

# WE CARE



## ANNEX CSR REPORT

**KPI REPORTING  
RESULTS BY ENTITY**

FY22-FY23

**== Cérélia ==**

Founded on trust, inspired by food

## **KPI DEFINITION .01**

## **KPIS REPORTING BY ENTITIES**

### **Continental Europe Dough .05**

Cérélia Saint-Laurent-Blangy SAS (Saint-Laurent Blangy, France),  
Cérélia Liévin SAS (Liévin, France),  
Cérélia Rochefort-Sur-Nenon SAS (Rochefort-sur-Nenon, France),  
Cérélia Vittel SAS (Vittel, France),  
Cérélia Hœrdt SAS (Hœrdt, France),  
Cérélia Rivoli SRL (Rivoli, Italy)

### **UK Dough .07**

Cérélia UK Ltd. (Corby, UK)

### **Europe Pancakes .09**

Cérélia Sliedrecht BV (Sliedrecht, Netherlands),  
Cérélia Belgium BVBA (Veurne, Belgium)

### **US Pancakes & Waffles .11**

US Waffle Inc. (Liberty, USA)

### **Canada cookies .12**

Cérélia Bakery Canada LP (Toronto, Canada)

### **US Dough .13**

Cérélia USA Bakery Inc. (Whitehall, USA)

### **Continental Europe Dough Cérélia SAS .14**

Continental Europe Dough excluding Cérélia Rivoli SRL

# KPI DEFINITIONS FOLLOWING THE CÉRÉLIA CSR COMPASS

**REDUCE  
OUR INDUSTRIAL  
FOOTPRINT**



**DRIVE  
RESPONSIBLE  
SOURCING**

**ENGAGE  
OUR PEOPLE**

**ADDRESS  
CONSUMER  
PREFERENCES**



## REDUCE OUR INDUSTRIAL FOOTPRINT

Action	Indicator	Unit	Definition	Calculation method
<b>Optimise our energy consumption</b>	Energy efficiency	KWh /T produced	Monitoring of energy consumption (gas, electricity, fuel) in KWh per tonne of products manufactured.  If the Cérélia site produces part of the energy it consumes, then this part is subtracted from the quantity of energy consumed.  This calculation does not account for the quantities of energy consumed by outsourced activities (e.g. logistics warehouses)	$(Gas + electricity + fuel\ oil\ consumption\ (kWh) - Energy\ produced\ on\ site\ (kWh)) / Tons\ of\ finished\ products\ manufactured$
<b>Reduce GHG emissions</b>	« Green » electricity	%	Monitoring our production and/or use of electricity from renewable sources.  We consider renewable energy to be energy sources capable of being replenished in a short time span thanks to ecological cycles or agricultural processes: geothermal energy, solar energy, biomass (including biogas), hydroelectricity and wind energy from sustainable sources and/ or backed by certificates of origin.	$Electricity\ consumption\ (kWh) \times \% \text{ renewable energy}$
<b>Avoid food waste</b>	Food waste generated	%	Food waste = all food intended for human consumption which, at some point of the food chain, is lost, thrown away or degraded. Food waste concerns over-consumed raw materials and can also include excess weight of products (unpackaged food waste). These are also finished products that are rejected and/ or thrown in the trash (packaged products, weight of packaging excluded = packaged food waste).	$Total\ volume\ of\ food\ waste\ generated\ (T) / Total\ volume\ of\ finished\ products\ manufactured\ (T) \times 100$



## DRIVE RESPONSIBLE SOURCING

Action	Indicator	Unit	Definition	Calculation method
<b>Develop circular packaging (paper and cardboard)</b>	Cardboard and paper packaging from sustainably managed forests (FSC or PEFC certified)	% based on tonnage	<p>This indicator concerns primary, secondary and tertiary packaging.</p> <p>Paper packaging includes baking paper and inner wrappers or labels.</p> <p>Cardboard packaging includes primary, secondary and tertiary packaging (e.g. inner cartons, cartons for transporting products/ corrugated cartons, interlayers for pallets, etc.).</p> <p>We must be able to justify the FSC or PEFC certification of the packaging purchased (for example on technical sheets, contracts, delivery notes, invoices, etc.).</p> <p>The indicator is calculated on the basis of volumes in tons of packaging purchased.</p>	$\frac{\text{Quantities of cardboard packaging certified FSC or PEFC (T)} + \text{Quantities of paper packaging (baking paper) certified FSC or PEFC (T)}}{\text{(quantity of cardboard packaging purchased (T))} + \text{Volumes of packaging in paper (baking paper) purchased (T)}} \times 100$
	Secondary cardboards made from recycled fibers	%	<p>This indicator only concerns secondary cardboard packaging (consolidation boxes, parcels, corrugated boxes), comprising at least 50% recycled fibers in their composition.</p> <p>Primary packaging is excluded due to food safety concerns.</p>	$\frac{\text{Quantities of secondary cardboard packaging made from recycled fibers (T)}}{\text{Quantity of secondary cardboard packaging purchased (T)}} \times 100$
<b>Develop circular packaging (plastic)</b>	<p>Plastic packaging designed to be recyclable* and/or containing recycled plastic</p> <p>*we take into account single-material packaging</p>	%	<p>This indicator accounts for plastic packaging whose composition allows it to be recycled more easily while respecting existing recycling programs as much as possible, and packaging which allow circularity of materials through the reuse of the materials that compose them.</p> <p>Examples of rigid plastic packaging designed to be recyclable:</p> <ul style="list-style-type: none"> <li>· Polyethylene Terephthalate (PET);</li> <li>· Polyethylene (PE);</li> <li>· Polypropylene (PP).</li> </ul> <p>Examples of flexible plastic packaging intended for recycling:</p> <ul style="list-style-type: none"> <li>· PP-based films;</li> <li>· Films based on PE and Polyolefins (PO).</li> </ul> <p>Packaging containing recycled plastic = use of plastic packaging made from recycled materials. Ex: rPET</p> <p>Regional design guidelines should be followed wherever possible to accommodate existing recycling programs.</p>	$\frac{\text{Volumes of mono-material plastic packaging (T)} + \text{Volumes of plastic packaging containing recycled plastic (T)}}{\text{Total quantity of plastic packaging (T)}} \times 100$ <p>...</p> <p>Note: double accounting is not permitted in case of mono-PET packaging including rPET (recycled PET)</p>
<p><b>Strengthen the sustainable and ethical practices of our suppliers</b></p> <p><b>Promote agricultural methods that respect biodiversity, soil and people</b></p>	Sustainable key ingredients	%	<p>Monitoring the evolution of sustainable ingredients purchased in relation to our Responsible Purchasing Charter. Concerns key ingredients:</p> <ul style="list-style-type: none"> <li>· Sustainable wheat flour = wheat flour from organic farming, certified «Agri-Ethique France» (based on fair trade with a multi-year contractualization process covering production costs) and wheat flour from regenerative/sustainable agriculture;</li> <li>· Palm oil: RSPO certified (MB, SG, IP);</li> <li>· Cocoa: certified Rainforest Alliance, Fair Trade or equivalent private initiatives;</li> <li>· Eggs: eggs from chickens raised on the ground or in the open air (cage-free eggs).</li> </ul>	$\frac{\text{Quantities of sustainable ingredients purchased (T)}}{\text{Total quantities of ingredients purchased (T)}} \times 100$

<b>Sourcing locally when possible</b>	Strategic supplies purchased locally (<300 km in Europe, <500 km in North America)	%	<p>This indicator monitors the % of ingredients and strategic packaging purchased from first-tier suppliers located less than 300 km from Cérélia sites for Europe and less than 500 km for North America. This aims to reduce the distances traveled by our raw materials.</p> <p>The strategic supplies concerned are:</p> <ul style="list-style-type: none"> <li>· Ingredients: wheat flour, fats and oils, dairy products, cocoa, sugar, eggs;</li> <li>· Packaging: cardboard packaging (corrugated cardboard, cases, cardboard boxes, etc.), plastic packaging, baking paper.</li> </ul>	<p><i>Volumes of ingredients and strategic packaging purchased locally</i> / <i>Volumes of ingredients and strategic packaging purchased</i> × 100</p> <p><i>* locally is defined as located less than 300 km from a Cérélia site for European Cérélia sites or less than 500 km for North American Cérélia sites.</i></p>
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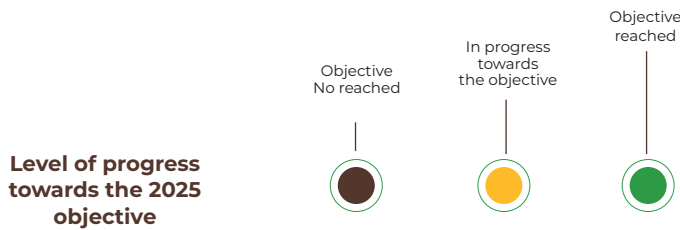
### ENGAGE OUR PEOPLE

Action	Indicator	Unit	Definition	Calculation method
<b>Ensuring an inclusive workplace for all</b>	Gender distribution of our permanent employees	%	Monitors the number of women and men among permanent full-time equivalent employees.	<i>Number of permanent women employees in the workforce (in FTE) / number of permanent employees as of June 30 N (in FTE) × 100</i>
	Women in leadership positions	%	Monitors of permanent women employees occupying mid and senior manager positions. Manager positions refer to any person occupying a supervisory or managerial position who exercises a supervisory function over other employees who report to that person. Management positions include, but are not limited to coordinators, directors, managers, supervisors and department heads.	<i>Number of permanent women in managerial positions (in FTE) / Total number of permanent employees in managerial positions (in FTE) × 100</i>
<b>Offer dedicated training programs</b>	Permanent employees trained at the Cérélia Bakery School	%	Monitors the % of permanent employees trained within the Cérélia Bakery School.	<i>Number of permanent employees who have completed training (in FTE) / Number of permanent employees (in FTE) as of June 30 N × 100</i>
<b>Improving safety in factories</b>	Frequency rate	/	<p>This indicator measures the frequency with which work accidents resulting in lost time occur (only these are accounted for).</p> <p>Temporary employees are included in the calculations.</p>	<i>(Number of work accidents with lost time / Number of worked hours) × 1,000,000</i>
	Severity rate	/	<p>This indicator measures the degree of severity of work accidents based on the duration of work stoppage.</p> <p>Temporary employees are included in the calculations.</p> <p>It is always expressed in cumulative terms over the considered period considered. A day of work is lost even if the factory is closed for that day.</p> <p>For a temporary worker, all working days lost following the accident are counted, even if they exceed the duration of the worker's contract.</p>	<i>(Number of days lost due to work accidents) / (Number of worked hours) × 1,000</i>



## ADDRESS CONSUMER PREFERENCES

Action	Indicator	Unit	Definition	Calculation method
<b>Offer plant-based products</b>	Plant based ingredients (based on volumes purchased)	%	Tracking of plant-based ingredients purchased based on volumes in tons. Plant based ingredients are defined as ingredients derived from plants that include vegetables, fruits, whole grains, nuts, seeds and/or vegetables.	$\frac{\text{Quantities of plant-based ingredients purchased (T)}}{\text{Total quantities of ingredients purchased (T)}} \times 100$
<b>Adapt our product ranges to consumer lifestyles</b>	« Lifestyle » products sold	%	« Lifestyle » product ranges include products with the following characteristics: certified organic farming, gluten-free products, Halal, Kosher, (whole wheat/spelt), high protein, lactose-free, vegan, vegetarian, plant-based.	$\frac{\text{Quantity of « lifestyle » products sold (T)}}{\text{total quantity of products sold (T)}} \times 100$
<b>Continually improve our recipes</b>	Use of salt, sugar, fat in our produced volumes	%	Monitors the volumes of salt, sugar and fat used in our products. For the volumes of fat used, we take into account the % fat of the ingredients concerned.	$\frac{\text{Total quantity of salt, sugar and fat purchased (T)}}{\text{Total quantity of finished products manufactured (T)}}$



# KPIS REPORTING

## RESULTS FOR CONTINENTAL EUROPE DOUGH 2021-2023



<b>Reduce</b> our industrial footprint	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective</b> (base year FY22)	<b>2025 Target</b>
Energy efficiency	kWh/T	219,4	243,5	11%		190
« Green » electricity	%	100	100	0%		100
Food waste generated	%	6,8	7	3%		6
Total weight of valorised waste	T	7 443,48	8 365,62	12,39%	-	Monitoring for continuous improvement
Total weight of hazardous waste emitted	T	-	7,86	-	-	Monitoring for continuous improvement
Total weight of non-hazardous waste emitted	T	602,76	283,98	- 52,89%	-	Monitoring for continuous improvement
Water consumption	M <sup>3</sup>	46 552,95	52 530	12,84%	-	Monitoring for continuous improvement

<b>Drive</b> responsible sourcing	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective</b> (base year FY22)	<b>2025 Target</b>
Strategic supplies purchased locally (< 300 km in Europe)	%	36,1	36,1	0%		42
Sustainable key ingredients	%	18,5	17,6	-5%		24
Plastic packaging designed to be recyclable* and/or containing recycled plastic <small>* we take into account single-material packaging</small>	%	40,1	43,8	9%		50
Cardboard and paper packaging from sustainably managed forests (FSC or PEFC certified)	%	100	100	0%		100
Secondary cardboards made from recycled fibers	%	100	100	0%		100

<b>Address</b> consumer preferences	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective</b> (base year FY22)	<b>2025 Target</b>
Plant based ingredients (based on volumes purchased)	%	93,7	95	1%		95
« Lifestyle » products sold	%	18,7	18,3	-2%	-	Monitoring for continuous improvement
Use of salt, sugar, fat in our produced volumes	%	15,4	17	10%		18

<b>Engage our people</b>	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective (base year FY22)</b>	<b>2025 Target</b>
Gender distribution of our permanent employees	% of women	41	40,8	-16%		Between 40 and 60
Women in leadership positions	%	32,5	27,4	-16%		Between 40 and 60
Permanent employees trained within Cérélia School of Bakery	%	78,9	64,3	-19%		90
Frequency rate	-	38,82	39,46	2%		< 36,9
Severity rate	-	1,07	2,09	95%		< 2,3
Number of worked hours	-	1 622 669	1 647 167	1,51%	-	-
Number of days lost due to work accidents	-	1 735	3 442	98,39%	-	-
Number of incidents of discrimination	-	0	0	0%	-	Monitoring for continuous improvement

<b>Ethics</b>	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective (base year FY22)</b>	<b>2025 Target</b>
Employees trained in ethics	%	7	6	-14,29 %	-	-
Number of confirmed corruption incidents	-	0	0	0%	-	-
Number of confirmed IT security incidents	-	0	0	0%	-	-
Employees trained in IT security	%	88,46 %	85,4 %	-3,46 %	-	-



# KPIS REPORTING

## RESULTS FOR UK DOUGH

### 2021-2023



<b>Reduce</b> our industrial footprint	Unit	2021-2022	2022-2023	Evolution compared to the previous year	Level of progress towards the 2025 objective (base year FY22)	2025 Target
Energy efficiency	KWh/T	232	205,4	-11%		196
« Green » electricity	%	100	100	0%		100
Food waste generated	%	2,9	2,5	-15%		6
Total weight of valorised waste	T	459,37	485,23	5,6%	-	<i>Suivi pour amélioration continue</i>
Total weight of hazardous waste emitted	T	0	0	0%	-	<i>Suivi pour amélioration continue</i>
Total weight of non-hazardous waste emitted	T	293,56	554,30	88,8%	-	<i>Suivi pour amélioration continue</i>
Water consumption	M <sup>3</sup>	9 770	14 392	47,3%	-	<i>Suivi pour amélioration continue</i>

<b>Drive</b> responsible sourcing	Unit	2021-2022	2022-2023	Evolution compared to the previous year	Level of progress towards the 2025 objective (base year FY22)	2025 Target
Strategic supplies purchased locally (< 300 km in North America)	%	72,9	72,8	0%		80
Sustainable key ingredients	%	24,7	23,5	-5%		26
<i>Plastic packaging designed to be recyclable* and/or containing recycled plastic</i>	%	15,8	0,8	-95%		50
<i>* we take into account single-material packaging</i>						
Cardboard and paper packaging from sustainably managed forests (FSC or PEFC certified)	%	100	100	0%		100
Secondary cardboards made from recycled fibers	%	100	100	0%		100

<b>Address</b> consumer preferences	Unit	2021-2022	2022-2023	Evolution compared to the previous year	Level of progress towards the 2025 objective (base year FY22)	2025 Target
Plant based ingredients (based on volumes purchased)	%	73	44,9	-38%		75
« Lifestyle » products sold	%	0,2	29,8	13 412%	-	<i>Suivi pour amélioration continue</i>
Use of salt, sugar, fat in our produced volumes	%	10,2	19,1	88%		18

<b>Engage our people</b>	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective (base year FY22)</b>	<b>2025 Target</b>
Gender distribution of our permanent employees	% de femmes	48,6	45,3	-7%		Between 40 and 60
Women in leadership positions	%	42,9	42,9	0%		Between 40 and 60
Permanent employees trained within Cérélia School of Bakery	%	0	83,2	0%		90
Frequency rate	-	6,77	3,19	-53%		< 36,9
Severity rate	-	0,01	0,01	0%		< 2,3
Number of worked hours	-	850 373,71	855 257,61	0,57 %	-	-
Number of days lost due to work accidents	-	483,48	219,42	-54,62 %	-	-
Number of discrimination incidents	-	0	0	0 %	-	Monitoring for continuous improvement

<b>Ethics</b>	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective (base year FY22)</b>	<b>2025 Target</b>
Employees trained in ethics	%	0	2	0 %	-	-
Number of confirmed corruption incidents	-	0	0	0%	-	-
Number of confirmed IT security incidents	-	0	0	0%	-	-
Employees trained in IT security	%	-	44	-	-	-

# KPIS REPORTING

## RESULTS FOR EUROPE PANCAKES 2021-2023



<b>Reduce</b> our industrial footprint	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective</b> (base year FY22)	<b>2025 Target</b>
Energy efficiency	KWh/T	1342,4	1293,9	-4%		1169
« Green » electricity	%	100	100	0%		100
Food waste generated	%	9,7	8,9	-7%		6
Total weight of valorised waste	T	1 095,37	3 990	264,26%	-	Monitoring for continuous improvement
Total weight of hazardous waste emitted	T	0	0	0%	-	Monitoring for continuous improvement
Total weight of non-hazardous waste emitted	T	1164	978	-15,98%	-	Monitoring for continuous improvement
Water consumption	M <sup>3</sup>	72 871	75 788	4%	-	Monitoring for continuous improvement
Weight of pollutants in water (sludge)	T	-	891	-	-	Monitoring for continuous improvement

<b>Drive</b> responsible sourcing	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective</b> (base year FY22)	<b>2025 Target</b>
Strategic supplies purchased locally (< 500 km in North America)	%	95,7	94,3	-1%		80
Sustainable key ingredients	%	35,4	35,7	1%		40
Plastic packaging designed to be recyclable* and/or containing recycled plastic <small>* we take into account single-material packaging</small>	%	18,3	74,3	306%		50
Cardboard and paper packaging from sustainably managed forests (FSC or PEFC certified)	%	96,3	95,9	9%		100
Secondary cardboards made from recycled fibers	%	96,3	100	-0,5%		100

<b>Address</b> consumer preferences	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective</b> (base year FY22)	<b>2025 Target</b>
Plant based ingredients (based on volumes purchased)	%	72,4	74,6	3%		80
« Lifestyle » products sold	%	5,1	6,5	27%	-	-
Use of salt, sugar, fat in our produced volumes	%	24,9	22,2	-11%		18

<b>Engage our people</b>	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective</b> (base year FY22)	<b>2025 Target</b>
Gender distribution of our permanent employees	% of women	41,4	41,1	-1%		Between 40 and 60
Women in leadership positions	%	10,3	18,8	81 %		Between 40 and 60
Permanent employees trained within Cérélia School of Bakery	%	100	100	0%		100
Frequency rate	-	15,29	19,88	30%		< 36,9
Severity rate	-	0,57	0,26	-55%		< 2,3
Number of worked hours	-	850 373,71	855 257,61	0,57%	-	-
Number of days lost due to work accidents	-	483,48	219,42	-54,62%	-	-
Number of discrimination incidents	-	0	0	0%	-	Monitoring for continuous improvement

<b>Ethics</b>	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective</b> (base year FY22)	<b>2025 Target</b>
Employees trained in ethics	%	3	2	-60%	-	-
Number of confirmed corruption incidents	-	0	0	0%	-	-
Number of confirmed IT security incidents	-	0	0	0%	-	-
Employees trained in IT security	%	0	12	12%	-	-

# KPIS REPORTING

## RESULTS FOR US PANCAKES AND WAFFLES 2021-2023



<b>Reduce our industrial footprint</b>	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective (base year FY22)</b>	<b>2025 Target</b>
Energy efficiency	KWh/T	1663,6	2123,1	28 %		500
« Green » electricity	%	5,4	5	-7 %		100
Food waste generated	%	19,8	25,9	31 %		100

<b>Drive responsible sourcing</b>	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective (base year FY22)</b>	<b>2025 Target</b>
Strategic supplies purchased locally (< 500 km in North America)	%	74,6	78	74,6 %		80
Sustainable key ingredients	%	3,4	3,3	-2 %		32
Plastic packaging designed to be recyclable* and/or containing recycled plastic <small>* we take into account single-material packaging</small>	%	18,9	72,3	283 %		50
Cardboard and paper packaging from sustainably managed forests (FSC or PEFC certified)	%	4	100	2401 %		100
Secondary cardboards made from recycled fibers	%	8,3	100	1111 %		100

<b>Address consumer preferences</b>	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective (base year FY22)</b>	<b>2025 Target</b>
Plant based ingredients (based on volumes purchased)	%	79,9	65,8	-18 %		75
« Lifestyle » products sold	%	58,4	38,7	-34 %	-	-
Use of salt, sugar, fat in our produced volumes	%	14,1	16,7	19 %		18

<b>Engage our people</b>	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective (base year FY22)</b>	<b>2025 Target</b>
Gender distribution of our permanent employees	% of women	43,2	45,8	6 %		Between 40 and 60
Women in leadership positions	%	44,4	45,7	3 %		Between 40 and 60
Permanent employees trained within Cérélia School of Bakery	%	100	100	0 %		100
Frequency rate	-	14,24	6,64	-53 %		< 36,9
Severity rate	-	28	0,02	-93 %		< 2,3

# KPIS REPORTING

## RESULTS FOR CANADA COOKIES 2021-2023



<b>Reduce</b> our industrial footprint	Unit	2021-2022	2022-2023	Evolution compared to the previous year	Level of progress towards the 2025 objective (base year FY22)	2025 Target
Energy efficiency	KWh/T	497,7 (Batter : 241,6 Bake : 983,6)	225 (Batter : 166 Bake : 342)	-55%		478 (Batter : 271 / Bake : 939)
« Green » electricity	%	35	100	186%		100
Food waste generated	%	4,5	4,5	0%		3

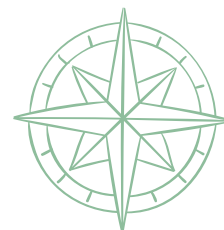
<b>Drive</b> responsible sourcing	Unit	2021-2022	2022-2023	Evolution compared to the previous year	Level of progress towards the 2025 objective (base year FY22)	2025 Target
Strategic supplies purchased locally (< 300 km in North America)	%	95,8	83,4	-13%		85
Sustainable key ingredients	%	15,9	19,3	22%		32
Plastic packaging designed to be recyclable* and/or containing recycled plastic <small>* we take into account single-material packaging</small>	%	72	93,9	30%		50
Cardboard and paper packaging from sustainably managed forests (FSC or PEFC certified)	%	90,3	88,2	-2%		100
Secondary cardboards made from recycled fibers	%	65	72,8	12%		100

<b>Address</b> consumer preferences	Unit	2021-2022	2022-2023	Evolution compared to the previous year	Level of progress towards the 2025 objective (base year FY22)	2025 Target
Plant based ingredients (based on volumes purchased)	%	76	74,4	-2%		75
« Lifestyle » products sold	%	100	5,7	-94%	-	Monitoring for continuous improvement
Use of salt, sugar, fat in our produced volumes	%	31	42,4	37%		18

<b>Engage</b> our people	Unit	2021-2022	2022-2023	Evolution compared to the previous year	Level of progress towards the 2025 objective (base year FY22)	2025 Target
Gender distribution of our permanent employees	% of women	49,4	48,9	-1%		Between 40 and 60
Women in leadership positions	%	48,4	40,8	-16%		Between 40 and 60
Permanent employees trained within Cérélia School of Bakery	%	19,2	98,2	411%		100
Frequency rate	-	35,34	7,49	-79%		< 36,9
Severity rate	-	0,25	0,12	-52%		< 2,3

# KPIS REPORTING

## RESULTS FOR US DOUGH 2021-2023



<b>Reduce</b> our industrial footprint	Unit	2021-2022	2022-2023	Evolution compared to the previous year	Level of progress towards the 2025 objective (base year FY22)	2025 Target
Energy efficiency	KWh/T	1570,3	1294,9	-18%		289
« Green » electricity	%	0	100	100%		100
Food waste generated	%	36,4	23,3	-36%		7

<b>Drive</b> responsible sourcing	Unit	2021-2022	2022-2023	Evolution compared to the previous year	Level of progress towards the 2025 objective (base year FY22)	2025 Target
Strategic supplies purchased locally (< 500 km in North America)	%	28,9	53,4	85%		40
Sustainable key ingredients	%	36,5	24,1	-34%		32
Plastic packaging designed to be recyclable* and/or containing recycled plastic <small>* we take into account single-material packaging</small>	%	52	5,7	-89%		50
Cardboard and paper packaging from sustainably managed forests (FSC or PEFC certified)	%	51,5	100	94%		100
Secondary cardboards made from recycled fibers	%	34,6	0	-100%		100

<b>Address</b> consumer preferences	Unit	2021-2022	2022-2023	Evolution compared to the previous year	Level of progress towards the 2025 objective (base year FY22)	2025 Target
Plant based ingredients (based on volumes purchased)	%	75,3	85	13%		75
« Lifestyle » products sold	%	24,5	71,5	191%	-	-
Use of salt, sugar, fat in our produced volumes	%	87	32,2	-63%		18

<b>Engage</b> our people	Unit	2021-2022	2022-2023	Evolution compared to the previous year	Level of progress towards the 2025 objective (base year FY22)	2025 Target
Gender distribution of our permanent employees	% of women	32,7	36,1	10%		Between 40 and 60
Women in leadership positions	%	38,7	41,7	9%		Between 40 and 60
Permanent employees trained within Cérélia School of Bakery	%	99,1	100	1%		100
Frequency rate	-	3,68	3,74	2%		< 36,9
Severity rate	-	0,001	0,001	2%		< 2,3

# KPIS REPORTING

## RESULTS FOR CONTINENTAL EUROPE DOUGH CÉRÉLIA SAS 2021-2023



<b>Reduce</b> our industrial footprint	Unit	2021-2022	2022-2023	Evolution compared to the previous year	Level of progress towards the 2025 objective (base year FY22)	2025 Target
Energy efficiency	KWh/T	214,9	249,5	16,1 %		190
« Green » electricity	%	100	100	0 %		100
Food waste generated	%	6,6	6,9	4,55%		6
Total weight of valorised waste	T	6 704,53	6 166,18	-8,03%	-	Monitoring for continuous improvement
Total weight of hazardous waste emitted	T	-	7,86	-	-	Monitoring for continuous improvement
Total weight of non-hazardous waste emitted	T	602,76	1 097,2	82,03%	-	Monitoring for continuous improvement
Water consumption	M <sup>3</sup>	41 279,95	46 392	12,38%	-	Monitoring for continuous improvement

<b>Drive</b> responsible sourcing	Unit	2021-2022	2022-2023	Evolution compared to the previous year	Level of progress towards the 2025 objective (base year FY22)	2025 Target
Strategic supplies purchased locally (< 300 km in North America)	%	38,7	39,7	2,58%		42
Sustainable key ingredients	%	18,5	17,6	-4,86%		24
Plastic packaging designed to be recyclable* and/or containing recycled plastic <small>* we take into account single-material packaging</small>	%	38,6	43,1	11,66%		50
Cardboard and paper packaging from sustainably managed forests (FSC or PEFC certified)	%	100	100	0%		100
Secondary cardboards made from recycled fibers	%	100	100	0%		100

<b>Address</b> consumer preferences	Unit	2021-2022	2022-2023	Evolution compared to the previous year	Level of progress towards the 2025 objective (base year FY22)	2025 Target
Plant based ingredients (based on volumes purchased)	%	93,2	94,7	1,61%		95
« Lifestyle » products sold	%	20,7	20,1	-2,9%	-	Monitoring for continuous improvement
Use of salt, sugar, fat in our produced volumes	%	15,3	16,9	10,49%		18

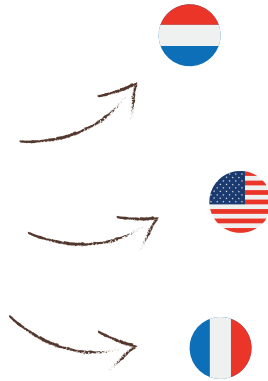


<b>Engage our people</b>	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective (base year FY22)</b>	<b>2025 Target</b>
Gender distribution of our permanent employees	% of women	41,4	41,4	0%		Between 40 and 60
Women in leadership positions	%	33,3	40,2	20,72%		Between 40 and 60
Permanent employees trained within Cérélia School of Bakery	%	73,2	61,9	-15,44%		90
Frequency rate	-	33,19	43,1	29,86%		< 36,9
Severity rate	-	2,3	2,3	0%		< 2,3
Number of worked hours	-	1 471 037	1 507 145	2,45%	-	-
Number of days lost due to work accidents	-	1 725	3 442	99,54%	-	-
Number of discrimination incidents	-	0	0	0%	-	<i>Suivi pour amélioration continue</i>

<b>Ethics</b>	<b>Unit</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>Evolution compared to the previous year</b>	<b>Level of progress towards the 2025 objective (base year FY22)</b>	<b>2025 Target</b>
Employees trained in ethics	%	7	6	-14,9%	-	-
Number of confirmed corruption incidents	-	0	0	0%	-	-
Number of confirmed IT security incidents	-	0	0	0%	-	-
Employees trained in IT security	%	96,5	89,6	-7,15	-	-



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