBTi**



Bonduelle's climate mitigation strategy is based on the three pillars of the **Net Zero Initiative**:

- pillar A: reducing global emissions of **our value chain** at the level required by science;
- pillar B: helping to avoid the carbon emissions of **consumers**; reducing the emissions **our ecosystem**;
- pillar C: offset residual emissions with the potential **carbon sequestration** of agricultural practices.

Progress of the transition plan

The group prioritizes Pillar A. The group has defined its targets for Scopes 1 & 2 and Scope 3, its trajectory and roadmap to reduce its global emissions in its value chain. This includes:

- defining and preparing for monitoring climate trajectories;
- implementing climate governance;
- the development of shared carbon assessment, accounting and management tools;
- sharing solutions and best practices;
- creating training and communication systems.

Bonduelle is carrying out preparatory work to roll out the roadmaps for pillars B and C from 2025 to 2027.

The group is implementing a method to measure avoided emissions. Its objective is to measure the environmental benefit of marketing a complete plant-based food to replace food with a higher carbon footprint (pillar B).

Regarding carbon sequestration (pillar C), Bonduelle is working to define calculation methodologies and the action framework, in line with international standards. The approach will be rolled out with its farming partners.

In 2021-2022, Bonduelle responded to the CDP Climate Change questionnaire for the first time. In 2022-2023, Bonduelle continued this transparency work to reflect the maturity of the group's climate approach.

Decarbonization drivers

The Bonduelle Group identifies decarbonization drivers throughout its value chain: agriculture, sourcing of ingredients, packaging, industrial processing, employee transportation, product transportation, distribution and consumption.

To achieve this, the Group is deploying the following measures for each activity, from agriculture to retailing: counting carbon emissions, evaluating and managing mitigation actions, and implementing decarbonization roadmaps (see 2.3.2.4 Actions and resources).

Carbon counting and management tools

Prepared using the GHG protocol (Greenhouse Gas protocol) carbon counting and management tools guide strategic and operational decisions. For the past two years, the group has been strengthening the robustness of its results. It overhauled its methods, refined the quality of the data by limiting estimates, and updated its emission factors. The tools now cover all of the group's value chain activities, from agriculture to product transportation.

Investments to implement the transition plan

Bonduelle invests in energy efficiency and renewable energy production equipment on its sites (see 2.3.2.4).

Investment tools: rating of industrial projects

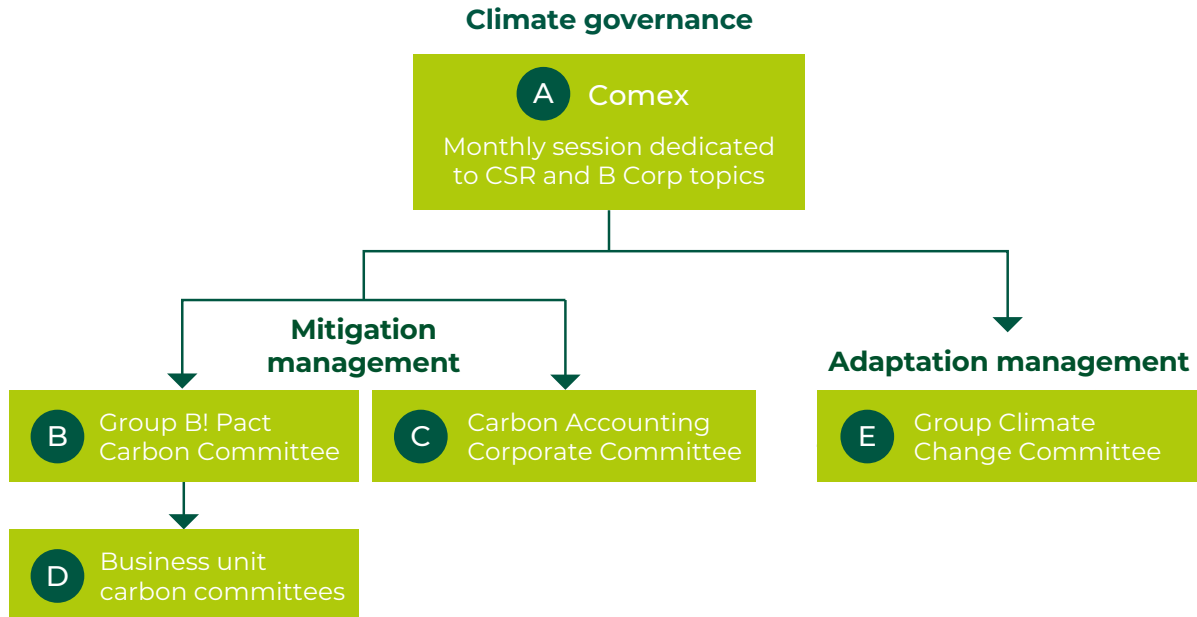
In order to integrate the carbon impact into its investment selection criteria, Bonduelle has adopted a tool for analyzing and rating the carbon impact of its industrial projects. The calculation of the return on investment, called green ROI, includes the internal carbon price (see 2.3.2.5).

Carbon modeling tools for industrial projects

Bonduelle also has a carbon modeling tool for its industrial projects. This enables it to estimate future emissions from production and decarbonization projects site by site, depending in particular on the nature of the activity and the country's emission factors.



Climate governance and supervision



Bonduelle is implementing its climate trajectory at all levels of the group, through its business units and its business lines.

Climate governance is composed of several bodies:

- A** The **Executive Committee** devotes a monthly session to **CSR and B Corp, including climate topics**. The topics are covered by the members responsible for these topics: Céline Barral, Chief CSR and Corporate Communication Officer, and Patrick Lesueur, Chief Prospective and Development Officer;
- B** The group's **B! Pact Carbon Committee** shares and disseminates carbon emissions management tools and monitors changes in the group's targets. Meeting bimonthly are:
 - the members of the Executive Committee responsible for CSR and B Corp,
 - the group climate officers,
 - the group's business line contacts involved in the climate strategy,
 - the CSR contacts of the business units;
- C** The **Carbon Accounting Corporate Committee**, created in 2022-2023, is responsible for integrating the carbon component into Bonduelle's financial and strategic management. It is composed of group business line representatives who participate in our carbon impact mitigation project;
- D** The **Carbon Committees of the business units** coordinate the climate strategy and actions at the level of their entities. They are coordinated by the those responsible for CSR in each business unit, and bring together the business lines involved deployment of actions;

- E** The body dedicated to climate change **adaptation**, the **Climate Change Committee** defines and coordinates activities on this issue. The Committee's team is structured around four topics: commercial, agro-industry, finance and CSR. The members of each topic are responsible for:
 - identifying the risks related to climate change,
 - adjusting the climate strategy to the group's strategy and structuring adaptation approaches in each of the pillars,
 - supporting the implementation of adaptation approaches,
 - informing the Executive Committee annually.

Integration of the transition plan in internal budgets

In order to anticipate the financial impact of its carbon trajectory, Bonduelle establishes a bridge between its financial accounts and its carbon counting. This approach is steered by the committee dedicated to carbon financial management, **the Carbon Accounting Corporate Committee**.

As part of a simulation work to achieve our CO₂ emissions targets, the carbon budget was valued on the basis of the average purchase price of Guarantees of Origin.

The principle of valuing our carbon emissions at a market price is included in the calculation of the green ROI of our CAPEX. The Carbon Accounting Corporate Committee is responsible for setting the price to be considered.

2.3.2.2 Climate-related impacts, risks and opportunities

Bonduelle assesses its impacts, risks and opportunities related to climate change mitigation and adaptation using two maps:

- the group's risk mapping (see 4.2.2 Details of the main risk factors to which the Bonduelle Group believes it is exposed as of the date of this universal registration document);
- the materiality matrix (see 2.1.3.4).

Focus on identifying physical and transition risks

Bonduelle has begun to analyze the adaptation of its activity to climate change. The first phase, carried out in 2022-2023, involved employees who are members of the Climate Change Committee. They initiated the inventory of risks and actions to adapt to climate change.

Through this work, Bonduelle has provided an overview of the effects of climate change on its major activities. For agronomy, the group assessed the effects of persistent high temperatures, the shortening of sowing cycles, the reduction in the number of days without thaw, and water balances. The group will continue its assessment of its industrial, financial, regulatory and marketing activities.

Bonduelle has assessed three risk categories:

- physical risks are assessed with regard to the exposure of assets to contingencies and the vulnerability of activities;
- transition risks are assessed for their direct impacts (prices of raw materials, carbon prices on direct activities, energy prices for plants, changes in consumer expectations) and indirect impacts (carbon and energy prices for the supply chain);
- lastly, legal and financial risks include the possibility of companies being sued for their impact on climate change.

This initial analysis was also an opportunity to raise awareness among internal contributors about their activities. Bonduelle will analyze the financial materiality of adaptation to climate change in its value chain, with regard to various climate scenarios.

2.3.2.3 Climate change reduction and adaptation policy

The Bonduelle Group's carbon neutrality policy presents:

- the group's ambition to contribute to carbon neutrality (see 2.3.2.1);
- the climate transition plan and its deployment schedule (see 2.3.2.1);
- climate targets and their phasing (see 2.3.2.5);
- definitions of scopes 1, 2 and 3 (see 2.3.2.5);
- the policy's reference frameworks: the SBTi (Science Based Targets initiative), the GHG Protocol and the Net Zero Initiative (NZI).

It applies to the group's entire scope.

2.3.2.4 Climate change actions and resources

Agriculture

Through its agri-food business, Bonduelle is eligible to follow the SBTi FLAG (Forest, Land, Agriculture) guide. This new standard is intended for land-intensive sectors. It uses scientific data to set targets for reducing and absorbing emissions from land use.

Bonduelle is studying the setting of climate targets aligned with this guide, which it will submit to the SBTi at the end of 2024.

The group is now committed through its agro roadmap (see 2.3.3.2), which presents its issues and ambitions.

Industry

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

1. achieve energy savings;
2. substitute renewable energies for fossil fuels;
3. develop green electricity through direct long-term purchase 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. The group's new environmental management system (EMS) includes a tool for analyzing the carbon situation and developing action plans at the level of the site.

Energy savings

Whether electric or thermal, energy is essential for the production process. Electricity feeds the deep-freezing process, the storage of frozen products and the air conditioning of refrigeration workshops. It is also used for the manufacture of compressed air, the production of chilled water, lighting and air conditioning of premises and for certain equipment: other engines, fans, conveyors, certain forklifts. 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.

In 2022-2023, Bonduelle has invested in the renewal of energy-efficient blancher plants in Nagykörös and Békéscsaba (Hungary).



Audit and consumption action plan

Using the new environmental management system (EMS), Bonduelle's facilities audit and compare their consumption. They then implement targeted energy saving measures: heat recovery systems, LEDs, anti-waste energy systems (Start and Stop), etc.

ISO 50001 and 14001 certifications

Bonduelle has set itself the target for 100% of its European sites to be ISO 50001 and/or ISO 14001 certified in the coming years. These international standards aim to continuously improve energy performance. 14 Bonduelle sites are ISO 50001 certified: in France, Germany and Italy.

European mechanisms for energy saving obligations

Bonduelle is involved in the European energy saving obligations. 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 2022-2023 year on energy efficiency systems and technologies is equivalent to 122,879,100 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 2022-2023, alternative energies⁽¹⁾ represented 12.8% 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.

Bonduelle contributes to the production of heat and electricity from the green waste of its activities, manure from farming partners, the combustion of non-reusable wooden pallets, etc. The group is involved in the development of methanation. The fermentation of biomass generates biogas. This biogas can feed a biogas boiler or a cogeneration engine producing electricity and heat. The thermal or electrical energy produced is self-consumed or fed into the networks, depending on the configuration (own installation or partners). The surplus is sold.

Bonduelle is taking an inventory of the quantity of its deposits available for methanation recovery and has already set up several units:

- in the Békéscsaba, Nagyköros and Nyiregyhaza sites (Hungary), it is on average 89% biogas from internal effluent methanizers which is recovered in the boiler room;
- the Estrées-Mons (France) site covers 70% 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. In 2022-2023, Bonduelle invested in a new system to further increase the share of biomass heat at the Estrées-Mons site;

- the Renescure and Labenne (France) plants respectively convert 100% and 91% of their vegetable waste into methane, with local partners;
- 50% of plant-based waste from the Estrées-Mons, Vaulx-Vraucourt and Bordères plants (in France) and Irwindale (in the United States) are also recovered in local methanation channels.

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). This year, the group will have photovoltaic panels installed for self-consumption on the roof of its San Paolo plant in Argon (Italy).

Development of green electricity through long-term direct purchase contracts

Participating in the development of renewable energies in France, primarily in regions where grid electricity is carbon-intensive, is one of Bonduelle's levers for decarbonization.

The group wishes to develop over-the-counter electricity purchase contracts, or Power Purchase Agreements (PPA). Signed directly with renewable energy producers, these long-term commitments make it possible to create or expand renewable facilities.

Training and awareness-raising

The creation of training and communication systems began with the training of Climate Fresco facilitators. The BELL and BFE business units and the group's departments (Finance, Human Resources, CSR and Corporate Communication) also conducted climate awareness workshops. Since 2021, 496 employees have been made aware of the Climate Fresco by the group's 29 coordinators.

Transport optimization

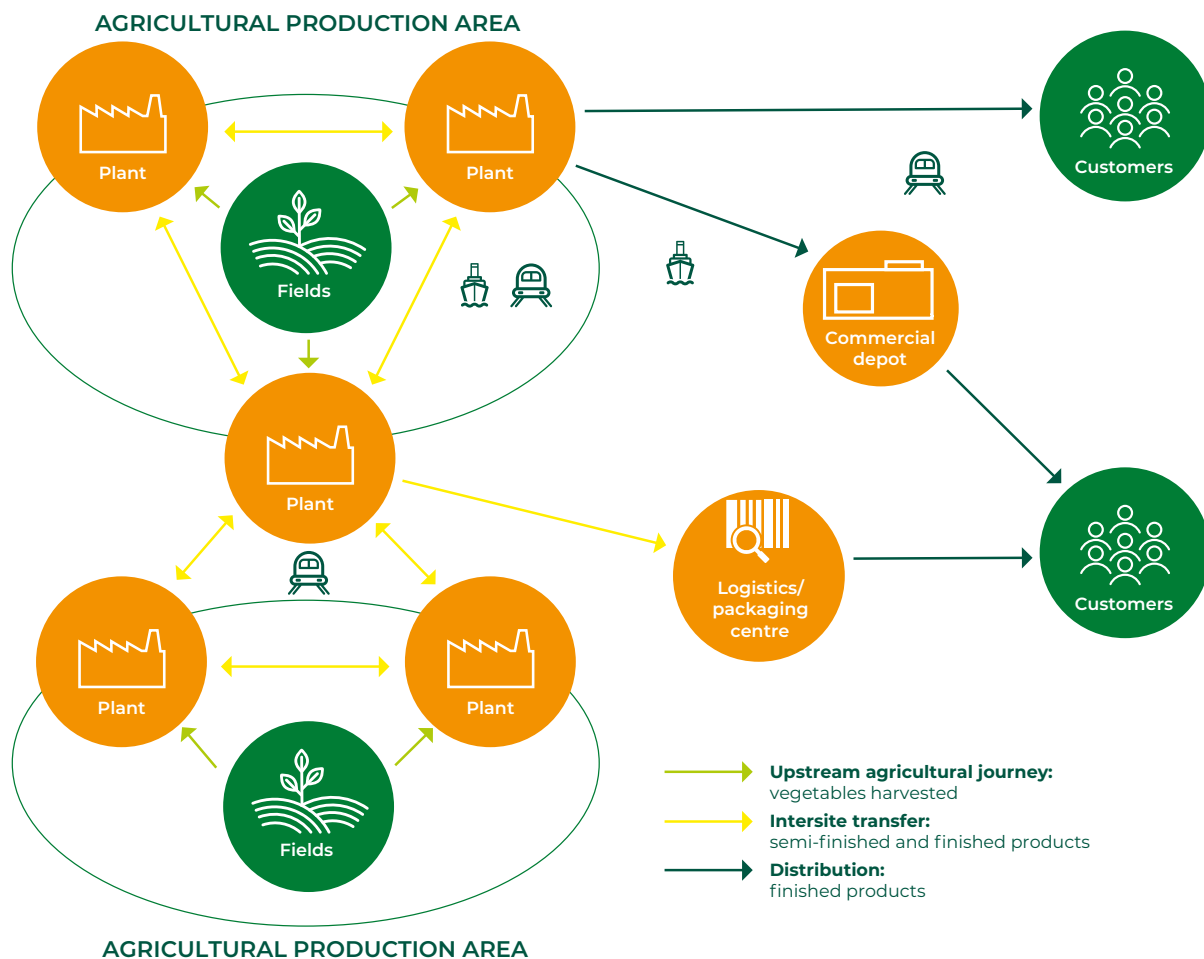
The Bonduelle Group's transport flows are of three types:

- the **upstream agricultural** journey from vegetables harvested in the fields to the industrial plants;
- the **intersite** transfers 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.

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



Examples of product transportation flows and alternatives to road haulage



Bonduelle's transport policy contributes to the group's climate target. 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.

Bonduelle has a method for calculating the carbon footprint of its transportation, through automated data extraction tools and a 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 2022-2023, Bonduelle continued to update and refine the group's upstream agricultural and intersite transport emissions calculation methodology. The 2022-2023 emissions of these flows were calculated with this new methodology, and this was also reflected in the 2019-2020 baseline.

2.3.2.5 Targets and indicators relating to climate change reduction and adaptation

Climate change reduction and adaptation targets

Bonduelle's climate strategy is part of the Net Zero Initiative⁽¹⁾. Bonduelle has also set itself the goal of contributing to carbon neutrality by 2050, and has had its intermediate targets for reductions in Scopes 1, 2 and 3 in 2035 validated by the SBTi⁽²⁾.

Bonduelle's climate targets

		Target 2035 (reference year 2019-2020)	Target 2050 (reference year 2019-2020)
Scope 1 & 2 (absolute reduction)	(38)%*	 SCIENCE BASED TARGETS DRIVING AMBITIOUS CORPORATE CLIMATE ACTION	(62)%
Scope 3 (reduction in intensity) ⁽¹⁾	(30)%*	 SCIENCE BASED TARGETS DRIVING AMBITIOUS CORPORATE CLIMATE ACTION	(51)%

* Targets validated by the SBTi.

⁽¹⁾ Target not including consumer-related emissions (scopes 3.9 and 3.11).

Reminder of the definition of scopes:

- 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).

Energy consumption and mix

Energy consumption

This approach, applied to electricity, gas and steam consumption, has made it possible to achieve the following results:

Energy consumption per tonne of manufactured products (TMP) (electricity and natural gas equivalent – group)

	Total energy Ratio kWh/TMP	Electricity Ratio kWh/TMP	Other energies (of which gas) Ratio kWh/TMP
2022-2023 scope	915	346	568
2021-2022 scope restated without BALL*	869	330	539
2021-2022 scope	890	353	536
Change in ratios 2022-2023 versus 2021-2022 restated without BALL*	+5.3%	+4.8%	+5.4%

* For comparability purposes between 2021-2022 and 2022-2023 on constant perimeters, 2022 data have been restated without the BALL business unit, a stake in which was sold on June 30, 2022.

The ratios for electricity and other energies (including gas) increased slightly.

The energy ratio is influenced by both process efficiency and processing line productivity (equipment consumption heel). This year, the decrease in tonnages of around 10% is reflected in a decrease in energy efficiency.

Émissions totales de GES scopes 1, 2 et 3

Bonduelle évalue l'empreinte carbone de son activité et de ses produits depuis 2003. Le groupe est soumis à l'obligation réglementaire française de communiquer les postes significatifs d'émissions de gaz à effet de serre directes et indirectes générées du fait de leurs activités ⁽¹⁾.

La majorité des facteurs d'émissions sont issus de la base carbone ADEME. Les émissions globales en 2022-2023 s'élèvent à 1 190 504 teqCO₂ soit 1 526 kg de CO₂ ramenés à la tonne de produits fabriqués.

Comparativement à l'année précédente 2021-2022, nos émissions ont diminué de 11,8 % en absolu et de 2,1 % en intensité. Ces variations tiennent compte des évolutions méthodologiques et structurelles de notre comptage carbone ⁽²⁾.

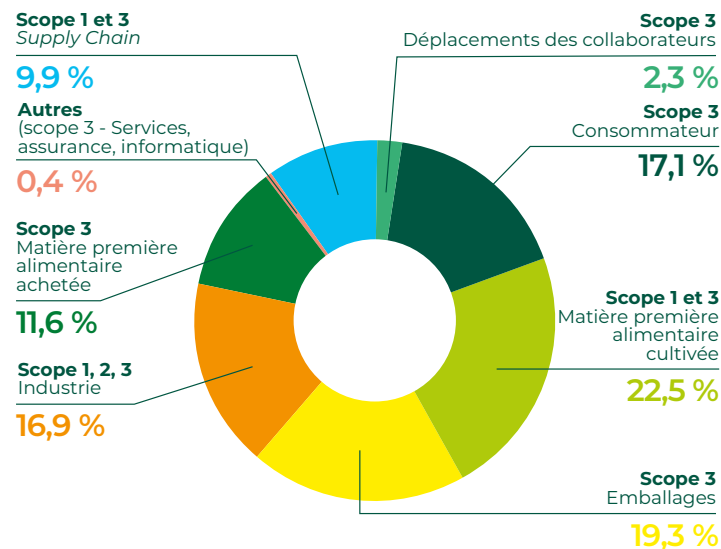
L'enregistrement de notre ambition de réduction d'émissions à 2035 sous référentiel SBTi nous positionne par rapport à l'année

de référence 2019-2020. Cette année de référence a été mise à jour afin de refléter le travail continu sur la précision de nos données, notamment les données d'achats d'ingrédients de BFA en 2019-2020. Cette mise à jour impacte donc les résultats historiques de nos performances SBTi. En 2022-2023, l'actualisation de la méthodologie de calcul et de périmètre de référence (ouverture du capital de BALL en 2021-2022) donne l'évolution suivante :

- 12,7 % pour les émissions absolues du scope 1&2 ;
- 7,7 % de l'intensité des émissions du scope 3 ramenée à la tonne de produits fabriqués (qui ne prend pas en compte les postes relatifs au consommateur).

L'obligation de réactualiser notre dossier d'enregistrement auprès du SBTi pour intégrer la nouvelle version V5 du référentiel en 2025 nous permettra d'intégrer les évolutions méthodologiques et de périmètre dans notre *baseline* SBTi.

Répartition des émissions de gaz à effet de serre de Bonduelle



La répartition des émissions de gaz à effet de serre est analysée ainsi :

- **supply chain** : transport intersite et transport aval des produits finis, majoritairement intégré au *scope 3* du *GHG Protocol*. La partie du transport assuré en propre par la *business unit* BFA est incluse dans le *scope 1* ;
- **matière première alimentaire achetée** : achats de légumes et d'ingrédients nécessaires à la fabrication des produits (dont transport). Intégré au *scope 3* du *GHG Protocol* ;

- **industrie** : achat d'énergie, recharge de fluides frigorigènes et traitement des déchets des activités des sites de fabrication des produits. Intégré aux *scopes 1, 2 et 3* du *GHG Protocol* ;
- **emballages** : achat de l'emballage et transport jusqu'au site industriel de fabrication du produit final. Intégré au *scope 3* du *GHG Protocol* ;
- **consommateur** : stockage chez les distributeurs, usage par les consommateurs et fin de vie des produits vendus. Intégré au *scope 3* du *GHG Protocol* ;

(1) Article 173-IV de la loi de transition énergétique pour la croissance verte du 17 août 2015, défini par le décret du 21 août 2016 et modifiant l'article L. 225-102-1 du Code de commerce.

(2) Introduction de facteurs d'émissions plus sectorisés sur les ingrédients achetés ou les zones géographiques ; maillage resserré pour la collecte de données (agronomie, industrie, supply chain, ingrédient...) ; mise en conformité vis-à-vis des exigences du *GhG protocol*. Plus de détails au chapitre 2.8.4.7.



- **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.

Inclusion of carbon emission reduction targets in access to finance

On February 6, 2023, the Bonduelle Group signed, with its banking partners, an amendment to its 400 million euro syndicated revolving loan facility (RCF), thus securing an essential source of financing. This line of credit incorporates Corporate Social Responsibility (CSR) indicators in line with the Group's mission and purpose, in terms of B Corp certification, reducing its carbon footprint and contributing, with its farming partners, to regenerative agriculture.

2.3.3 Our agronomic strategy with impact

The group's agronomy professionals have transcribed Bonduelle's CSR approach, The B! Pact, in one Agro roadmap. It was built to directly feed the group's two strategic priorities:

- **the sustainable growth**, to which the fundamentals of the roadmap respond directly;
- **positive impact**, for which the roadmap details the group's ambitions and action levers in each of the three pillars: Food, Planet, People.

The Agro roadmap incorporates the Bonduelle Group's operational and CSR objectives.

2.3.3.1 Reminder of the major challenges facing the agricultural sector

Water scarcity

Water resources are decreasing in certain areas due to climate change, urbanization or industrialization. The success of agriculture depends on a supply of renewable and sufficient water in key production periods. Aware of this challenge, Bonduelle supports producers by offering solutions that improve water management efficiency.

Soil depletion

Healthy soil is essential for food production because it is the fundamental "working tool" of growers. The main drivers of soil fertility are the levels of organic matter, crop rotation and the quality of tillage. The Bonduelle Group encourages growers to commit to implement regenerative agriculture, one of whose primary objectives is to preserve and improve soil health.

On the criterion of reducing its carbon footprint in Scopes 1 & 2 Industry, Bonduelle undertakes to verify the performance achieved, compared to the SBTi reduction target.

In 2022-2023, the Bonduelle Group emitted in scopes 1 & 2 Industry 113,790 tCO₂eq, to be compared to the annual SBTi trajectory of 111,544 tCO₂eq for the same scope. The objective of reducing the carbon footprint on Industry scopes 1 & 2 in 2022-2023 is therefore -9.1% compared to the SBTi 2019-2020 baseline (122,976 tCO₂eq). The performance achieved this year is -7.5%.

Internal carbon price

Bonduelle has set an internal carbon price to include the cost of carbon in its financial performance and in the management of its Scopes 1 and 2 investments (see 2.3.2.1). The calculation of the return on investment, called "green ROI", includes greenhouse gas emissions and makes it possible to increase the profitability taken into account in the final investment decision.

Biodiversity loss

Biodiversity (of ecosystems, species, genetics) is decreasing sharply under the influence of industrialization. The group promotes the protection of natural areas, the protection of crop protection agents and pollinators, and the maintenance of plant diversity (through the large number of different cultivated species).

Climate change

Collectively achieving carbon neutrality is necessary to limit climate change. The European Union and France have committed to achieving this neutrality by 2050. Bonduelle supports this objective and is committed to reducing its emissions at all its operating facilities, as well as in the agricultural world by better understanding the inputs of mineral nitrogen, and by promoting agricultural techniques that promote carbon sequestration.

The resilience of the agricultural world

In a few decades, the number of farms fell by more than 37% in the European Union, from 14.4 million in 2005 to 9.1 million in 2020.

Many factors explain this decrease. The agricultural population in particular is aging. In addition, the long working hours, the strenuous nature and the high debt of the farms are aggravating factors.

Bonduelle, aware of this major issue, intends through a partnership policy, to encourage the sustainability of the farms with which the company works.



2.3.3.2 The Agro roadmap

The Agro roadmap, structured around six objectives, reflects Bonduelle's issues and ambitions:

- 80% of growers engaged in regenerative agriculture by 2030;
- 100% of cultivated area using pollinator protection plan by 2030;
- 30% reduction in GHG emissions in Agriculture by 2035 (in intensity);
- 90% of farmers renewing their contract with Bonduelle each year;
- 100% of Agro employees trained in regenerative agriculture by 2030;
- 80% of growers trained in regenerative agriculture by 2030.

The fundamentals of the Agro roadmap

Fundamentals	Levers
Maintain or improve our performance and adapt to climate change	<ul style="list-style-type: none"> • Develop operational excellence • Select production areas • Select the best growers • Choose the best genetics • Have an adapted agronomic organization
Prove what we say	<ul style="list-style-type: none"> • Obtain environmental certifications aligned with the requirements of our Agro roadmap proving what we say

Develop operational excellence

Dedicated internal staff and resources

In each area, agronomic field trials make it possible to test new techniques on an ongoing basis, and thus contribute to their judicious integration into the producers' cropping plans.

External partnerships with research institutes and start-ups

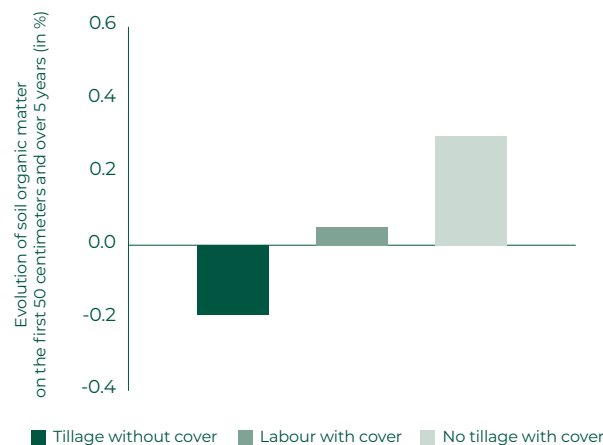
There are many partnerships in the field of AgTech. The group focuses its efforts on differentiating innovations such as:

- robotization (weeding and harvesting);
- weather forecasts and their impact on harvest management;
- irrigation management.

Bonduelle farms, pilot farms

Bonduelle is also experimenting with alternative cultivation techniques on its pilot farms. In Spain, the pilot farm in the Murcia region is setting up innovative farming plans to produce products without pesticide residues. Since 2010, the Woestyne farm (Renesecure, France) has been hosting the VEGESOL experimental platform. It is the result of a partnership between Bonduelle, Syngenta and the University of Picardie Jules-Verne (Amiens, France). Its objective is to compare different technical routes with long rotations and to measure effects on plants and the soil. 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, resulting from and support for soil biodiversity, thanks to crop cover and reduced tillage (data from the VEGESOL study)



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 now wants this farm to gradually become a place for exchanges, knowledge transfer and training.

The transformation of the agricultural world through digital technologies

Emergence of digital technologies opens up new perspectives in the agricultural world. As part of its digital transition, the Bonduelle Group is developing AgroOne, an internal tool to manage the main stages of the agronomic process such as selection of plots, the development of the sowing plan, the monitoring of crops or the monitoring of harvests. The introduction of the first modules of this tool has begun in the group's various production zones and should contribute to operational excellence.

Our vegetable production model to select the best growers in the best areas

Anxious to build long-term partnership relationships, to support farmers towards virtuous agricultural practices and to produce quality vegetables that are accessible to all, Bonduelle promotes purchases from farming partners. This model concerns 86.7% total areas, on which more than 80 different vegetables are grown.

This partnership model has many advantages for farming partners:

- access to the expertise of 121 Agro Terrain 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;
- securing revenues through the contractual quantities and prices;
- reliable and fair compensation for growers;
- possible recourse to service providers who provide transport, sowing, harvesting or other cultivation operations, avoiding costly equipment investments for growers;
- 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. More than 6% 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 to farming partners. This sourcing concerns 13% of the areas cultivated for Bonduelle. They involve specific crops or compensate for lower yields in certain years.

Choose the best varieties

Bonduelle's agronomic services teams choose the varieties to be used according to various criteria:

- resistance to climatic hazards, a key factor in crop resilience;
- disease resistance, to reduce the use of phytosanitary products and production;
- the productivity of these varieties, in order to remain competitive and affordable.

The Bonduelle Group is continuously testing new vegetable varieties that are benchmarks in the sector. These tests make it possible to measure adaptation to the various regions. These experiments also enable Bonduelle to forge close links with the seed companies, and thus contribute to the guidelines and development of varieties that are more pest-and disease-resistant.

The Bonduelle Group is committed to ensuring that its products do not contain GMO (genetically modified organism) vegetables.

The Agro organization for operational excellence

Each group business unit integrates one or more local agronomic departments into its organization, which manage agricultural production by area.

These agronomic services are also responsible for implementing the agricultural policy according to the framework defined by the Agro roadmap.

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 three divisions are:

- **Crop Quality and Protection:** coordination of the network around crop quality and protection, with a stronger focus on reducing the use of phytosanitary products;
- **Performance:** coordination of the network around genetic expertise, improved mechanization and modernization of the tools;
- **Environment and Ethics:** coordination of the network around the themes of Planet and People pillars.
- **Training and communication:** coordination of the network around training projects as part of the Bonduelle Farm Academy and communication projects on agricultural topics.

Deploying environmental certifications

Bonduelle wants to demonstrate its commitment to a positive impact. In order to highlight the high level of involvement and performance of producers, the group supports them in undertaking environmental certification initiatives.

These environmental certifications are assessed against each other to ensure their compliance with our Agro roadmap.

The Agro roadmap for the planet

Through its Agro roadmap, the group has set itself ambitious targets to reduce its environmental footprint and contribute to the preservation of major global balances.

The Bonduelle Group wants to:

- preserve soil health and improve carbon sequestration, by encouraging more organic matter in the soil, limiting tillage and keeping soil covered;
- protect plant diversity and natural spaces, by encouraging the increase in the diversity of crops and their genetics, as well as the maintenance of ecosystems;
- promote responsible use of water through moderate and reasoned use of water resources;
- promote the responsible use of pesticides by reducing the quantities used and limiting their impacts (EIQ measurement – Environmental Impact Quotient);
- reduce GHG emissions in agriculture by advising a moderate use of mineral nitrogen to reduce the carbon footprint of this scope;
- protect culture aids and pollinators by advising on the implementation of pollinator protection plans.

People at the heart of the Agro roadmap

Employees and farming partners are heavily involved in the implementation of the Agro roadmap, which puts people at the heart of its priorities.

Promote a fair and long-term partnership

Bonduelle sees the partnership as a balanced economic relationship, allowing the sustainability of agricultural businesses and the production of vegetables accessible to all.

Bonduelle implements contractual policies aimed at strengthening the sustainability of its relationships. Thus, all production campaigns are contracted. For producers, this means the promise of stable prices. These renewable contracts depend on the satisfaction of both parties. Their high renewal rate reflects this satisfaction. The agronomic sourcing charter is key to the extremely close relationship that Bonduelle has with its farming partners. Bonduelle, in collaboration with its farming partners, intends to develop this charter so that it contributes to the implementation of its Agro roadmap.

As part of continuing relations between Bonduelle and the farming world the group brought together its farming partners with a stake in Bonduelle for a day of discussion and information-sharing.

It enabled nearly 200 of them to participate in the round table of Shareholders of the group for which they grow. The number of shares thus issued represents approximately 0.28% of the number of shares outstanding before and after the issue.

A second meeting with Bonduelle's farmer-Shareholders will take place in 2023: a special opportunity for dialog with Bonduelle's management and agronomy teams; a way of being in touch with the reality of our farming partners.

We share knowledge and promote training

The implementation and success of the Agro roadmap are based on exchanges and knowledge sharing between Agro-field experts and farmers.

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

As trusted experts, they are a real lever for deploying alternative cultivation techniques or innovations, essential to implementing the transition to regenerative agriculture.

Starting this year, Bonduelle plans to create internal training modules within the Bonduelle Farm Academy, offering everyone (Agro employees and agricultural partners) a program on regenerative agriculture.

The Agro roadmap for healthy and sustainable food

By encouraging virtuous eating habits for health and the planet, the Bonduelle Group is also positioning itself in favor of "eating better". The group's Agro teams are thus working to develop and re-internalize the production of pulses.

The Agro teams are also mobilized around product quality. A major focus is on reducing the use of pesticides, in particular with the deployment of a range of vegetables guaranteed to be pesticide residue-free.



2.3.3.3 Regenerative agriculture, a concept aligned with our Agro roadmap

As part of the Agro roadmap, Bonduelle is committed to implementing the key principles of regenerative agriculture in consultation with specialized structures such as Earthworm or *Pour une Agriculture du Vivant*, as well as other companies in the agrifood sector.

Our roadmap retains the following major agronomic principles:

- maintain or increase soil organic matter;
- minimize soil disturbance;
- keep the soil covered in order to limit its erosion;
- maximize the diversity of crops and ecosystems;
- use resources and inputs sparingly;
- train farmers in regenerative agriculture.

All these principles are described and measured by indicators to monitor the implementation of practices associated with these principles.

A rating is assigned according to the results of each indicator, for each farming partner. If the overall score obtained is greater than or equal to 40 out of 100, the farmer is considered to be committed.

Farming partners who are already heavily involved in these regenerative agriculture practices will be able to reach the higher levels: bronze, silver, gold, depending on their results.

This follow-up will enable us to guide the transformation of practices, in collaboration with the farming community.



Cooperation between sectors for the protection of the planet

Crops carried out on behalf of Bonduelle are part of multi-year rotations. Soil is therefore a shared resource. These rotations help to preserve soil fertility and fight against diseases or pests. Cooperation between agricultural sectors is essential to successfully maintain soil fertility.

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 growers, and who wish to cooperate to support regenerative agriculture. Initiatives include developing training, innovative measurement tools and designing an incentive compensation system recognizing the best practices put in place by growers. 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 discussions, collaboration and actions. SAI promotes the harmonization of agroecology definitions, tools and guidelines. Bonduelle is also a supporter member of the organization *Pour une Agriculture du Vivant*.

2.3.3.4 Agro roadmap indicators

Commitments	Indicators monitored	2020-2021	2021-2022	2021-2022 Restated without BALL*	2022-2023
	% of producers engaged in regenerative agriculture	N/A	N/A	N/A	41.9%
	Bonduelle cultivated irrigable surface area (in ha)	66,183	63,151	53,724	52,056
	% of Bonduelle cultivated irrigable area on which irrigation is managed through decision support tool	54%	44%	51.3%	53.7%
Water, Soil, Biodiversity, Certification	% cultivated area using a defense plan for pollinator protection	0%	5%	7.7%	44.1%
	% of producers and suppliers with environmental certification aligned with the requirements of the Bonduelle Agro roadmap	N/A	N/A	N/A	23.9%
	% of total land cultivated for Bonduelle certified organic	N/A	4%	2.7%	3.4%
	Number of varieties used per crop type	N/A	13	14.2	14.4
	Number of varieties tested per crop type	N/A	3	1.8	3.9
Climate change mitigation	% of Bonduelle cultivated area not harvested	6%	8%	6.6%	5.8%
	% of Bonduelle cultivated area on which nitrogen fertilization is reasonable	68%	58%	88.8%	64.6%
Pesticides	% of Bonduelle cultivated area on which at least one alternative method to synthetic pesticides is used	52%	56%	65.3%	44.3%
Partnerships	Number of Agro employees	311	301	260	250
	Number of Agro-Terrain experts	N/A	N/A	N/A	122
	Number of suppliers	215	406	354	360
	Number of producers	2,825	2,551	2,068	2,030
	Total number of producers and suppliers under contract with Bonduelle	3,040	2,957	2,422	2,390
	% of producers who renew their contract with Bonduelle	90%	91%	91.9%	88.4%
	Area cultivated for Bonduelle by partners (in ha)	98,038	94,334	61,774	59,108
	Supplier equivalent cultivated area (in ha)	26,069	20,960	8,187	8,895
	Sum of total areas cultivated for Bonduelle (in ha)	124,107	115,294	69,961	68,316
	% of supplier equivalent surface area	21%	18%	11.7%	13.3%
	% of producers assessed internally	100%	90%	99.8%	99.5%
	% of producers having signed the Bonduelle agronomic charter	94%	98%	97.6%	98%
	Training	% of producers trained in regenerative agriculture	N/A	N/A	N/A
% of Agro employees who have reached the "awareness-raising in regenerative agriculture" level		N/A	N/A	N/A	1.3%

In bold: the macro-indicators of the Agro roadmap.

* For comparability purposes between 2021-2022 and 2022-2023 on constant perimeters, 2022 data have been restated without the BALL business unit, a stake in which was sold on June 30, 2022.

2.3.4 Preservation of water resources at our plants

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 13 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.

For more efficient management, Bonduelle integrated water management into its new environmental management system. Bonduelle's plants self-assess their industrial processes, set their targets and establish their action plans within the new tool. Using situation analysis grids, internal benchmarks and external

references, each site has a specific inventory and comparison data to set its own targets.

Each business unit sets its target for reducing water consumption in relation to the Group's target (-30% by 2035), defines and then rolls out its roadmap. The plants are thus continuing to implement targeted action plans: monitoring of performance indicators and water losses, installation of equipment to control and manage consumption, management of teams, and specific actions according to their consumption profile such as water recirculation loop processes for cooling canned food.

Several plants are testing more efficient water consumption technologies such as water reuse for some processes, which will be rolled out on a larger scale if they prove successful.

Water consumption in relation to production (group)

	Water Ratio of m ³ /TMP
2022-2023 scope	13.0
2021-2022 scope restated without BALL*	13.0
2021-2022 scope	11.9
Change in ratios 2022-2023 vs. 2021-2022 restated without BALL*	+0%

* For comparability purposes between 2021-2022 and 2022-2023 on constant perimeters, 2022 data have been restated without the BALL business unit, a stake in which was sold on June 30, 2022.

The water consumption ratio was maintained despite decreases in volume. Actions are being implemented at plant level given the criticality of water resources.

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 2022-2023, the treatment of effluent discharges produced by industrial activity was distributed as follows:

- 93.8% released into the natural environment after treatment in a wastewater treatment plant (internal or external);
- 2.6% discharged for spreading after pre-treatment;
- 3.6% discharged by direct spreading on fodder crops.

2.3.5 Biodiversity

In agronomy, where biodiversity protection issues are greatest, we have initiated a number of actions, such as:

- outing the existing semi-natural habitat areas among the group's farming partners, to raise awareness;
- training actions carried out with entomologists to better recognize and protect the beneficials and pollinators;

- raising awareness of best practices (flower strips, less mowing, adapted phytosanitary products, variety of varieties used, etc.).

This year, Bonduelle carried out an analysis of its biodiversity impacts in its plants. The business units postponed the assessment of their impacts on biodiversity. The analysis of impacts at the local and group levels will make it possible to establish local and group biodiversity roadmaps.

In the coming years, Bonduelle will focus on raising awareness, training and educating its plant stakeholders, particularly on the issues of biodiversity impacts and erosion factors. Some sites are already taking actions in this direction: raising

employee awareness of local biodiversity issues through internal communication or the organization of educational walks, use of eco-grazing, installation of beehives, etc.

2.3.6 Circular economy

2.3.6.1 Life cycle analysis and carbon footprint

Packaging life cycle assessment

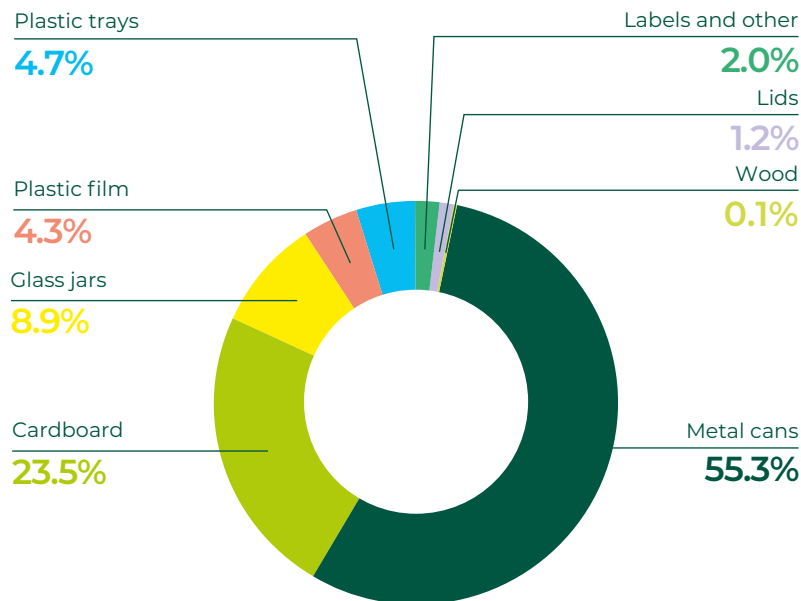
For the quality and use of its products, Bonduelle uses different types of packaging:

- 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



Bonduelle is aiming to assess the precise environmental impacts of its products and packaging, to make life cycle assessments more accessible and more operational. The group wants its decisions on the choice of packaging and the design of its products to take into account environmental impacts.

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.

Any new packaging for Bonduelle-branded products placed on the market is subject to an LCA.

Carbon footprint of packaging

Bonduelle developed a carbon assessment tool for its packaging and carried out a carbon assessment of all its packaging. The group regularly reassesses emission factors in light of regulatory requirements and international practices.

Product life cycle assessment

After packaging, the group wants to develop a dedicated LCA tool for its products. Bonduelle has carried out a few pilot LCAs for this purpose.

In addition, Bonduelle is participating, within the Association of Food Products Companies (ADEPALE), in the French regulatory project on the environmental labeling of food products. The group thus contributes to the analysis of the challenges and proposals for the application of labeling.

Furthermore, 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.

2.3.6.2 Environmental impact of packaging

The B! Pact targets:

- 100% of our packaging is designed to be recyclable or reusable by 2025;
- 0 virgin fossil plastics used in our packaging by 2030 (-100% vs. FY20 by volume).

Designing recyclable and/or reusable products and packaging

Bonduelle has set the goal of designing all single-use plastic packaging and products to be recyclable and/or reusable by 2025. The vast majority (97.8%) 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 continues its progress and is gradually abandoning non-recyclable multi-layer flexible films in favor of single-material packaging.

Eliminating virgin fossil plastic packaging

Bonduelle has set itself the target of eliminating its own-label virgin fossil plastic packaging by 2030.

To achieve this, Bonduelle is studying three major technical possibilities:

1. replacing plastic with paper or cardboard materials;
2. increasing the share of recycled plastic;
3. developing bio-based plastic, already used in certain frozen products in Europe.
4. eliminating any material that may be removed (e.g. cover, batches, etc.).

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 has launched a new range of prepared salads, with alternative materials to the usual fossil polymers (PP or PET). New packaging is made of 85% paper.

This year, the group also stepped up its work on its secondary and tertiary packaging. In Europe, Bonduelle is gradually replacing the plastic used to combine its batches of 1/4 Bonduelle boxes with recycled and recyclable cardboard. This represents 170 tonnes of plastic saved per year.

Reducing the weight of products and packaging

Bonduelle carries out an annual assessment of all packaging. The group draws up a plan with each supplier to reduce the thickness of its packaging. In support of technological advances, optimization can take two to three years, given the performance requirements and constraints related to industrial procedures and tools.

This approach, already in place for metal (steel and aluminum), Bonduelle's leading packaging material, is being developed for paper and cardboard, the group's second packaging material.

Bonduelle has also optimized the weight of catering trays in France and the thickness of salad bags in Europe.

For example, in Europe, Bonduelle continues to eliminate non-mandatory components from packaging, such as lids on prepared ready to eat vegetable trays.

(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).



Increasing collection, sorting and recycling

In addition to materials' recyclability certificates, Bonduelle wants to ensure the actual recyclability of its packaging.

The group ensures that recycling channels exist in countries prior to introducing products with a new packaging material. In Europe, existing channels enable 76% of cans, 76% of glass jars and 82% of paper and cardboard to be recycled⁽¹⁾.

Bonduelle is also investigating recycling manufacturers. In 2021-2022, the group launched a major assessment of the recyclability of the packaging it produces in recycling facilities around the world. This assessment is now systematically carried out for all new packaging, in particular for innovative packaging.

In France, Bonduelle is also committed to working with other manufacturers and players in the recycling industry to advance the industry and technologies. Bonduelle is member of the CITEO consortium dedicated to establishing a recycling channel for flexible PP (polypropylene) or PO (polyolefin) films. It aims to assess the recovery methods for this packaging and will participate in industrial trials for recycling.

2.3.6.3 Waste management

Bonduelle saves resources throughout the life cycle of its products, starting with the responsible design of products and packaging (see 2.3.6.1 and 2.3.6.2), and fuels the circular economy with its plant-based compounds.

Through the environmental management system, the plants are continuously improving their waste management in terms of both volumes and recovery.

Reduction at source of vegetable waste

In 2022-2023, Bonduelle's facilities generated 426,423 gross tonnes of vegetable waste. This corresponds to 512 kg of vegetable waste per tonne of manufactured product. This ratio decreased by 2.5% compared to the previous year, as a result of the different types of vegetables processed.

During the fiscal year, 99.9% of Bonduelle's vegetable waste was recovered for commercial use, animal feed, spreading, converted into methane or used as compost.

Industrial waste management

In 2022-2023, the BFA business unit implemented its Zero Waste program to increase the share of recovery, the quality of sorting, and cooperation with its recovery partners. For example, the Irwindale site (United States) currently recovers 63% of its non-hazardous industrial waste (compared to 32% in 2021-2022), and aims to achieve 90% recovery in 2025.

In France, several sites have identified new ways of recovering their waste locally, in particular their plastic waste. For example, certain elements of Bonduelle's packaging are recycled as vine stakes.

Thanks to the actions of all its plants, the group's overall performance in terms of energy recovery or recycling of industrial waste reached 92.5% in 2022-2023, compared with 68% in 2021-2022.

Hazardous industrial waste represented 839 tonnes in 2022-2023, i.e. a ratio of 1.11 kg per tonne of manufactured product.

(1) Source: Eurostat, Europe 2020 data.

2.4 People

2.4.1 Bonduelle's strategy for women and men

2.4.1.1 The human resources policy, driven by the "People" pillar of the B! Pact

At the heart of the corporate project, INSPIRE (see 1.5.1 Strategy), the "People" pillar embodies the Bonduelle Group's commitment to its stakeholders: "We are building meaningful career paths that are rich in development and inclusive, at Bonduelle and beyond." 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.

The People pillar of the B! Pact includes key challenges for the group's employees and its farming partners. It covers all aspects of employees' lives.

Two "headline" targets will enable the group to monitor the well-being and commitment of employees and farming partners:

- the commitment rate measured by the Climate survey is 75% each year;
- every year 90% of growers renew their contract with Bonduelle.

The health and safety of employees as a fundamental priority for the group is monitored as such, independently of the B! Pact (see 2.4.2 Occupational health and safety).

Vision	Commitments	Positive impact targets
We build meaningful development-rich and inclusive people journeys at Bonduelle and beyond	#7 Create healthy and fair working experiences for our people and partners to thrive	<ul style="list-style-type: none"> > 75% employee engagement rate (and beyond our external benchmark*) > 90% of growers contracts renewed every year 100% sites with actions promoting plant-based diet for associates by 2025 100% permanent employees covered by life insurance by 2025 100% of permanent employees covered by accessible health insurance by 2025
	#8 Foster learning and inclusive hiring practices across Bonduelle and beyond	<ul style="list-style-type: none"> 100% of associates⁽¹⁴⁾ with an individual development plan⁽¹⁵⁾ by 2030 80% of growers supported with training by 2030 100% of Managers trained on diversity, fairness and inclusion by 2025 100% of sites have implemented inclusive hiring initiatives by 2030
	#9 Encourage our teams to engage locally in positive impact actions at work and outside	<ul style="list-style-type: none"> 100% of our sites involved in local initiatives by 2025

* The external benchmark for the engagement rate is provided by our external partner, OpenSquare. It is built from global surveys of representative national samples of large private companies, and weighted data from OpenSquare customers according to Bonduelle's geographical distribution.

(1) 100% of employees working in the group's offices.

(2) An individual development plan is a tool to support employees in their career development. Its main objective is to improve current job performance and help employees achieve their short- and long-term career goals.



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 contributing.

2.4.1.2 Deployment 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 positive impact company. Designed to allow everyone to express themselves and have a stronger positive impact, this new dynamic is embodied in the attitudes and principles to be adopted on a daily basis. These attitudes and principles 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.

DEAL describes the internal practices to adopt, 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.

In 2022-2023, the Executive Committee implemented the leadership model through the implementation of DEAL practices, in order to involve Managers as much as possible in order to apply these practices throughout the Company. The Bonduelle Group has begun to review its HR processes in the light of B.COME and DEAL:

- as part of the people management cycle review, the attitudes and principles were integrated into the performance annual review "Impact Conversation";
- a **360 B.COME and DEAL standard** is used to conduct questionnaires and 360° interviews with Managers;
- "Lead Inspire" training is offered to Managers. It enables them to develop their leadership with the insight of B.COME and DEAL;
- **integration of the leadership model** in existing managerial training courses;
- a **framework of 14 DEAL practices** is distributed to enable each Manager to create the conditions in their teams for the emergence of B.COME attitudes;
- a "Mission Driven Day" was held for more than 300 employees at BELL to fully embody Bonduelle's mission on a daily basis;
- **performance projects** at BFA involve all employees ("Everyone has a say"), and aim to empower both project Managers and teams;
- **award categories and Bonduelle Awards evaluation grid** integrate Bonduelle's four DEAL practices;
- and throughout the group, multiple actions are regularly carried out with employees to embody the leadership model.

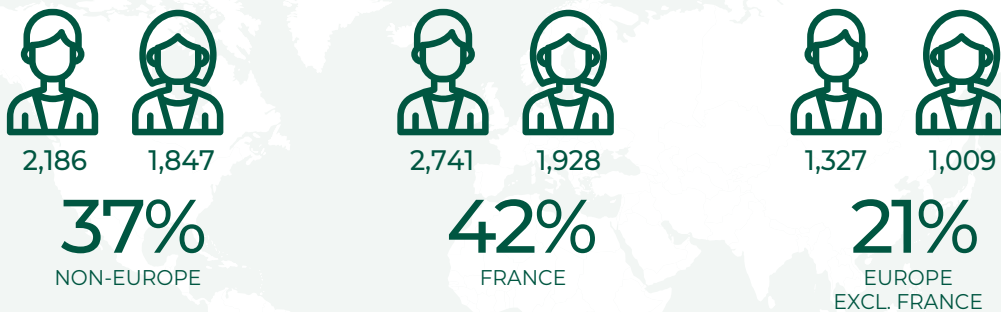
This integration of B.COME and DEAL into HR processes is intended to become systematic.



2.4.1.3 Human profile of the Bonduelle Group

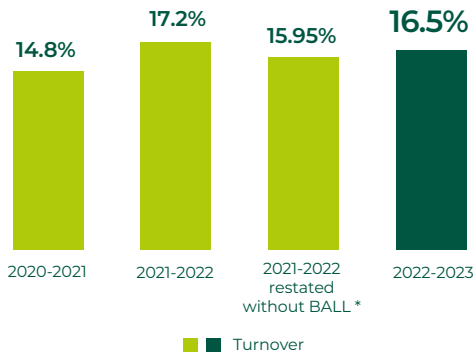
The Bonduelle Group has 8,363 employees on open-ended (permanent) contracts (present at June 30, 2023) and 11,038 full-time equivalent employees (open-ended, fixed-term, seasonal and other contracts). The average years of service among permanent employees is 11.

Geographic breakdown of Bonduelle Group full-time equivalent employees - at June 30, 2023



Non-Europe: Brazil, United States, Russia, Kazakhstan.
Europe excl.France: Germany, Austria, Belgium, Croatia, Denmark, Spain, Hungary, Italy, Lithuania, Netherlands, Poland, Portugal, Czech Republic, Romania, Slovakia and Ukraine.

Total Bonduelle turnover



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

* For the purposes of comparability between 2021-2022 and 2022-2023 on a like-for-like basis, the 2022 data have been restated without the BALL business unit, whose share capital was opened at June 30, 2022.

2.4.1.4 Employment policy, local employment, seasonal employment

The decrease in headcount is largely due to the partial disposal of BALL and the reorganization of the industrial facilities at BFA. 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 10.1% of all Bonduelle Group's contracts (in full-time equivalents). As an employer committed to all its employees, the Bonduelle Group develops responsible approaches to offer everyone quality working conditions (see 2.4.2 Occupational health and safety).

The Bonduelle Group uses a range of strategies to secure the loyalty of its seasonal employees. 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. In 2022-2023, the retention rate of seasonal workers in the group was 63%.

In France, Bonduelle has intensified its communication campaigns to reach as many candidates as possible for seasonal jobs. Seasonal employees are the main recruitment pool for permanent employees. Actions have been put in place to facilitate the integration of seasonal employees, such as the organization of carpooling between seasonal employees to give access to employment to people without vehicles. Satisfaction surveys are conducted at the end of the season and the data from the group's reporting tools are cross-referenced with those from the Climate surveys in order to better target recruitment and retention actions.

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.

2.4.2 Occupational health and safety

2.4.2.1 Bonduelle commitment: Zero accidents with lost time by 2025 at the latest

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

Safety at work is a priority, which is why Bonduelle maintains its commitment to achieve zero accidents with lost time by 2025 at the latest. This is one of the fundamental themes of the B! Pact, and are the essential prerequisites of Bonduelle's CSR approach.

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 and guidelines to ensure the highest health standards and the best working conditions.

2.4.2.2 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;

2.4.1.5 Organization and working hours

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 2022-2023, Bonduelle has continued flexible work in all business units through the renewal of remote working schemes for eligible positions.

- 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.



2.4.2.3 Monitoring and governance of the safety policy



Global Safety Leadership Council (GSLC): sets the strategic direction and identifies best safety practices for the business units

To achieve the goal of zero workplace accidents with lost time by 2025, the Global Safety Leadership Council, resolutely operational, is composed of a security Manager or an operations Manager in each business unit. The Global Safety Leadership Council works in particular to harmonize the safety culture, policies, guidelines and standards at group level.

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 300 members from all group entities shares best practices between sites. Monthly reporting is carried out at the business unit and 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 or more. The results are presented in the paragraph below.

2.4.2.4 Health and safety culture and actions in 2022-2023

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, in partnership with the Global Safety Leadership Council, therefore continues to identify and introduce measures to promote workplace safety. As part of project B! One, Bonduelle this year harmonized its group-wide safety process.

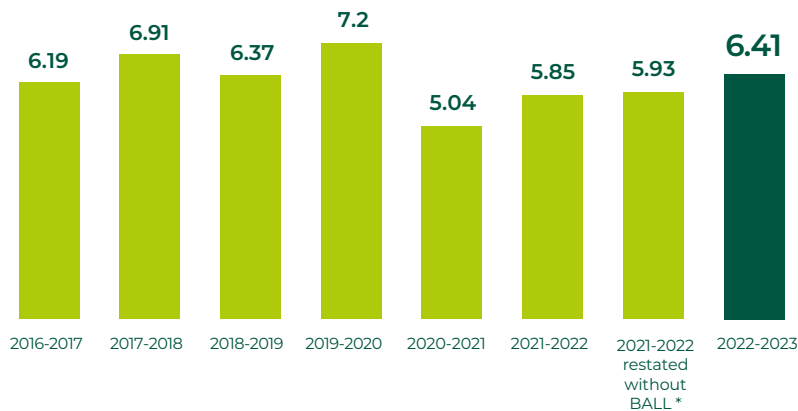
Following the Global Perception Survey (global survey conducted in 2022), working groups have defined the seven pillars of the group's Health and Safety culture. This work, carried out at the various sites, was supervised by the GSLC. These seven pillars will be rolled out in 2023-2024.

Several major actions were put in place this year to strengthen the safety culture and make everyone accountable in this area, in particular:

- the Security conference, which brought together 1,300 employees on February 7, 2023;
- Health and Safety Week in March 2023, on the theme "Everyone impacts safety".

2.4.2.5 Results

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

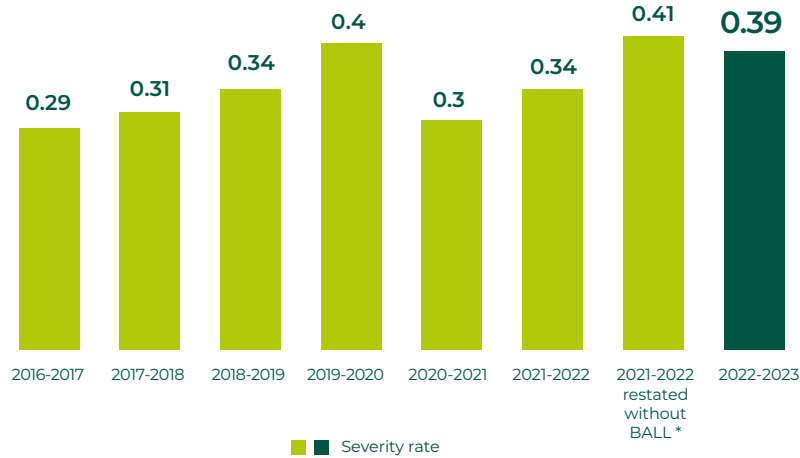


Starting in 2018-2019, this data includes the BFA business unit.

* For the purposes of comparability between 2021-2022 and 2022-2023 on a like-for-like basis, the 2022 data have been restated without the BALL business unit, whose share capital was opened at June 30, 2022.



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



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

* For the purposes of comparability between 2021-2022 and 2022-2023 on a like-for-like basis, the 2022 data have been restated without the BALL business unit, whose share capital was opened at June 30, 2022.

Changes in the absenteeism rate at June 30

2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
4.06%	4.38%	4.61%	4.92%	4.30%	4.79%	4.6%	4.87%

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

* For comparability purposes between 2021-2022 and 2022-2023 on constant perimeters, 2022 data have been restated without the BALL business unit, a stake in which was sold on June 30, 2022.

2.4.3 Employee well-being and recognition

#7 Create healthy and fair working experiences for our people and partners to thrive

> 75% employee engagement rate (and above our external benchmark*)

> 90% of growers contracts renewed every year

100% sites with actions promoting plant-based diet for associates by 2025

100% permanent employees covered by life insurance by 2025

100% of permanent employees covered by accessible health insurance by 2025

* The external benchmark for the engagement rate is provided by our external partner, OpenSquare. It is built from global surveys of representative national samples of large private companies, and weighted data from OpenSquare customers according to Bonduelle's geographical distribution.

Employee well-being is the focus of the commitment #7 of the B! Pact: Create healthy and fair working experiences for our people and partners to thrive. It covers five strong and concrete commitments described in the table in Section II.4.1.1.

2.4.3.1 Well-being and fulfillment

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.

In 2022-2023, the main measures are as follows:

- actions to support mental health, such as the celebration of a well-being day with workshops on mental health (Poland, Lithuania, BELL and BSA (site of the head office in Villeneuve d'Ascq (France)));
- actions to support physical health and a healthy diet: promotion of sports activity *via* challenges (Hungary, the Netherlands), promotion of plant-based recipes among employees (BELL, BFA);
- reorganization program to allow all staff to benefit from two consecutive weekly rest days (BFA).

2.4.3.2 Promoting “plant-based food” among employees

As a first step, an inventory of practices was carried out at all the group's production sites and offices.

Some examples of actions already identified: regularly or systematically offering plant-based cooking options at the company canteen, having a health prevention program around food, holding Lunch and Learn sessions on flexitarianism, promoting plant-based cooking recipes to employees, etc. The inventory we carried out this year shows that 35% of our sites are carrying out one or more of these actions. The next step will now be to refine our roadmap to deploy actions to encourage plant-based food at all our sites.

2.4.3.3 Salary policy and employee recognition

In all the countries in which Bonduelle operates, the group's salary policy exceeds the minimum wage in force, in order to offer compensation in line with the salaries in its sector of activity. The rules applicable in each country reflect local realities, in compliance with the principle of fairness.

In 2022, the 4th edition of the Bonduelle Awards, which recognizes actions related to the INSPIRE corporate project, rewarded eight winning teams after the participation of all business units and central services. More than 48 inspiring actions were shared and all connected employees were able to

vote for their preferred initiatives. More than 1,000 people took part. The awards recognized the following projects:

- the People award goes to BELL for “Support for Ukraine/Food Bank, Support for people”;
- the Food award goes to BEAM for its “Frozen breakfast” blend;
- the Planet prize was awarded to BFA for its “Bistro Bowls Ready Pac”® 100% recyclable ready-to-use products;
- the CSR Capex Challenge category rewarded the project to reduce water consumption in BFE 4th generation plants (4C);
- the Croissance prize was awarded to BFE for its “SPACE X – Relance Foodservice France Traiteur” project;
- the Efficiency and Profitability award was given to BELL, BFE & BSA for their project “United against hyperinflation”;
- the DEAL prize was awarded to BFE for the project “Plant visits – best practices and networking”;
- the Jury's *Coup de Cœur* award was given to BFA for its inclusive recruitment project.

2.4.3.4 Benefits and healthcare

A charter was drafted in 2021-2022, entitled “Benefits Guidelines – Social Coverage”. This charter defines the scope of the social coverage offered by Bonduelle, its governance and the roadmap for its deployment.

- 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 preferred by the group.

On the occasion of the redesign of the B! Pact, the Bonduelle Group wanted to advance this topic. Thus, the objective set is now: 100% of our permanent employees benefit from social and medical protection.

More specifically, the aim is to offer:

- life insurance for 100% of permanent employees, regardless of their status, so that their dependents benefit from at least one year's salary in the event of death: since January 1, 2023, 99% of permanent employees are covered and already 19 countries out of the 21 countries where the group operates are included;
- medical coverage aligned with market practices for our permanent employees by 2025: the audit phase was carried out and the group is now working on budgets to phase in this implementation.

2.4.4 Learning opportunities throughout the career journey

2.4.4.1 Learning

The group's ambition is to offer employees a diversified learning environment to support their personal development, their leadership and professional development, and their understanding of the group's challenges.

The set of programs offer varied, surprising and innovative learning, in which participants play an active role.

In particular, five high-quality programs are offered, in addition to the local programs:

- “Bonduelle Discovery” engages newcomers in the group’s mission, promotes exchanges and concrete experiences, through diversified workshops, based on inspiration and collaboration;
- “Finance For Growth” allows each participant to identify its drivers of financial value creation, along the value chain and in relation to the cause and effect in the return on capital

employed. Since its launch in 2015, more than 1,131 participants have followed this program;

- “Lead Inspire” enables Managers to participate in the group’s transformation through an individual transformation and leadership development pathway;
- “B.COME workshop” allows each participant to appropriate the Bonduelle leadership model to improve his/her skills in leadership, to experiment and develop attitudes in this area;
- the “Impact Conversation” workshop allows all employees to understand in depth the annual performance review process (“Impact Conversation”) and to prepare the conversation that will allow them to maximize their Impact on themselves, others and the Company.

Change in resources devoted to training

	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Average training duration per individual (in hours)	19	16	18	23

* For comparability purposes between 2021-2022 and 2022-2023 on constant perimeters, 2022 data have been restated without the BALL business unit, a stake in which was sold on June 30, 2022.

2.4.4.2 Career management for a positive individual and collective impact

In terms of career management and skills development, Bonduelle, as part of its B! Pact, has set itself the following targets:

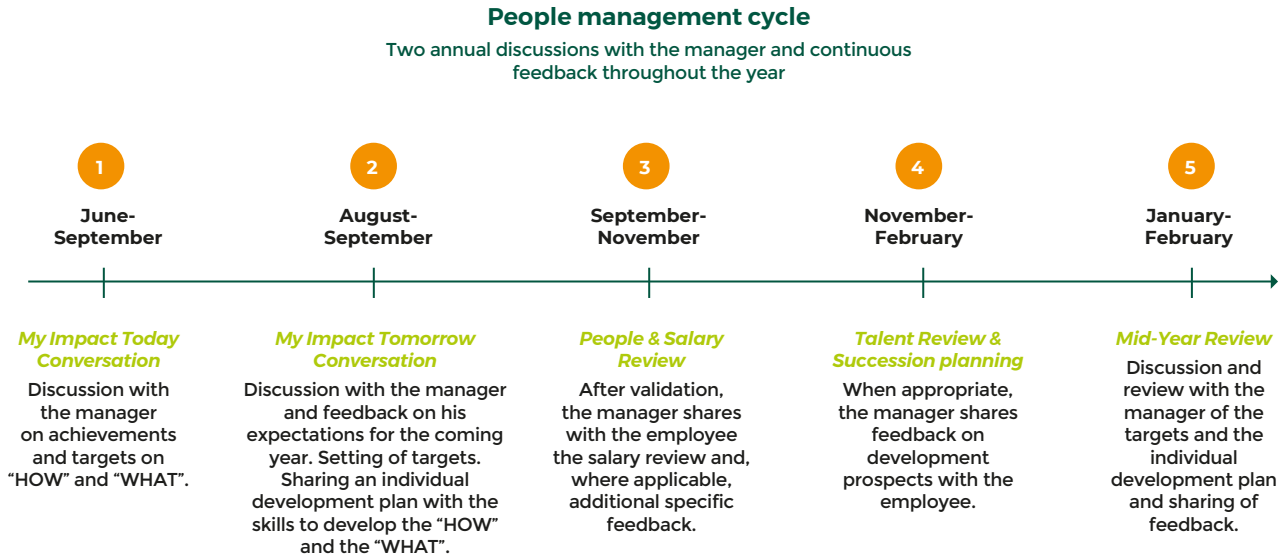
- 100% of employees⁽¹⁾ with an individual development plan by 2030;
- 80% of growers supported with training by 2030 (particularly on regenerative agriculture).

After implementing its new leadership model B.COME and DEAL, Bonduelle naturally reviewed its HR management cycle. This review was carried out with the following objectives:

- create a positive experience for employees through rewarding, simple and effective processes;
- strengthen the impact of Bonduelle and its employees;
- integrate B.COME for all and thus develop everyone’s leadership;
- encourage a managerial relationship in accordance with the DEAL principles;
- better recognize the efforts of employees;
- stimulate everyone’s development.

(1) The employees concerned here are office workers, working in the group’s offices.

This people management cycle, described in the diagram below, is an ongoing process with regular conversations between the employee and the Manager. A single cycle is developed for all business units.



The annual development interview process is now the "Impact Conversation" process. Its objective is to develop the positive impact of each person on themselves, on others and on the organization. The assessment of achievements and attitudes, the communication of feedback and the design of an individual development plan aim to identify where the employee is at and how their impact and contribution to INSPIRE can

be developed. The "Impact Conversation" takes the form of constructive and regular conversations for which the employee and the Manager are mutually responsible. The "Impact Conversation" is the starting point of the people management cycle. It is also the step that validates that an employee has an individual development plan.

Change in the proportion of employees benefiting from a regular "Impact Conversation" at June 30

	2020-2021	2021-2022*	2022-2023
Percentage of employees	78%	75%	84%

* The data for 2021-2022 were already calculated without the BALL business unit, a stake in which was sold on June 30, 2022.

2.4.5 Diversity, Fairness & Inclusion

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.

In addition to the principle of non-discrimination, Bonduelle wants to offer an inclusive work environment. Thus, as part of

the overhaul of its B! Pact, Bonduelle has strengthened its commitments in this area by setting the following two objectives:

- 100% of sites have implemented inclusive hiring initiatives by 2030;
- 100% of Managers trained in diversity, equity and inclusion (DE & I) by 2025.

With regard to this last objective, from 2024, e-learning for the target population will be rolled out throughout the Group. In three learning phases, it will make it possible to understand the challenges of diversity and inclusion, to understand the biases, and to consider the role of Manager in team management and inclusive recruitment.

2.4.5.1 Developing inclusive recruitment

After the first inclusive recruitment campaign launched in May 2022 by the BFA business unit, the group has continued this momentum. The aim of inclusive recruitment is to remove structural barriers to employment, ensure equal access to employment and treatment for people of all origins and bring together a diverse workforce. Faced with the main obstacles to employment, currently present in the United States (including poverty, disability, homelessness, criminal history, addictions, recent arrival in the country), inclusive hiring methods are moving away from usual practices. Job seekers apply without presenting a CV, background check or drug testing.

The definition of inclusive recruitment at Bonduelle is now established. The criteria to be validated by a site in order to be included in the group target – 100% of sites offering inclusive recruitment solutions by 2030 – have also been defined. Thus, the site must:

- have set up specific/adapted recruitment programs for people with employment barriers (job fairs, targeted job dating, etc.);
- have developed a recruitment process that eliminates potential barriers to recruitment (recruitment process without CV, anonymous CV, competency-based interviews, simulation recruitment method, etc.);
- have designed and/or deployed training programs for HR and hiring Managers in order to promote fairness in the recruitment process (the objective is to train 80% of HR and hiring Managers at each site);
- have structured a partnership with NGOs, associations and players in the social and solidarity economy sector aimed at facilitating the targeted population's access to the labor market (e.g. development of mentoring programs for long-term job seekers).

This list is not exhaustive and not cumulative; local sites may share any other initiative in line with the definition of inclusive recruitment. The group's Talent Development team will decide whether or not the initiatives are eligible.

An inventory of inclusive recruitment practices deployed in France showed that all sites are committed. To help with group-wide deployment, an operational guide is being prepared.

2.4.5.2 Gender diversity

To move forward in this direction, Bonduelle wants to encourage women to apply for all jobs. The group develops a short-term action plan to encourage women to apply as Managers or top Managers; identify and support female talent in each

job category (with access to development programs, such as the Bonduelle Executive Program to develop leadership) and encourage at least one woman on the short list for each recruitment.

The agreement on professional equality was signed in July 2022. It reaffirms the group's shared desire to promote gender equality in the workplace, considering the diversity of its teams to be a key element of its performance. The group also wants to contribute to evolving the social representations of both genders by committing at its own level to promoting professional equality between women and men.

The group's commitment to the principle of equal treatment between women and men covers all professional life. The agreement covers the following areas:

- fighting against sexual acts and sexual harassment;
- hiring;
- professional training;
- professional promotion and career development;
- actual compensation;
- parenting support.

For each of these areas of action, the group and the social partners have defined:

- progress targets;
- actions to achieve these targets;
- quantitative indicators that will make it possible to monitor the achievement of targets.

Bonduelle calculates the "gender equality index" for the whole of France and publishes the results by indicators in accordance with legal obligations⁽¹⁾.

2.4.5.3 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 7.63% for the France scope at FY-end.

(1) These results are published on the Bonduelle website: <https://www.bonduelle.com/fr/bonduelle-index-de-legalite-professionnelle-femmes-hommes-2023/>

People

By signing in 2022 the sixth agreement to promote the employment of people with disabilities, the Bonduelle Group reaffirmed its commitment to:

- recruiting and integrating people with disabilities;
- guaranteeing job retention;

- improving the group's relations with the sheltered sector;
- better communicating the commitments of the agreement and related achievements;
- better managing the implementation of the agreement.

Number of people with disabilities at June 30

	2019-2020	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Workers with a disability (full-time equivalents (FTE))	235	299	371	303	297

* For comparability purposes between 2021-2022 and 2022-2023 on constant perimeters, 2022 data have been restated without the BALL business unit, a stake in which was sold on June 30, 2022.

2.4.6 Local employee engagement in impact initiatives

Bonduelle has prioritized participation in local communities. The objective, part of the commitment The B! Pact is to encourage teams to commit locally to positive impact actions. Each site aims, taking into account its specific characteristics, to develop at least one project for the local community.

In 2021-2022, Bonduelle drafted its Civic Engagement Policy.

Bonduelle wants to have a positive impact wherever it operates. The group is convinced that its civic engagement to its communities is a powerful lever to implement its mission and strategy:

- it creates a concrete commitment framework, in line with the group's mission and its B Corp ambition;
- it brings the Bonduelle leadership model to life;
- it strengthens the local roots of our plants and offices.

The group's initiatives focus on accelerating the food and agricultural transition.

Civic and community engagement is defined as: the voluntary contributions made by Bonduelle to help communities meet

their socio-economic development needs. It may take the form of financial donations, in-kind product donations or employee volunteering.

The Civic Engagement policy is coordinated at group level by the Head of the People pillar in the CSR team and by CSR/HR Managers at the local level. The following targets have been set for 2025:

- 100% of sites committed to at least one civic engagement action;
- 25% of Bonduelle employees participate in civic engagement at least once a year.

Progress against targets is monitored annually by the B! Pact Committee.

In order to offer the opportunity to engage as many of its employees as possible, the group launched the development of an internal platform in 2023, listing associative partners, their operations and their skills needs. Bringing this catalog of operations to life will also require the deployment of a network of correspondents at our sites.

Site participation in local community life

	2019-2020	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Number of headquarters or agro-industrial sites to have initiated or renewed a joint project with their local communities during the year ⁽¹⁾	44%	57%	72%	78%	71%

* For comparability purposes between 2021-2022 and 2022-2023 on constant perimeters, 2022 data have been restated without the BALL business unit, a stake in which was sold on June 30, 2022.

(1) In 2022-2023, and retroactively to 2021-2022, sites with fewer than 10 people are no longer included in the scope.

2.4.7 Transparency: social dialogue

2.4.7.1 Forums for dialog and agreements signed in 2022-2023

In accordance with its ethics charter, rolled out in all the countries where the group operates (see 2.5.1 Business ethics approach) and on the group's intranet, Bonduelle promotes openness and dialog in 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, 2023, 65% 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. All the terms of office of the SEC members were renewed during the professional elections held in March 2023 on all sites. 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 dialogue. The EWC provides regular updates on Bonduelle's situation and development. It organizes social dialogue 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 that 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, the agenda of the 2023 EWC, in addition to the mandatory items, were the following topics: the group's CSR policy (ambitions of the B! Pact, etc.) and social dialog status, employee savings plan and group savings plan.

The main agreements signed in 2022-2023 are as follows:

- group agreement dated October 18, 2022 relating to social dialog;

- agreement dated October 18, 2022 relating to the time savings account applicable to BELL, BSA and Champiland;
- pre-election framework agreements negotiated and signed in December 2022 at each site to organize professional elections.

2.4.7.2 Employee surveys

The group has conducted a commitment survey of all its employees since 2014 at least every two years, called "Climate". This survey 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 latest Climate survey was conducted from March 1 to April 28, 2023 in all business units of the group except BALL. 93% of group employees took part. The employee engagement rate measured in the 2023 survey was 71% compared to 70% in 2022. During this survey, the group was described as a source of pride and satisfaction by employees. The main areas for improvement concern the communication of decisions made by top management, regular information to employees on the group's concrete achievements, as well as benefits and compensation, which are improving overall but sometimes remain a point of attention at the local level.

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.

2.4.7.3 Resumptions 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.

During the partial disposal of BALL's activities in North America (United States and Canada), all local employees were kept in the new structure. As soon as the project was announced, special attention was paid to international employees to find out their wishes and the options within the group. At the end, employees either remained at BALL (Nortera), returned to their country of origin, or were assigned to another country.



2.5 Ethics and vigilance

2.5.1 Ethical business approach

The purpose of “Promoting the transition to plant-based food to contribute to human well-being and preserve planet health” means investing to defend social, societal and environmental commitments, and broadly speaking, in a business ethics approach.

The Bonduelle Group implements programs and measures to promote an ethical business approach. Through its commitment to B Corp certification, the group is continually seeking to improve its programs.

2.5.1.1 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, a commitment from Executive Management⁽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 its ethics approach since 2012, the ethics charter expresses the Bonduelle Group’s ambition to inspire each employee, as well as its stakeholders. 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, Trust, 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.

It is the common framework for the entire group. Bonduelle wants its stakeholders to apply standards equivalent to those set out in the charter. It is translated into all of the group’s usual languages so that each employee can read and understand it.

The ethics charter was updated during fiscal year 2022-2023, and the full text is available on the website www.bonduelle.com.

Guide to preventing corruption and influence peddling

The Bonduelle Group has a Guide to preventing corruption and influence peddling. It is specified that this guide replaces the codes formerly called “Code of conduct for an ethical business practice” and “Supplier Code of conduct for an ethical business practice”. For the sake of simplicity and understanding, these codes have been merged into a single document. This guide is based on the group’s purpose, values and ethics charter. It presents the right behaviors and reflexes to adopt to embody the Bonduelle Group’s purpose and achieve the objective of becoming a positive impact company. It sets individual and collective expectations of employees and stakeholders to effectively combat corruption and influence peddling. This guide covers various daily topics, such as corruption and influence peddling, facilitation payments, gifts and invitations, patronage and sponsorship, conflicts of interest, lobbying actions, as well as access to the whistleblowing system.

All employees have been required to comply with this document since 2018; the employee representative bodies have been or are consulted in accordance with the applicable regulations. It is translated into all of the group’s usual languages for adoption by all employees.

During the year 2022-2023, this document was updated, incorporating new rules and behaviors to be adopted, in order to make it more accessible. The full text is available on the website www.bonduelle.com.

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.

On site www.bonduelle.com, a page entitled “Our ethics and anti-corruption approach” presents the Bonduelle Group’s ethics approach, the associated documents and its whistleblowing system. When the ethics charter and the Guide to preventing corruption and influence peddling was updated, the Bonduelle Group published a video for employees, aimed at giving meaning to the group’s business ethics approach. The latter

(1) See <https://www.bonduelle.com/fr/groupe/notre-strategie/>; note that the website is not part of the universal registration document.

presents Bonduelle's four compliance programs, the notion of business ethics, the related documents and reminders of access to the whistleblowing system.

2.5.1.2 Governance

The Bonduelle Group's governance helps implement and monitor the four compliance programs compliance: Anti-corruption program, Vigilance plan, Competition law compliance program and Personal data protection program.

Annually, a review of the various programs and guidelines is presented to Executive Management with the aim of continuously improving them and better managing the associated risks. 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.

Various committees, composed of experts depending on the program, are also set up. They ensure the defined action plan is implemented and the coordination of the various programs at group and local level. It meets at least twice a year.

Regularly, the Bonduelle Group's management bodies are informed of the programs, policies and measures implemented and their results. In addition, for each compliance program, a monitoring body exists at group level:

In addition, the Compliance Committee including the group Legal Department, the Internal Audit Department as well as the group Chief Financial Officer and the Financial Directors of the business units meet 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.

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

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.

At the end of August 2023, a committee was created to aid decision-making in terms of CSR strategy and business ethics, control its deployment and the achievement of the targets set. This committee will replace the current Ethics Committee and will be an offshoot of the Board of Directors of Bonduelle SA.

2.5.1.3 Anti-corruption program

In accordance with French law No. 2016-1691 of December 9, 2016 on transparency, the fight against corruption and the modernization of economic life, known as the "Sapin II law", Bonduelle has an anti-corruption compliance system. This system reflects Bonduelle's commitments in terms of business ethics and its membership of the United Nations Global Compact, and is supported by Executive Management.

This program makes it possible to prevent and detect the commission, in France and abroad, of acts of corruption and influence peddling. It applies to all companies and employees within the Bonduelle Group.

The anti-corruption system is divided into three pillars, which are themselves divided into several areas:

- 1) **the commitment of the governing body**, which is reflected in particular in the definition of strategic guidelines in this area, the validation of action plans and the reports made to the various group bodies;
- 2) **group risk mapping**, which is conducted by the group's Internal Audit Department and Legal Department in consultation with the group's operating departments, business units and support functions;
- 3) **risk management**, which is carried out in different ways:
 - a. **prevention:**
 - the expectations and behaviors to adopt to combat corruption and influence peddling are described in the Guide to preventing corruption and influence peddling (see 2.5.1.1). 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,



- the training system enables employees most exposed to the risks of corruption and influence peddling to better understand these risks. The group also rolled out an e-learning program to raise employee awareness of the risks of corruption and the attitude expected of each employee. All employees with an e-mail address were asked to take this e-learning course, along with a test to ensure they understood the training. As of June 30, 2023, 80.4% of the target group had completed this training,
- stakeholder assessment has been improved. During fiscal year 2022-2023, the Group set up a scoring to assess stakeholders. This scoring takes into account several criteria, some of which are specific to corruption (see 2.5.2.2). In addition, model contractual clauses are available to operational staff to incorporate specific provisions concerning the group's business ethics approach,

b. detection:

- the whistleblowing system makes it possible to collect alerts from employees or stakeholders (see 2.5.2.4),
- 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; At the same time, the Internal Audit Department carries out controls on the application of procedures related to the anti-corruption program,

c. remediation:

- a system for managing and monitoring any shortcomings observed in the implementation of procedures is in place,

- a disciplinary sanction system provides for penalties for non-compliance by employees with the rules set out in the Guide to preventing corruption and influence peddling.

2.5.1.4 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 primarily for employees who have access to strategic information in order to refine their knowledge, strengthen their vigilance and give them the ability to adopt a compliant behavior and adequate whistleblowing. Reminder campaigns are carried out every two years for all employees covered by this training, it being specified that the new employees concerned must take this training from the first months of their arrival.

During fiscal year 2022-2023, 1,416 employees were asked to take the training course and 58% of the target have already taken it.

2.5.1.5 Amount of fines and significant convictions in the social, economic and environmental fields

When they are likely to have an impact on its share price, any convictions imposed upon Bonduelle are disclosed in the regulated information. In 2022-2023, no major convictions for social, economic or environmental infringements that might affect the share price were imposed upon any companies in the Bonduelle Group.

2.5.2 Vigilance plan

Through its mission: “To inspire the transition toward a 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 social, societal and environmental 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, membership of the United Nations Global Compact, the CSR approach, the agronomic sourcing charter and the procedure for evaluating the CSR performance of its suppliers with EcoVadis and more broadly the group’s ethical business approach.

Bonduelle applies a vigilance plan, the implementation of which involves all employees in a continuous improvement process. 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.

2.5.2.1 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 risks specific to the Duty of Vigilance 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.

Methodology

To construct the vigilance map, the following were studied: the risks intrinsic to the countries in which Bonduelle operates, the risks of the group’s activities in these countries and supplier risk, risks identified by certain NPOs and specific to the agro-industry sector.

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, 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, 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, Transport) using reference sources such as EcoVadis, the World Economic Forum, the World Bank and UNICEF, CCFD – Terre solidaire, Sherpa. Then, the group selected and ranked the risks according to the following criteria: impact of the risk on human rights, fundamental freedoms, health and safety of people, the environment and the probability of such an event occurring through its activities and those of its suppliers and subcontractors with whom it has an established business relationship. The criticality presented is the product of the impact and the probability.



The risks presented below are ranked and prioritized in order of criticality:

Category of risks	Risk factors	Criticality	Negative impact	Probability	Risk description and management
Environmental and human rights abuses	Water hoarding	Medium	High	Medium	2.3.3. 2.3.4.
Health and safety violations	Lack of sanitary quality of products	Medium	Medium	Medium	2.2.5.
Environmental and human rights abuses	Soil and land depletion	Medium	Medium	Medium	2.3.3.
Environmental damage	Water pollution	Medium	Medium	Medium	2.3.4.
Environmental damage and health and safety violations	Use of pesticides	Medium	Medium	Low	2.2.2.4.
Environmental damage and health and safety violations	Use of chemicals	Medium	Medium	Low	2.2.2.3.
Health and safety violations	Health and safety of employees and stakeholders	Low	Medium	Low	2.4.2.
Environmental damage	Influence on climate change	Low	Low	Low	2.3.2.
Environmental damage and Health and safety violations	Treatment and management of hazardous waste	Low	Low	Low	2.3.6.3.

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;
- **integration of risks specific to the agro-industrial sector**, as presented by CCFD-Terre solidaire.

The BELL, BFE and BEAM business units are committed to this approach. BFA has adopted this approach by carrying out its supplier risk analyzes (see 2.2.7 Responsible purchasing). Based on this risk analysis, the most at-risk suppliers are identified for an evaluation of their CSR performance (see Section 2.5.2.2 "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.

The last update of the risk mapping was carried out during fiscal year 2021-2022.

2.5.2.2 Assessment procedures for sub-contractors, suppliers and subsidiaries

Fair treatment of stakeholders

Relationships with stakeholders (suppliers, subcontractors, service providers, customers, etc.) are essential for the group's sustainability, its development and compliance with its business ethics commitments.

Bonduelle wants its business relationships to be based on the principles of loyalty, fairness, impartiality and vigilance.

During fiscal year 2022-2023, Bonduelle created a scoring to assess each stakeholder, once a relationship has begun with the Group, then once a year, which makes it possible to monitor the risk over time. This scoring is based on various criteria, such as the sector of activity, the country of registration and invoicing, the currency used and the volume of business budgeted for business and commercial relationships. These criteria are themselves weighted by indices, such as the Global Peace Index or the Corruption Perception Index. Depending on the results of the scoring, the business or commercial relationship is considered to be low, moderate or high risk. In the event of a moderate or high score, related governance makes it possible to decide whether to establish a relationship and the associated action plans to reduce the risk, or prohibit entering into a relationship with the stakeholder.

This new method has been tested in France and is being rolled out across the Bonduelle Group for suppliers and service providers. During fiscal year 2023-2024, the scoring will be deployed for customers, thus making it possible to assess all stakeholders. Additional work aimed at assessing, on the basis of the scoring, all the suppliers already in contact with Bonduelle were carried out.

To monitor changes in risk, all stakeholders will be assessed annually.

In addition, other measures are taken to prevent and mitigate stakeholder risk:

- specific model contractual clauses are proposed, in the event of non-compliance with measures, which may lead to termination of the contract;
- based on the agronomic sourcing charter, an established process makes it possible to assess this strategic category of suppliers and deploy appropriate risk mitigation or actions or prevent serious harm;
- since 2016-2017, Bonduelle has started to roll out a plan to assess the CSR approach and performance of suppliers by EcoVadis (see 2.2.7 Responsible purchasing). 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.

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, 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.

Better knowledge to act, train employees in the duty of vigilance

During fiscal year 2022-2023, the Bonduelle Group trained certain exposed employees (for example, the Purchasing Department, the Financial Services Department, the Export Department, etc.) in the new process for evaluating stakeholders and the duty of care. This face-to-face training reiterates the fundamentals of the duty of vigilance and presents practical situations so that everyone can make the right decisions and respect the group's commitments.

A video was also distributed to all connected employees, aiming to remind people of the four compliance training programs, including the duty of vigilance. It is accessible to all employees and will be distributed during induction sessions, particularly at the Villeneuve d'Ascq (France) site.



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 Scoring to assess stakeholders Sending the Guide to preventing corruption and influence peddling Insertion of specific contractual clauses		
Farmers	Agronomic sourcing charter (see 2.3.3.2) 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 Scoring to assess stakeholders		

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

2.5.2.3 Appropriate risk mitigation or prevention actions

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 2.4.1.1) Communication on the business ethics approach, including the Code of Ethics and the Guide to preventing corruption and influence peddling	Environmental policy (see 2.3.2.3)	Policy of zero work accidents (see 2.4.2.1) Product quality and nutrition policy (see 2.2.5) Louis Bonduelle Foundation (see 2.2.4.2)
	Ethics charter (see 2.5.1.1) specifying in particular obligations to prevent risks related to the duty of vigilance Guide to preventing corruption and influence peddling (see 2.5.1.1) Continuous improvement of our CSR reporting with external audits (see 2.8.1 and 2.8.6) Commitments to local communities (see 2.4.6)		
Subcontractors and suppliers	Guide to preventing corruption and influence peddling (2.5.1.1) Ethics charter (see 2.5.1.1) Responsible purchasing policy (see 2.2.7) Specific contractual clauses inserted in contracts, requiring stakeholders to comply with several elements, including identifying serious violations of human rights, fundamental freedoms, health and safety of people and the environment.		
Farmers	See the transition strategy towards regenerative agriculture (see 2.2)		



2.5.2.4 Whistleblowing system

The Bonduelle Group has a whistleblowing system that meets legal and regulatory obligations.

An internet platform maintained and hosted by an external service provider enables all Bonduelle Group employees, as well as all its stakeholders (suppliers, subcontractors, customers, etc.) to confidentially and anonymously issue an alert if the whistleblower so wishes. In addition to this platform, employees have traditional channels such as managerial channels or through human resources for whistleblowing alerts. In addition, the BFA business unit for historical and cultural reasons also has a specific telephone whistleblowing platform.

Employees are informed of the alert system during training sessions, but also through publications made in the sites. The Bonduelle Group's stakeholders are informed of the existence of this whistleblowing system in the context of their contractual relations and through the "Alert us" page on www.bonduelle.com, which gives them access to the internet platform.

A procedure is attached to this alert system and is available to all. It specifies the way in which whistleblower protection is guaranteed and how alerts are processed.

During fiscal year 2022-2023, the Group updated its whistleblowing procedure and changed the external service provider for its internet platform on July 1, 2023. The platform can be accessed under the following link⁽¹⁾.

2.5.2.5 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 2022-2023 are described above (see 2.5.1.2 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 dialogue policy (see 2.4.7) and respect for human rights (see 2.5.2.2)	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 2.4.2.4)
	Evaluation of progress towards CSR objectives by the Executive Committee Monitoring the number of employees trained in the Duty of vigilance law and anti-corruption 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 (see 2.5.2.6)	Number of suppliers assessed by the EcoVadis platform Number of stakeholders assessed on the basis of scoring Number of suppliers having received the Guide to preventing corruption and influence peddling (formerly known as the "Supplier Code of Conduct")		
Farmers	Proportion of growers having signed the agronomic sourcing charter (see 2.3.3.2) Proportion of farming partners having received the Guide to preventing corruption and influence peddling (formerly known as the "Supplier Code of Conduct")		

(1) <https://bonduelle.whisppli.com/alert>.

2.5.2.6 Report on the implementation of the vigilance plan in 2022-2023

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 whistleblowing system and the guide to preventing corruption and influence peddling;
- 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 2022-2023, the group had assessed 203 suppliers through EcoVadis.

In addition, 11,228 stakeholders were assessed on the basis of the scoring implemented and 246 suppliers, representing 416 million euros in purchasing volume (excluding agro-products), received the Guide to preventing corruption and influence peddling (formerly known as the "Supplier Code of Conduct").

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 Guide to preventing corruption and influence peddling and the ethics charter are provided by the Purchasing Departments of the four Bonduelle Group business units.

Whistleblowing system

Over the fiscal year 2022-2023, Bonduelle identified 8 whistleblowing alerts of all types 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 and, more generally, the issues inherent to compliance have been presented to Bonduelle SCA's Supervisory Board. An assessment and action plans were presented to Executive Management in the summer of 2023.

Since the last universal registration document, the Compliance Steering Committee has met twice to discuss the application of the measures of the vigilance plan. The Monitoring and Vigilance Committee also met once, and the Compliance Committee met twice.

The monitoring actions focused on the following points:

- implementation of the new third-party assessment process;
- update of the ethics charter;
- update of the whistle-blowing procedure;
- change of whistleblowing platform.

2.6 Taxonomy

2.6.1 Presentation of the European Green Taxonomy

In 2019, the Green Deal was adopted, governing the European Commission's new legislation from 2020, whose goal is to achieve a 55% reduction in greenhouse gas emissions by 2030 (compared to 1990) and carbon neutrality by 2050.

In this context, the European Union has taken important steps to build a sustainable finance ecosystem. The "green taxonomy" is a central element, its main objective being to identify and promote investments in sustainable activities.

Regulation (EU) No. 2020/852 of June 18, 2020 and its accompanying delegated acts, commonly referred to as the Green Taxonomy, allow a standardized classification according to scientific criteria of economic activities that contribute

significantly to achieving environmental targets set in order to raise the climate ambition.

Six targets were thus defined:

1. climate change mitigation;
2. climate change adaptation;
3. sustainable use and protection of water and marine resources;
4. transition to a circular economy;
5. pollution prevention and reduction;
6. protection and restoration of biodiversity and ecosystems.

2.6.2 Reporting obligation

With this in mind, the green taxonomy requires the publication of the proportion of sales (revenue), capital expenditure (CAPEX) and operating expenses (OPEX) related to economic activities considered sustainable compared to the 6 environmental targets mentioned above.

Today, companies subject to the NFRD (Non-Financial Reporting Directive) have a taxonomy reporting obligation. It will be phased in over four fiscal years starting from publications as of January 1, 2022. For this second fiscal year, streamlined provisions have been introduced with the publication of the eligibility share only for targets 1 and 2. From the fiscal year ended June 30, 2024, the group must also publish the share of its activities eligible for the

four other environmental objectives, and on June 30, 2025, the eligible portion aligned with the six environmental objectives

From fiscal year 2022-2023, the companies covered were required to publish the share of their sales, capital expenditure and operating expenses known as "sustainable", *i.e.* complying with the technical criteria associated with each of the eligible activities. An activity considered to be sustainable is defined by the Taxonomy regulation:

- substantially contributing to the achievement of one of the six environmental targets;
- without prejudice to the other five environmental targets;
- complying with minimum social guarantees.

2.6.3 2022-2023 results

2.6.3.1 Revenue

The Bonduelle Group's revenue-generating activities mainly concern the manufacturing and marketing of food products, for a total revenue of 2,406 million euros in 2023 (see Section 5.5, Note 5.1). However, as part of the first two targets of mitigation and adaptation to climate change applicable from the 2021 fiscal year, the European Commission has prioritized the activities with the highest (regarding Scope 1 and Scope 2) greenhouse

gas emissions and has not covered all sectors of the economy within the first delegated regulations. Thus, these activities are not eligible for this reporting exercise.

For this reason, Bonduelle's revenue eligibility rate is 0%. On the other hand, due to the absence of eligible revenue, capital expenditure (CAPEX) and operating expenses considered (OPEX) are mainly items that are not directly associated with production activities but which may enable the main activity to contribute to the mitigation of global warming.

2.6.3.2 CAPEX

The share of eligible CAPEX amounts to approximately 8.5% of total CAPEX (vs. 6.3% at June 30, 2022). At June 30, 2023, the total amount (denominator) of CAPEX is 89.1 million euros (see Section 5.5, Notes 10.2 and 10.3). Eligible CAPEX, reflected in the numerator, amounted to 7.9 million euros and mainly included investments relating to the renovation of existing buildings (activity 7.2), work related to energy efficiency equipment (activity 7.3) and the vehicle fleet (activity 6.5).

Investments aligned within the meaning of the Taxonomy Regulation amount to 0.9% of eligible CAPEX over the period, *i.e.* 0.0% of total CAPEX (see Table 2.6.4).

2.6.3.3 OPEX

The Taxonomy regulation is based on a reduced definition of OPEX. These are mainly composed of costs relating to research and development, building renovation measures, short-term leases, maintenance and repairs, as well as any other direct expenditure related to the day-to-day maintenance of property, plant and equipment by the Company.

They represent 127 million euros, *i.e.* a non-material portion (less than 6%) of the Company's total OPEX.

The analysis carried out by Bonduelle thus concluded that the indicator was not material and therefore exempt from reporting the indicator.

2.6.3.4 Compliance with technical review criteria

Substantial contribution criteria

For all investments, the Bonduelle Group ensured that it verified the substantial contribution criteria. Concerning the methodology applied for activity 6.5, Condulle only analyzed the vehicle fleet in France belonging to categories M1 and N1 whose specific CO₂ emissions are less than 50 g of CO₂/km (light utility vehicles with low or no emissions).

DNSH (Do No significant Harm)

The group carried out the work to verify compliance with the DNSH (Do No Significant Harm) criteria and notably verified compliance with the DSNH on climate change adaptation by carrying out a local analysis of climate-related risks and vulnerability. As a result of this analysis, no high sensitivity on the targeted assets was identified, and no financial impact was deemed significant.

The climate change adaptation criterion only applies to the Group's eligible activities.

2.6.3.5 Compliance with Minimum Guarantees

A dedicated analysis was carried out on the Minimum Guarantees section at group level. These include compliance with the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights, the UN International Bill of Human Rights, and the fundamental conventions of the International Labour Organization (ILO), and mainly cover human rights and business ethics (anti-corruption with the implementation of the Sapin II law (see Note 2.5.1.3) and the duty of vigilance (see Note 2.5.2), responsible taxation, competition law (see Note 2.5.1.4)).



2.6.4 Regulatory tables

Revenue

Code(s) (2)	Absolute revenue (3)	Proportion of revenue (4)	Substantial contribution criteria						
			Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	
			in millions of euros	%	%	%	%	%	%
A. ACTIVITIES ELIGIBLE FOR THE TAXONOMY									
A.1 Environmentally sustainable activities (aligned with the Taxonomy)									
Revenue from environmentally sustainable activities (aligned with the Taxonomy) (A.1)	N/A	0	0%	0%	0%	0%	0%	0%	0%
A.2 Activities eligible for the Taxonomy but not environmentally sustainable (not aligned with the Taxonomy)									
Revenue from activities eligible for the Taxonomy but not environmentally sustainable (not aligned with the Taxonomy) (A.2)	N/A	0	0%						
Total (A.1 + A.2)	N/A	0	0%						
B. ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY									
Revenue from activities not eligible for the Taxonomy (B)	N/A	2,406	100%						
TOTAL (A + B)	N/A	2,406	100%						

OPEX

Code(s) (2)	Absolute OPEX (3)	Proportion of OPEX (4)	Substantial contribution criteria						
			Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	
			in millions of euros	%	%	%	%	%	%
A. ACTIVITIES ELIGIBLE FOR THE TAXONOMY									
A.1 Environmentally sustainable activities (aligned with the Taxonomy)									
OPEX of environmentally sustainable activities (aligned with the Taxonomy) (A.1)	N/A	0	0%	0%	0%	0%	0%	0%	0%
A.2 Activities eligible for the Taxonomy but not environmentally sustainable (not aligned with the Taxonomy)									
OPEX for activities eligible for the Taxonomy but not environmentally sustainable (not aligned with the Taxonomy) (A.2)	N/A	0	0%						
Total (A.1 + A.2)	N/A	0	0%						
B. ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY									
OPEX for activities not eligible for Taxonomy (B)	N/A	127	100%						
TOTAL (A + B)	N/A	127	100%						



No significant harm criteria (DNHS)							Proportion of revenue aligned with Taxonomy, year N (18)	Proportion of revenue aligned with Taxonomy, year N-1 (19)	Category (enabling activity) (20)	Category (transitional activity) (21)
Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)	Minimum safeguards (17)				
Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%		
N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%	N/A	N/A	N/A

No significant harm criteria (DNHS)							Proportion of OPEX aligned with the Taxonomy, year N (18)	Proportion of OPEX aligned with the Taxonomy, year N-1 (19)	Category (enabling activity) (20)	Category (transitional activity) (21)
Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)	Minimum safeguards (17)				
Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%		
N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%	N/A	N/A	N/A

Taxonomy

CAPEX

Codes (2)	Absolute CAPEX (3)	Proportion of CAPEX (4)	Substantial contribution criteria						
			Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	
			<i>in millions of euros</i>	%	%	%	%	%	%
A. ACTIVITIES ELIGIBLE FOR THE TAXONOMY									
A.1 Environmentally sustainable activities (aligned with the Taxonomy)									
Transport by motorcycles, passenger cars and light commercial vehicles	6.5	65	0%	100%	0%	0%	0%	0%	0%
CAPEX of environmentally sustainable activities (aligned with the Taxonomy) (A.1)	N/A	65	0%	100%	0%	0%	0%	0%	0%
A.2 Activities eligible for the Taxonomy but not environmentally sustainable (not aligned with the Taxonomy)									
Transport by motorcycles, passenger cars and light commercial vehicles	6.5	1,848	2%						
Construction and real estate - Renovation of existing buildings	7.2	5,809	7%						
Construction and real estate - Installation, maintenance and repair of energy efficiency equipment	7.3	140	0%						
CAPEX of activities eligible for the Taxonomy but not environmentally sustainable (not aligned with the Taxonomy) (A.2)	N/A	7,797	9%						
Total (A.1 + A.2)	N/A	7,862	9%						
B. ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY									
CAPEX of activities not eligible for Taxonomy (B)	N/A	81,246	91%						
TOTAL (A + B)	N/A	89,108	100%						

Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	No significant harm criteria (DNHS)			Minimum safeguards (17)	Proportion of CAPEX aligned with the Taxonomy, year N (18)	Proportion of CAPEX aligned with the Taxonomy, year N-1 (19)	Category (enabling activity) (20)	Category (transitional activity) (21)
			Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)					
Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%		
	Yes		Yes	Yes		Yes	0%	N/A	N/A	N/A
	Yes		Yes	Yes		Yes	0%	N/A	N/A	N/A



2.6.5 Methodological note

The analysis was carried out on the basis of Bonduelle's consolidated financial statements. All Bonduelle entities were included in the scope of analysis.

Concerning the calculation of revenue eligibility, activities that make a small contribution to revenue were not included in the scope of analysis. Thus, revenue related to road freight services, representing less than 3% of the total, was not considered as material for this reporting.

All CAPEX have been reviewed for the year 2023 as part of an appropriate methodology to avoid any double-counting. A

project team made up of employees from the Finance and CSR Department conducted this analysis. A technical review was then carried out by Bonduelle's operational teams.

The calculation of OPEX as defined by the Taxonomy was based on an estimate by item.

In general, an internal methodological note has been drawn up for the sake of transparency and sustainability of the approach. This formalizes the calculation methodology and reporting for each indicator, and is available on request from the Finance and/or CSR Departments.

2.6.6 Other qualitative information: CSR initiatives not reflected in the Taxonomy

Bonduelle is also involved in activities that are not eligible but contribute to the first target of the Taxonomy: climate change mitigation. As such, the group is working to reduce its Scopes 1, 2 and 3 carbon emissions through a reduction trajectory validated by the SBTi (see Section 2.3.2).

For Scopes 1 & 2, Bonduelle is undertaking reduction actions at its plants through a strategy of energy efficiency and decarbonization of its energy consumption (see Section 2.3.2.4).

In Scope 3, Bonduelle also aims to reduce the carbon footprint of its emissions, for example by working on the supply of agricultural materials through its Agro roadmap (see Section 2.3.3.2), and on the design of its packaging (see Section 2.3.6.2).

2.6.7 Details of potentially eligible activities in the future

As the Taxonomy and its scope are bound to evolve, some companies anticipate and identify the activities that will be eligible and thus likely to impact their alignment and eligibility indicators. In this context, Bonduelle has set up a working group to prepare the eligibility reporting and alignment with its main "food production" activity which should contribute to the

targets of transition to a circular economy and the protection and restoration of biodiversity and ecosystems. To date, no deadline has been defined by the European Commission for the consultation and adoption of the Delegated Act concerning this "food production" activity.

2.7 Extra-financial performance statement

Table cross-referencing EFPS items

The group's business model is presented in Sections 1.1 Our profile, 1.5 Strategy for becoming 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 procedures: Occupational health and safety	2.4.2	
	Indicators: Human resources	2.4.2.4	
	<ul style="list-style-type: none"> • frequency of work-related accidents • work-related accident severity rate 	2.8.7.7	
Soil and ecosystem depletion	Policies and diligence: the Agro roadmap, our impact agronomic strategy	2.3.3	
	Indicators: Agronomy	2.3.3.2	
	<ul style="list-style-type: none"> • % of producers engaged in regenerative agriculture • % of cultivated areas with a pollinator protection plan. • % of producers and suppliers with environmental certification aligned with the requirements of the Agro roadmap • % of Bonduelle cultivated area on which at least one alternative method to synthetic pesticides is used • % of Bonduelle cultivated irrigable area on which irrigation is managed through decision support tool • % of Bonduelle cultivated area on which nitrogen fertilization is reasonable 	2.8.7.1	
	Climate variability	Policies and due diligence: Contributing to carbon neutrality & Better industrial plants for the planet	2.3.2.1 and 2.3.2.4
		Indicators: Carbon and industrial environment	2.3.2.4
		<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) 	2.8.7.2 2.8.7.4
Product shortages		Policies and due diligence: Food quality and traceability	2.2.5
		Indicators: Quality	2.8.7.6
<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 			
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 2.5 Ethics and vigilance.	2.5.1	
	Indicators: <ul style="list-style-type: none"> • number of employees trained in the main principles of the Duty of vigilance law. 	2.5.1.4	

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 Notes 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 targets and communicate these throughout the organization;
- phase 2: implement progress plans to achieve these targets;
- 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: "Statement referring to GRI" option (see 2.9.2 - 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, 2022 to June 30, 2023.

The indicators published in Appendix 2.9 of the universal registration document present the results for the past year and the previous three years, and those for the year 2021-2022 restated without the BALL business unit in order to monitor changes in indicators on a like-for-like basis. 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.

Unless explicitly stated to the contrary, this report does not contain any modification or deletion of information provided in previous reports concerning 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 data entered shows a significant difference (+ or -15%) compared to the previous year, an alert is issued. The member of staff concerned can then modify or confirm the value by adding a note.

Approval is required for each value entered:

- for the Industrial environment, the environmental Managers of the sites enter the data and the associated management controllers check and validate the data;
- 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.
- for Agronomy, agricultural Managers must validate the upstream agricultural collection forms;
- for Purchasing, Country Purchasing Managers validate the purchasing forms;
- for Quality, the Country Quality Managers validate the forms assigned to them;

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 15 – 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. The integration of BFA in the reporting will continue in 2023-2024 in the missing 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 fiscal 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 transport and purchasing. OPOASI (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, human resources and carbon;

- for Packaging, the data is validated by Packaging Managers and/or Agro-Industry Managers;
- for Transport, the data are checked monthly in the logistics management tools and then extracted automatically. This data is then sent to an external partner in charge of calculating CO₂ emissions.

2.8.2.2 Data consolidation

Consolidation of indicators at the business unit and group level is based on data from the Metrio® tool, and HR, Agronomy and Transport tools by the Group's Management Control team. A group consistency review is carried out by the CSR Department, the Group-level domain officers and Group Consolidation and Group management Department.

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 our information systems. This organization covers the group 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 San Paolo d'Argon and Battipaglia (Italy) sites are excluded from the industrial environment scope.

2.8.3.1 Changes in scope during the fiscal year 2022-2023

As a reminder, for 2021-2022, the reporting scope included the France Champignon entity, which includes the Doué-la-Fontaine, Montreuil Bellay, Longué-Jumelles and Bagneux sites.

In 2022-2023, the BALL business unit was excluded from the reporting due to its partial disposal on June 30, 2022. The 2021-2022 figures presented in chapter 2 have all been restated without BALL in order to allow the N/N-1 comparison on like-for-like scopes.



2.8.3.2 Weight of the BALL business unit in 2021-2022 historical indicators

In order to allow N/N-1 comparisons on identical scopes, the weighting represented by the BALL business unit in the main performance indicators reflecting Bonduelle's agro-industrial activity in 2021-2022 is as follows:

- tonnes of products manufactured: 30.2%;
- energy consumption: 31.7%;
- water consumption: 23.4%;
- production of non-hazardous industrial waste: 37.5%;
- packaging consumption: 19.7%;
- cultivated agricultural area: 34.5%;
- greenhouse gas emissions: 30.7%;
- number of FTEs: 18.3%.

Regarding the 2021-2022 indicators of the B! Pact, the changes between the restated data without BALL and the original data are all less than +/-10%. We therefore consider that the impact of withdrawing the BALL data in the 2021-2022 reporting does not require additional targeted explanations.

2.8.3.3 Inclusion of BFA business unit

The work carried out since 2017-2018, when BFA was integrated in the group, enable reporting indicators to be harmonized. The individuals in charge of reporting were identified and trained in reporting and using Metrio® software. The checks and validations of BFA data follow the same process as the other business units. In 2022-2023, work on including the data from the BFA business unit continued.

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

2.8.3.4 Upstream agricultural activities

The reporting is carried out in the production and business areas: France Nord-Picardie; France South-West; Fresh Europe; Hungary; Poland; Portugal; Russia; United States (Fresh and Long Life); Brazil; Mushroom business (France and Poland).

2.8.3.5 Transport

Transport has been included in Bonduelle's CSR strategy since 2007-2008. In 2022-2023, the operational scope of transport reporting includes all transport operations of harvested vegetables from upstream agricultural activities and merchandise from our warehouses and client distribution sites.

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 the EN 16258 standard and GLEC (Global Logistics Emissions Council) certified. 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.

2.8.3.6 Purchasing

The scope of 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.

This scope varies by country:

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

2.8.3.7 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 Scope 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;
- emissions related to transport and storage in stores are reported from Scope 3.10 to Scope 3.9;
- emissions from downstream transport and distribution of finished products are split between Scope 3.4 and Scope 3.9.
- the energy and refrigerant fluid consumption of the San Paolo and Battipaglia sites are now included in Scope 1 and Scope 2.
- emissions from industrial wastewater treatment plants are distributed between Scope 1 and Scope 3.5;
- emissions from industrial warehouses are distributed between Scopes 1, 2, 3.1 and 3.3;
- inert gas emissions are distributed between Scope 3.1 and Scope 3.11;
- emissions from plant-based waste are divided between Scopes 3.4 and Scope 3.5;

- since 2022-2023, packaging emissions have included outsourcing for the BEAM (except Brazil), BELL and BFA business units (BFE already doing so initially);
- mushroom production emissions are divided between Scopes 1, 3.1, 3.4 and 3.5;
- insurance emissions are in Scope 3.1;
- emissions from IT investments are in Scope 3.2;
- issues of fixed assets are based on the amounts of investments, and no longer on the amounts of depreciation (update 2022-2023).

2.8.3.8 Packaging

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

2.8.4 Indicators

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

2.8.4.1 Clarification of 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 grower 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

The reporting scope of the indicator “Quantity of packaging designed to be recyclable” includes all the business units as well as subcontractors.

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, and does not include subcontracting tonnages.

2.8.3.9 Nutrition

For the year 2022-2023, the Nutri-Score and Without Additives indicators cover all the group’s business units, with the exception of Bonduelle Prospective et Développement (BPD) and the Cristalina site (Brazil).

Nutri-Score indicator: so-called “display” (or mix/heterogeneous) products are excluded from the calculation because they may contain different Nutri-Score scores.

Additives indicator: for 2022-2023, “mushroom” products from Poland are also excluded from the calculation.

excluded from the reporting scope for cultivation techniques. These areas represent less than 0.5% of the areas cultivated by growers.

Scope of areas included: the indicators expressed in “cultivated area” and “irrigable area” are calculated for the entire area cultivated by Bonduelle’s growers, excluding the equivalent area of the supplier. This represents 87% of the total cultivated areas.

Proportion of irrigable areas: 88% of the area cultivated by growers is irrigable.

Clarification of the indicator “% of 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 planned:

- 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 Clarification Human Resources indicators

For the fiscal year 2022-2023, the reporting date for HR data from the French sites was June 22, 2023.

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 Details of the industrial environment indicators

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

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.

2.8.4.4 Details of 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 2.3.2.4).

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 at June 30, 2023 are expressed in tonnes of CO₂ and by the ratio kg of CO₂ emitted per tonne transported in the customer distribution phase.

The calculation methodology is GLEC certified since June 2022 for 12 months, and certified in accordance with EN 16258.

2.8.4.5 Details of Quality indicators

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

2.8.4.6 Details on packaging indicators

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.

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.

2.8.4.7 Details of carbon indicators

For the year 2022-2023, several structural and methodological changes led to an update of the historical calculations on N, N-1 and Baseline SBTi:

Methodological updates:

- accuracy of emission factors (EF):
 - EF home-work,
 - introduction of RNG as an energy source,
 - specific characterization of internal mushroom activity,
 - characterization of the organic waste treatment process,
 - revision of the EFs of outsourced products;
- change in EF over time: change in electricity energy mix.

Update of scope: exclusion of BALL in 2019-2020 (baseline) and 2021-2022 (N-1) to allow comparisons

Update of historical data: the ingredient purchasing data for the BFA business unit for the years 2019-2020 (SBTi baseline) and 2021-2022 (N-1) have been updated.

2.8.4.8 Details on the Training on anti-competitive practices indicator

For 2022-2023, the indicator on the percentage of employees involved in training on anti-competitive practices over the last two years, and having completed the training, does not include the following countries: Hungary, Romania, Czech Republic.

2.8.4.9 Details on the civic engagement indicator

From 2022-2023, the scope for calculating the civic engagement KPI has been reviewed.

For reasons of geographical proximity, some sites will be grouped together because the civic engagement actions involve employees of several entities. Sites with fewer than 10 people are therefore not included in the scope.

The changes are as follows:

- the Loudun, Montoire, Montreuil-Bellay, Longue-Jumelles, Île Bouchard and La Tourte mushroom production sites are accounted for on the Doué-la Fontaine site.
- the Estrées canned site, Estrées Frozen and Rosières are accounted for on the Estrées site.
- Reutlingen head office and Reutlingen plant have been grouped together on the Reutlingen GmbH site.

2.8.5 2022-2023 calendar

Date	Action	Department
February	Update of definition guidelines	Experts in the field & reporting coordinator
April	Translation of guidelines	Reporting coordinator
	Update of reporting correspondents	Reporting coordinator
May-June	Training of correspondents on the tool and the reporting method	Reporting coordinator and representatives
	Human Resources and Agronomy pre-audit	Coordinator of the reporting and field experts
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 since October 2022.

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



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

Year ended June 30, 2023

This is a free English translation of the report by one of the Statutory Auditors 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.

To the Shareholders' Meeting of Bonduelle,

In our capacity as Statutory Auditor of Bonduelle SCA (hereinafter the "Company"), appointed as independent third party ("third party") and accredited by the French Accreditation Committee (Cofrac), under number 3-1886 rév. 0 (Cofrac Inspection Accreditation, scope available at www.cofrac.fr), we have conducted procedures to express a limited assurance conclusion on the historical information (observed or extrapolated) in the consolidated non-financial performance statement, prepared in accordance with the Company's procedures (hereinafter the "Guidelines"), for the year ended June 30, 2023 (hereinafter the "Information" and the "Statement", respectively), presented in the Group management report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (code de commerce).

Conclusion

Based on our procedures as described in the section "Nature and scope of procedures" and the evidence we have obtained, no material misstatements have come to our attention that cause us to believe that the non-financial performance 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.

Preparation of the non-financial performance statement

The absence of a generally accepted and commonly used reference framework or established practices on which to base the assessment and measurement of the Information enables the use of different but acceptable measurement techniques that may impact comparability between entities and over time.

Accordingly, the Information must be read and interpreted with reference to the Guidelines, summarised in the Statement and available on request from its headquarters.

Limits inherent in the preparation of the information relating to the Statement

As stated in the Declaration, the Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

Responsibility of the Company

Management is responsible for:

- selecting or determining the appropriate criteria for the preparation of the Information;
- preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented with respect to these risks as well as the outcomes of these policies, including key performance indicators and the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy);
- implementing such internal control as it determines is necessary to enable the preparation of Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by applying the Company's Guidelines as referred to above.

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. 225-105 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."

As it is our responsibility to issue an independent conclusion on the information prepared by management, we are not authorised to participate in the preparation of the Information, as this could compromise our independence.

It is not our responsibility to provide a conclusion on:

- the Company's compliance with other applicable legal and regulatory provisions (particularly with regard to the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy), the fight against corruption and tax evasion;
- the fairness of information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy);
- the compliance of products and services with the applicable regulations.

Applicable regulatory provisions and professional guidance

We performed the work described below in accordance with our audit verification programme in application of Articles A. 225-1 et seq. of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement and with the international standard ISAE 3000 (revised - Assurance engagements other than audits or reviews of historical financial information).

Independence and quality control

Our independence is defined by Article L. 822-11-3 of the French Commercial Code and 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 aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement.

Means and resources

Our work engaged the skills of eight people between June and September 2023 and took a total of ten weeks.

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.

This work involved the use of information and communication technologies allowing the work and interviews to be carried out remotely, without hindering the good execution of the verification process.

Nature and scope of procedures

We planned and performed our work taking account of the risk of material misstatement of the Information.

We consider that the procedures conducted in exercising our professional judgement enable us to express a limited assurance conclusion:

- We familiarized ourselves with the activities of all companies in the consolidation scope and the description of the principal risks.
- 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. 225-102-1 governing social and environmental affairs, 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 the principal risks associated with the activities of all the consolidated entities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their 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⁾; for certain information, our work was carried out on the consolidating entity, while for other 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 implemented by the Company and assessed the data collection process aimed at ensuring the completeness and fairness of the Information.
- For the key performance indicators and other quantitative outcomes ⁽²⁾ that we considered to be the most important, we implemented:
 - analytical procedures that consisted in verifying the correct consolidation of collected data as well as the consistency of changes thereto;
 - substantive tests, on a sample basis and using other selection methods, 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 18.9% of headcounts and 22.7% of energy consumption.
- We assessed the overall consistency of the Statement in relation to our knowledge of the entire Company.



The procedures conducted in a limited assurance review are substantially less in scope than those required to issue a reasonable assurance opinion in accordance with the professional guidelines of the French National Institute of

Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*); a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, September 29, 2023

One of the Statutory Auditors,

Deloitte & Associés



Edouard Lhomme

Partner, Audit



Julien Rivals

Partner, Sustainability Services

(1) **Qualitative information selected:** Evolution of B Corp certification coverage in terms of revenues, Methodology used to determine positive impact targets, Review of regenerative agriculture policies.

(2) **Quantitative information selected:**

Human resources: FTE headcount, Workplace accident frequency and severity rate, Percentage of permanent employees covered by death insurance.

Industrial Environment: Energy consumption and breakdown by energy source and use, Share of alternative energies in Bonduelle's energy mix.

Carbon: Scope 1 & scope 2 greenhouse gas emissions.

Nutrition: Share of Bonduelle products rated Nutri-Score A and B, Share of Bonduelle products without controversial additives.

Anti-competitive practices: Number of employees trained in the main principles of competition law.

Agronomy: Percentage of Bonduelle cultivated area on which at least one alternative method to synthetic pesticides is used, Percentage of producers and suppliers with environmental certification aligned with the requirements of the Bonduelle Agro Roadmap, Percentage of Bonduelle irrigable cultivated area on which irrigation decisions are managed using a decision support tool, Percentage of Bonduelle cultivated area on which nitrogen fertilization is reasoned.

(3) **Entities selected:** Estrées BCI, (Human resources and Industrial environment), Estrées SURG (Human resources), Nagykoros (Human resources and Industrial environment), Jackson (Human resources), BELL South West (Agronomy and Nutrition), BFE Genas (Agronomy), Irwindale (Industrial environment), Group consolidated data (Anti-competitive practices and Carbon).

2.8.7 Results of all indicators

	2019-2020	2020-2021	2021-2022	2021-2022 excluding BALL (IFRS 5)	2022-2023
Bonduelle Group revenue <i>(in millions of euros)</i>	2,855	2,779	2,892	2,203	2,406

2.8.7.1 Agronomy

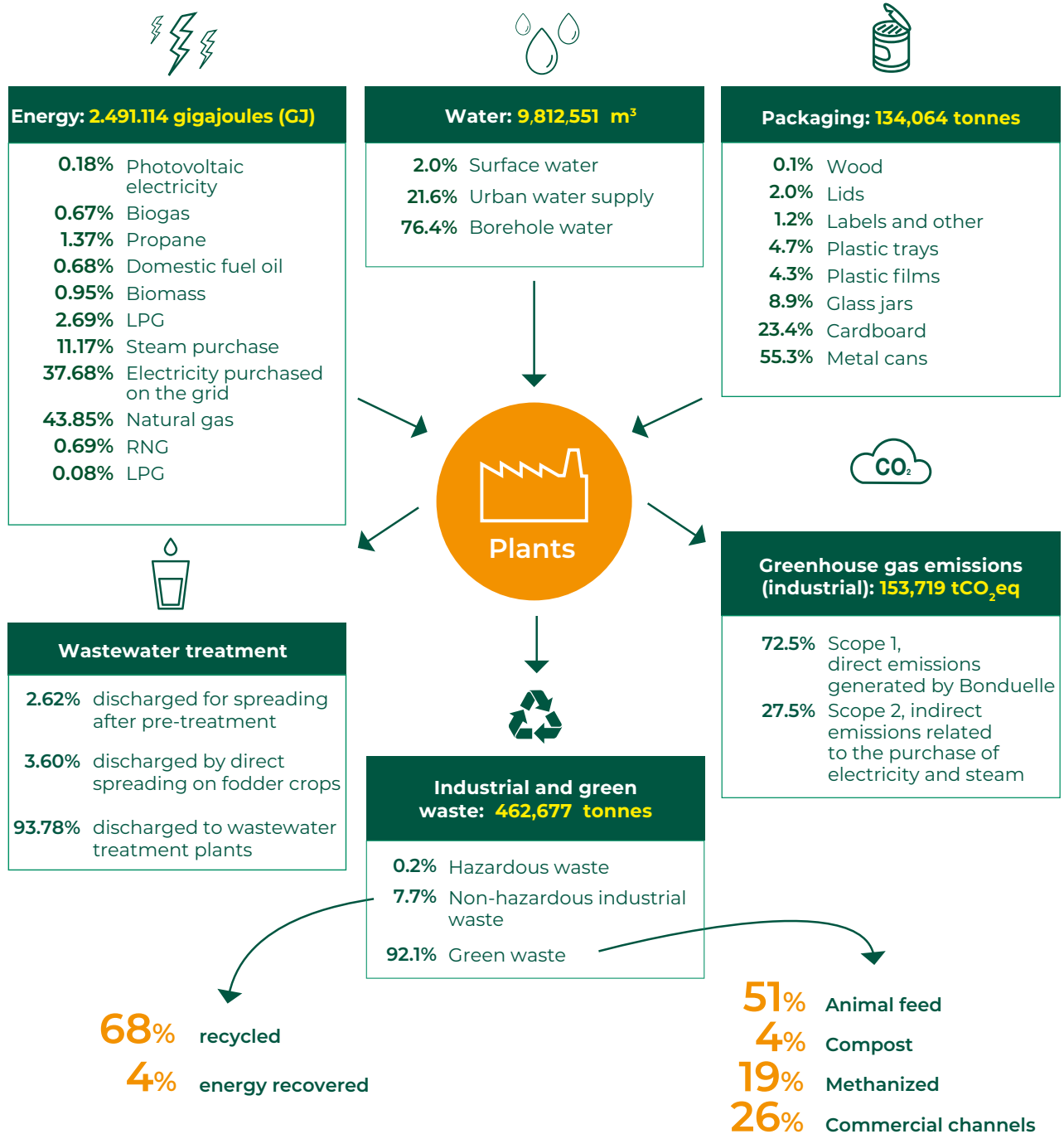
Indicators	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
% of producers engaged in regenerative agriculture	N/A	N/A	N/A	41.9%
WATER, SOIL, BIODIVERSITY, CERTIFICATION				
Bonduelle cultivated irrigable area <i>(in ha)</i>	66,183	63,151	53,724	52,056
% of Bonduelle cultivated irrigable area on which irrigation is managed through decision support tool	54%	44%	51.3%	53.7%
% cultivated area using a defense plan for pollinator protection	0%	5%	7.7%	44.1%
% of producers and suppliers with environmental certification aligned with the requirements of the Bonduelle Agro roadmap	N/A	N/A	N/A	23.9%
% of total land cultivated for Bonduelle certified organic	N/A	4%	2.7%	3.4%
Number of varieties used per crop type	N/A	13	14.2	14.4
Number of varieties tested per crop type	N/A	3	1.8	3.9
CLIMATE CHANGE MITIGATION				
% of Bonduelle cultivated area not harvested	6%	8%	6.6%	5.8%
% of Bonduelle cultivated area on which nitrogen fertilization is reasonable	68%	58%	88.8%	64.6%
PESTICIDES				
% of Bonduelle cultivated area on which at least one alternative method to synthetic pesticides is used	52%	56%	65.3%	44.3%
PARTNERSHIPS				
Number of Agro employees	311	301	260	250
Number of Agro-Terrain experts	N/A	N/A	N/A	122
Number of suppliers	215	406	354	360
Number of producers	2,825	2,551	2,068	2,030
Total number of producers and suppliers under contract with Bonduelle	3,040	2,957	2,422	2,390
% of producers who renew their contract with Bonduelle	90%	91%	91.9%	88.4%
Area cultivated for Bonduelle by partners <i>(in ha)</i>	98,038	94,334	61,774	59,108
Supplier equivalent cultivated area <i>(in ha)</i>	26,069	20,960	8,187	8,895
Sum of total areas cultivated for Bonduelle <i>(in ha)</i>	124,107	115,294	69,961	68,316
% of supplier equivalent surface area	21%	18%	11.7%	13.3%
% of producers assessed internally	100%	90%	99.8%	99.5%
% of producers having signed the Bonduelle agronomic charter	94%	98%	97.6%	98%
TRAINING				
% of producers trained in regenerative agriculture	N/A	N/A	N/A	0%
% of Agro employees who have reached the "awareness-raising in regenerative agriculture" level	N/A	N/A	N/A	1.3%

* For comparability purposes between 2021-2022 and 2022-2023 at constant perimeters, 2022 data have been restated without the BALL business unit, a stake of which was sold on June 30, 2022.

2.8.7.2 Industrial environment

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	2019-2020	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Tonnes of manufactured products (TMP**)	1,251,826	1,206,099	1,206,322	841,995	756,537
Water consumption					
Number of m ³ consumed	13,957,968	13,503,444	14,330,776	10,982,857	9,812,551
Number of m ³ per tonne of manufactured product (m ³ /TMP)	11.2	11.2	11.9	13	12.97
Water source					
Borehole water (in m ³)	8,546,177	8,128,984	9,009,227	8,268,945	7,499,976
Water from an urban network (in m ³)	4,852,607	4,965,988	5,100,240	2,713,912	2,119,398
Surface water (in m ³)	559,185	408,472	221,309	0	193,177
Energy consumption					
Total consumption in GJ (gigajoules)	3,491,852	3,466,720	3,859,066	2,635,112	2,491,114
of which electricity purchased on the grid (in GJ)	1,519,453	1,495,241	1,534,595	995,938	938,630
of which electricity from photovoltaic sources (in GJ)	2,385	4,666	4,587	4,587	4,404
of which electricity purchased with guarantee of origin (in GJ)		2,326	0	0	0
of which natural gas (in GJ)	1,413,809	1,421,173	1,752,029	1,088,219	1,092,297
of which propane (in GJ)	95,015	67,051	38,407	34,440	34,074
of which LPG (in GJ)	5,341	1,569	1,713	1,606	2,093
of which heating oil (in GJ)	28,035	39,715	45,932	28,843	16,886
of which biomass (in GJ)	38,418	55,169	56,449	56,449	23,764
of which steam purchases (in GJ)	383,608	375,636	326,175	326,174	278,352
of which biogas (in GJ)	5,787	4,176	21,613	21,291	16,587
of which LNG (in GJ)					17,072
of which LPG (in GJ)					66,955
Breakdown of Electricity by country					
France	38%	36%	37%	57%	62.1%
Canada	23%	23%	22%	0	0
United States	26%	27%	24%	18%	15.6%
Portugal	4%	3%	3%	5%	5.5%
Poland	3%	3%	3%	4%	4.7%
Hungary	3%	3%	3%	5%	4.7%
Germany	1%	1%	1%	2%	2.4%
Russia	2%	3%	3%	4%	4.1%
Brazil	0.3%	0.6%	0.6%	0.9%	0.8%
Production of non-hazardous industrial waste					
Tonnes	74,886	71,836	61,164	38,233	35,514
Kg per tonne of manufactured product	59.8	59.6	50.7	45.4	46.9
Treatment channels					
Industrial landfill center	26.6%	34.0%	32.2%	41.8%	28%
Energy recovery	9.1%	5.2%	4.0%	4.8%	4%
Recycling	64.3%	60.8%	63.8%	53.4%	68%

* For comparability purposes between 2021-2022 and 2022-2023 at constant perimeters, 2022 data have been restated without the BALL business unit, a stake of which was sold on June 30, 2022.

** TMP = Net drained weight without packaging.

Indicators	2019-2020	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Production of special waste (hazardous waste)					
Tonnes	225	273	263	245	839
kg per tonne of manufactured product	0.18 kg	0.23 kg	0.21	0.28	1.1
Production of plant-based compounds					
Tonnes	593,297	597,760	633,646	421,137	426,424
kg per tonne of manufactured product	474	496	525	500	564
Valuation					
Agricultural spreading	10%	9.1%	7%	1%	0%
Animal feed	45.5%	51.9%	54%	41%	51%
Energy recovery	10.5%	9.3%	11%	17%	19%
Marketable product	16%	17.7%	16%	25%	26%
Other (compost)	18.1%	15.1%	11%	17%	4%
Pollution discharge					
Treatment channels, breakdown in m³					
Percentage (by m ³) discharged to treatment plant	88.6%	89.1%	88.8%	94.5%	93.8%
Percentage (by m ³) discharged for spreading after pretreatment	7.6%	7.2%	5.5%	2.8%	2.6%
Percentage (by m ³) discharged directly for spreading on crops	3.8%	3.7%	5.7%	2.7%	3.6%
Biosolids					
Tonnes of dry biological sludge	2,840	2,740	2,180	2,124	1,730
Nm ³ of biogas	1,244,973	774,517	1,108,633	905,777	711,570
Expenditure, in euros, for minimizing the impact of activities on the environment					
Water and treatment station sludge	3,195,786	1,585,724	1,860,831	1,699,065	1,100,134
Industrial and vegetable waste	170,968	238,182	75,567	41,679	7,850
Air and energy	6,315,657	7,236,316	3,016,607	3,016,607	2,231,798
Noise control	N/A	N/A	13,452	13,452	14,706
Other	N/A	N/A	N/A	N/A	382,906

* For comparability purposes between 2021-2022 and 2022-2023 at constant perimeters, 2022 data have been restated without the BALL business unit, a stake of which was sold on June 30, 2022.

** TMP = Net drained weight without packaging.

2.8.7.3 Packaging

Packaging	2019-2020	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Number of tonnes	185,619	190,874	183,591	147,465	134,064
Breakdown by type of material					
Metal cans	46%	50%	54%	54%	55.3%
Cardboard	31%	29%	28%	25%	23.4%
Glass jars	8%	7%	7.0%	9%	9%
Plastic film	6%	6%	5%	4%	4.3%
Lids	2%	0.3%	0.3%	0.4%	1%
Plastic trays	6%	5%	4%	5%	5%
Labels and other	2%	2%	1.8%	1.8%	2%
Recycled materials					
Proportion of recycled materials in packaging (World – All business units combined)	51.2%	55.4%	56.6%	60.1%	58.8%
Proportion of recycled materials in packaging (Europe – BFE and BELL)	55.2%	61.5%	61.4%	61.4%	61.1%

* For comparability purposes between 2021-2022 and 2022-2023 at constant perimeters, 2022 data have been restated without the BALL business unit, a stake of which was sold on June 30, 2022.

2.8.7.4 Greenhouse gas emissions

Greenhouse gas emission	2019-2020 restated without BALL ⁽¹⁾	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Scope 1 ⁽²⁾	Previous value: 150,840 New value: 121,723	150,592	154,055	128,185	111,391
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	Previous value: 84,311 New value: 54,302	83,420	73,053	45,303	42,228
Scope 2: Tonnes of CO ₂ equivalent indirect emissions (electricity and steam purchased for production facilities, excluding tertiary sites)					
Scope 3	Previous value: 2,174,352 New value: 1,283,765	Previous value: 1,967,869 New value: N/A	Previous value: 1,871,257 New value: 1,759,441	1,179,434	1,036,886
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, R422D, R744, R32, R448A, R410A, R425A, R407C					
	Previous value: 7,412 New value: 6,588	5,633	15,372	15,677	3,332

* For comparability purposes between 2021-2022 and 2022-2023 at constant perimeters, 2022 data have been restated without the BALL business unit, a stake of which was sold on June 30, 2022.

- (1) In 2022-2023, methodological and structural calculation updates made it possible to specify the historical year 2019-2020: Introduction of more sector-based emission factors for the ingredients purchased or the geographical areas; tight network for data collection (agronomy, industry, supply chain, ingredients, etc.); compliance with the GHG protocol requirements, update of BFA ingredient purchase data. Further details can be found in Chapter 2.8.4.7. The 2019-2020 data have also been restated without the BALL business unit and updates for the BFA ingredient purchasing data as this is the reference year of our SBTi objective transcribed in the B! Pact.
- (2) Emissions related to energy consumption at headquarters and tertiary sites have been estimated and recognized under Scopes 1 and 2 as presented in the overall assessment of GHG emissions in Section 2.3.2.5. The history is updated retroactively to take into account changes in emission factors.

Notes on the CSR reporting methodology 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 2021-2030 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 2022 is 45,312 tCO₂eq. Certified and transferred emissions totaled 16,541 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 2022.

2.8.7.5 Transport (excluding Brazil)

Indicators	2019-2020	2020-2021 ⁽³⁾	2021-2022	2021-2022 restated without BALL*	2022-2023
CO₂ emissions (tCO₂eq)					
Upstream agricultural activities	66,506	81,044	58,342	56,649	44,998
Inter-site	55,268	44,281	39,535	17,278	14,192
Distribution	177,477	236,225	195,860	130,091	104,183
TOTAL (EXCLUDING BRAZIL)⁽¹⁾	299,250	361,550	293,737	204,019	163,372
Ratio of kg CO₂ eq emitted per tonne transported (excluding Brazil) (kg CO₂ eq/T)					
Upstream agricultural activities	26	51	38	51	41
Inter-site	32	26	25	30	28
Distribution	104	125	110	101	97
Ratio of kg CO₂ emitted per tonne transported (BFA) (kg CO₂ eq/T)⁽²⁾					
Upstream agricultural activities	95				
Inter-site	663				
Distribution	190				

(1) In 2019-2020, BFA data were only included in the total.

(2) 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).

(3) In 2020-2021, Bonduelle reviewed its methods for calculating CO₂ emissions for goods transport: the data are therefore not comparable with previous years.

* For comparability purposes between 2021-2022 and 2022-2023 at constant perimeters, 2022 data have been restated without the BALL business unit, a stake of which was sold on June 30, 2022.

2.8.7.6 Quality

Indicators	2019-2020	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Security analyses					
Number of tests conducted on fresh, prepared ready-to-eat and frozen product categories	26,486	36,750	39,659	20,229	18,684
Number of tests conducted on the canned products category	46,141	48,427	56,369	51,300	46,264
Certified facilities					
Number of ISO 9001-certified facilities	2	2	0 ⁽¹⁾	0 ⁽¹⁾	0 ⁽¹⁾
Number of ISO 22000-certified facilities	3	3	0 ⁽¹⁾	0 ⁽¹⁾	0 ⁽¹⁾
Number of IFS-certified facilities	19	19	21	21	21
Number of FSSC-22000 certified sites	5	6	8	4	4
Number of BRC certified sites	16	16	18	13	13
Number of facilities certified SQF	8	8	9	5	xx
Number of facilities certified "organic"	22	23	27	22	22
Number of days of system or product audits carried out by certification bodies, authorities or customers	345	380	360	270	308
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	101	120	179	179	201
Percentage of suppliers (excluding partner vegetable producers) who have signed the Simplified agronomic charter	36%	42%	45%	63%	68%
Percentage of suppliers audited	11%	16%	13%	13%	12%
Percentage of suppliers evaluated	80%	100%	77%	77%	82%

(1) In 2021-2022, sites previously certified ISO 9001 and ISO 22000 were certified BRC, IFS and FSSC 22000.

* For comparability purposes between 2021-2022 and 2022-2023 at constant perimeters, 2022 data have been restated without the BALL business unit, a stake of which was sold on June 30, 2022.

2.8.7.7 Human resources

Indicator	2019-2020	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Number of permanent employees present at June 30 of the year	10,861	10,956	11,171	9,174	8,363
Total number of employees with open-ended (permanent), non-permanent, seasonal employees and employees and other contracts, in full-time equivalents (FTE) over the reporting period	14,617	14,762	14,818	12,111	11,038

* For comparability purposes between 2021-2022 and 2022-2023 at constant perimeters, 2022 data have been restated without the BALL business unit, a stake of which was sold on June 30, 2022.

Total employees by type of employment contract and geographical zone (full-time equivalents in 2022-2023)

	FRANCE	Europe excl. France	Non-Europe	Total
Open-ended contracts	3,424	1,749	3,378	8,550
Non-permanent	274	117	48	439
Seasonal	482	360	268	1,110
Other	489	110	339	938
TOTAL	4,670	2,336	4,032	11,038

Total workforce by gender, status, age and geographical zone (permanent employees at June 30, 2023)

	France	Europe excl. France	Non-Europe	Total
Women	1,399	776	1,446	3,621
Men	2,071	1,030	1,641	4,742
Managers	1,062	367	327	1,757
Non-Managers	2,408	1,439	2,760	6,609
Permanent employees aged under 26	160	52	175	387
Permanent employees aged 26-35	707	339	559	1,605
Permanent employees aged 36-45	919	480	691	2,090
Permanent employees aged 46-49	449	247	243	939
Permanent employees aged 50-55	709	338	452	1,499
Permanent employees aged over 55	526	350	967	1,843

Women as a proportion of permanent employees as at June 30

	2019-2020	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Percentage of women who are Managers	15%	17%	19%	19%	22%
Percentage of women who are non-Managers	85%	83%	81%	81%	78%
Percentage of total employees who are women	42%	43%	42%	41%	43%

* For comparability purposes between 2021-2022 and 2022-2023 at constant perimeters, 2022 data have been restated without the BALL business unit, a stake of which was sold on June 30, 2022.

Seniority and hires

	2019-2020	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Seniority (permanent staff)					
0 to 3 years	4,032	3,793	3,853	2,958	2,494
4 to 9 years	2,528	2,938	3,043	2,617	2,302
+9 years	4,301	4,225	4,275	3,599	3,567
Average seniority	10.09	11.93	10.10	10.24	11
Hires in number of contracts					
Open-ended contracts	1,275	1,503	2,004	1,530	1,042
Non-permanent	1,030	1,257	928	823	754
Seasonal	5,167	4,662	4,503	3,887	3,501
Disability					
Workers with a disability (full-time equivalents (FTE))	235	299	371	303	297

* For comparability purposes between 2021-2022 and 2022-2023 at constant perimeters, 2022 data have been restated without the BALL business unit, a stake of which was sold on June 30, 2022.

Departures by status in 2022-2023 (number of people – all contract types)

	France	Europe excl. France	Non-Europe	Total
Managers				
Due to layoff	11	2	4	17
Due to a death, retirement or agreed departure	29	10	14	53
Due to the employee (resignation, end of probationary period)	63	37	68	168
Due to transfer	23	2	23	48
Non-Managers				
Due to layoff	90	77	322	489
Due to a death, retirement or agreed departure	90	54	65	209
Due to the employee (resignation, end of probationary period)	373	281	999	1,653
Due to transfer	76	5	138	219

Turnover

	2019-2020	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Total group turnover** (Scope: departures at the initiative of the employee, either resignation or end of probationary period)	12.05%	14.82%	17.23%	15.95%	16.5%

* For comparability purposes between 2021-2022 and 2022-2023 at constant perimeters, 2022 data have been restated without the BALL business unit, a stake of which was sold on June 30, 2022.

** Since 2019-2020, retirements, deaths and contractual terminations are excluded.

Turnover by gender* in 2022-2023 (Full-time equivalent)

	France	Europe excl. France	Non-Europe	Total
Turnover – Women	11.72%	14.77%	24.21%	17.18%
Turnover – Men	7.66%	12.73%	28.37%	15.97%
Departures of Women	356	211	617	1,184
Departures of Men	399	257	1,016	1,672

* Scope: departures at the initiative of the employee.

Turnover by age* in 2022-2023 (Full-time equivalent)

	France	Europe excl. France	Non-Europe	Total
Turnover of employees aged under 26	3.23%	2.35%	4.54%	3.52%
Turnover of employees aged 26-35	2.55%	3.77%	7.42%	4.58%
Turnover of employees aged 36-45	1.84%	3.12%	5.51%	3.45%
Turnover of employees aged 46-49	0.69%	1.33%	1.61%	1.16%
Turnover of employees aged 50-55	0.54%	1.63%	2.56%	1.50%
Turnover of employees aged over 55	0.49%	1.41%	4.84%	2.27%
Departures of employees aged under 26	151	55	183	389
Departures of employees aged 26-35	119	88	299	506
Departures of employees aged 36-45	86	73	222	381
Departures of employees aged 46-49	32	31	65	128
Departures of employees aged 50-55	25	38	103	166
Departures of employees aged over 55	23	33	195	251

* Scope: departures at the initiative of the employee.

Training – Permanent, non-permanent and seasonal workforce

	2019-2020	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Training as a percentage of payroll	0.91%	1.12%	0.90%	1.06%	1.16%
Total number of training hours	181,095	246,858	214,035	195,445	236,067
Average training duration per individual (in hours)	14	19	16	18	23
Breakdown of training hours by gender					
Women	34.02%	33.26%	36.48%	37.52%	37.45%
Men	65.98%	66.74%	63.52%	62.48%	62.55%
Breakdown of training hours by status					
Managers	19.68%	17.28%	19.25%	20.56%	17.56%
Non-Managers	80.32%	82.72%	80.75%	79.44%	82.44%

* For comparability purposes between 2021-2022 and 2022-2023 at constant perimeters, 2022 data have been restated without the BALL business unit, a stake of which was sold on June 30, 2022.

Breakdown of work-related accidents, frequency rate, severity rate and occupational diseases (OD) in 2022-2023 (all contract types)

	France	Europe excl. France	Non-Europe	Total
Women – Frequency rate	16.06	1.25	1.54	6.94
Men – Frequency rate	12.60	1.79	1.46	6.02
Frequency rate	14.00	1.57	1.49	6.41
Women – Number of work-related accidents with lost time	47	2	5	54
Men – Number of work-related accidents with lost time	54	4	6	64
Number of work-related accidents with lost time	101	6	11	118
Women – Severity rate	1.09	0.04	0.03	0.43
Men – Severity rate	0.75	0.06	0.11	0.36
Severity rate	0.89	0.05	0.07	0.39
Women – Number of lost days due to work-related accidents	3,178	60	98	3,336
Men – Number of lost days due to work-related accidents	3,207	141	450	3,798
Lost days due to work-related accidents	6,385	201	548	7,134

	France	Europe excl. France	Non-Europe	Total
Women – Occupational disease (OD) severity rate	1.83	N/A	N/A	1,83
Men – Occupational disease severity rate	0.67	N/A	N/A	0,67
Occupational disease severity rate	1.14	N/A	N/A	1,14
Women – Number of days lost OD	5,349	N/A	N/A	5,349
Men – Number of days lost OD	2,881	N/A	N/A	2,881
Number of lost working days OD	8,230	N/A	N/A	8,230
Severity rate of occupational diseases for France	1,14	N/A	N/A	1,14

N/A: Data not available.

Change in the number of safety training hours at June 30

	2019-2020	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Number of safety training hours	61,352	60,679	79,721	75,447	106,136

* For comparability purposes between 2021-2022 and 2022-2023 at constant perimeters, 2022 data have been restated without the BALL business unit, a stake of which was sold on June 30, 2022.

Change in safety training expenditure compared to total training expenditure

	2019-2020	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Safety expenditure	20%	21%	20%	23%	23%

* For comparability purposes between 2021-2022 and 2022-2023 at constant perimeters, 2022 data have been restated without the BALL business unit, a stake of which was sold on June 30, 2022.

Remuneration and development (All contract types)

	2019-2020	2020-2021	2021-2022	2021-2022 restated without BALL*	2022-2023
Staff affected by industrial restructuring plans who have received outplacement support	11	27	0	0	27
Number of hours worked	25,016,231	25,212,753	25,475,988	20,250,349	18,401,884
Absenteeism rate	4.92%	4.30%	4.79%	4.6%	4.87%
Amount of compensation (permanent, non-permanent and seasonal employees) (in euros)	432,391,851	428,187,737	436,031,705	341,701,564	339,585,099
Percentage of employees receiving regular performance and career development reviews	80.08%	78.35%	74.58%	86.24%	84.46%
Breakdown by gender of employees receiving regular performance and career development reviews					
Women	78.75%	76.71%	76.91%	86.76%	87.56%
Men	80.99%	79.43%	73.06%	85.87%	82.37%
Breakdown by status of employees receiving regular performance and career development reviews					
Managers	88.85%	94.34%	88.47%	93.10%	94.56%
Non-Managers	78.57%	75.74%	72.14%	84.92%	82.14%

* For comparability purposes between 2021-2022 and 2022-2023 at constant perimeters, 2022 data have been restated without the BALL business unit, a stake of which was sold on June 30, 2022.

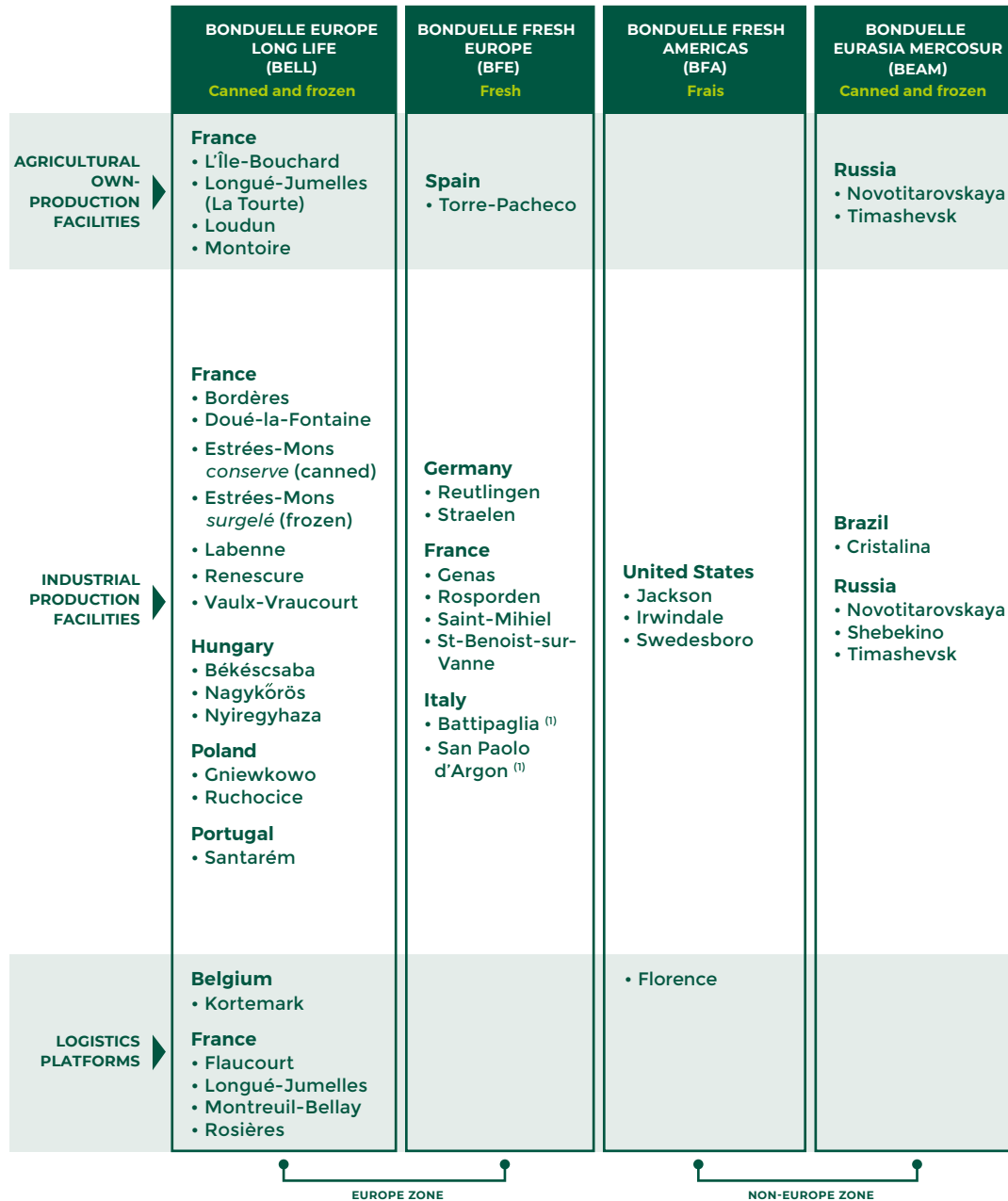
Breakdown of absenteeism rate and hours worked in 2022-2023 (All contract types)

	France	Europe excl. France	Non-Europe	Total
Women – Absenteeism rate	6.47%	7.11%	4.66%	5.88%
Men – Absenteeism rate	4.67%	4.91%	2.99%	4.09%
Absenteeism rate	5.41%	5.87%	3.74%	4.87%
Women – Hours worked	2,926,001	1,595,261	3,257,168	7,778,430
Men – Hours worked	4,286,383	2,230,758	4,106,314	10,623,454
Hours worked	7,212,384	3,826,019	7,363,482	18,401,884

2.9 Appendices

2.9.1 Organizational structure of the Bonduelle Group

Operational organization*



* One site is managed directly by the group: the Herm site in France.

(1) In partnership with OP OASI.

2.9.2 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 labeling
- GRI 419: Socioeconomic Compliance 2016
 - 419-1: Non-compliance with laws and regulations in the social and economic area





This document was prepared jointly by the Finance Department and the Corporate Communication and CSR Department. We would like to thank everyone who has contributed to this document.

Photos credit
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Visual territory and iconography
M&C SAATCHI Little Stories

Illustration
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CSR Report edited by
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