





-Cérélia-Founded on trust, inspired by food

Social and Environmental Responsibility Report 2021/2022

WE ARE CÉRÉLIA AND WE CARE

Contents

WE ARE CERELIA	
Our key figures	
Our model is based on three main pillars	5
Our values reflect who we are and bring us together	
A sustainable business and human model	7
Our value chain in figures	8
OUR PLANTS, OUR PRODUCTS	12
Our plants & certifications	
Our products	
WE ARE CERELIA AND WE CARE,	
Our CSR roadmap	
The Cérélia community	
CSR, a twenty years story	
The CSR team	
CSR at the heart of Cérélia's governance	
The ExCom	24
The CSR COMPASS	25
REDUCE OUR INDUSTRIAL FOOTPRINT	26
DRIVE RESPONSIBLE SOURCING	32
ADDRESS CONSUMER PREFERENCES	45
CÉRÉLIA CONTRIBUTION TO UNO SUSTAINABLE DEVELOPMENT GOALS	
REVIEW OF INDICATORS	50
OUR INSPIRATION FOR THE DECADES TO COME	51

We are Cérélia

€800M Annual growth in turnover €607M x3 in 7 years €607M €535M €492M €459M **Turnover** €430M 2021/2022 €404M Approx. €269M 800M **Turnover** 2022/2023 2018 2019 2020 2021 2015 2017 2022 2023

Key figures



Around 2000 EMPLOYEES

In Europe, Asia and North America



at the forefront of technology

5000 partners around the world



Retail, Food service and Industrial partners

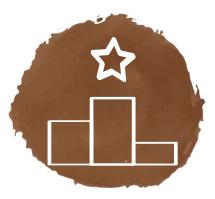
Our model is based on three main pillars



OPERATIONAL EXCELLENCE



SENSE OF INNOVATION



SUPERIOR QUALITY 100% FOOD SAFETY

Our values reflect who we are and bring us together

Working at Cérélia means working on a daily basis with a set of values that reflect who we are and bring us together.

This is the authentic Cérélia mindset.

It has its source in our entrepreneurial heritage and a deep-rooted culture founded on respect for our employees and partners.

Entrepreneurial spirit



Every day brings a new opportunity Leadership Creativity and agility Hard work

Together Cérélia



Let's build our success together Open-mindedness Trust and respect Responsibility

Engagement



Positive energy in everything we do.

Positive attitude Focusing on goals with passion

Cérélia is the fruit of a fantastic human and entrepreneurial adventure. If our company has been able to become a champion on its markets in just ten years, it is in large part thanks to the remarkable commitment shown by all its employees, the vast majority of whom now have shares in the company.

Guillaume Réveilhac, President & Co-CEO

A sustainable business and human model



Our value chain in figures

From 7 raw material suppy chains ...







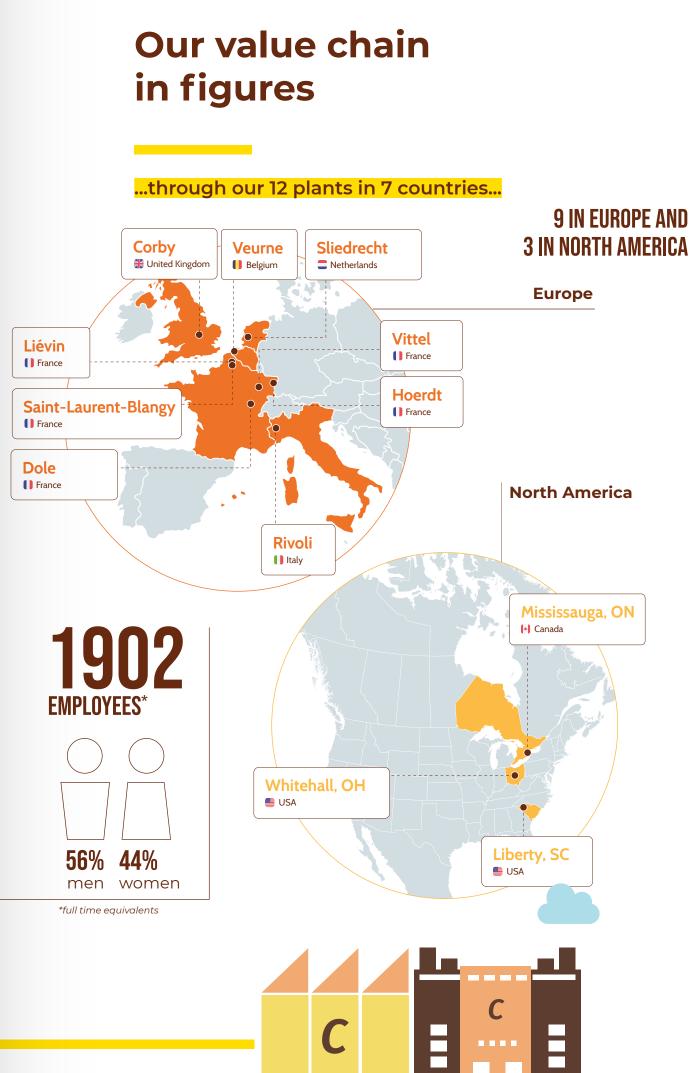




8 000 T vegetable fats **7 500 T**

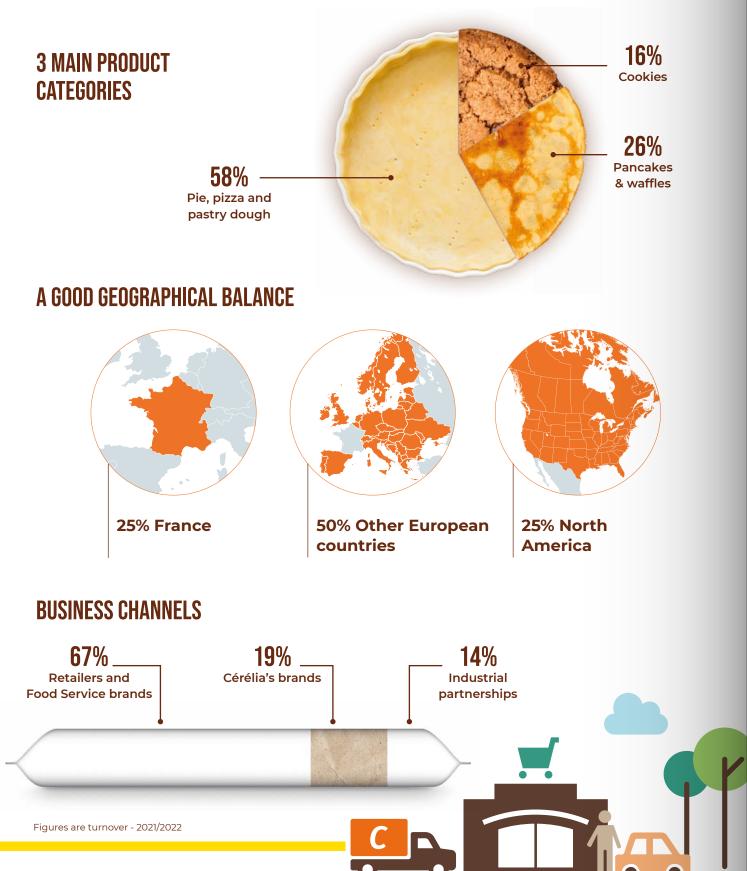


Figures are quantities purchased - 2021/2022



Our value chain in figures

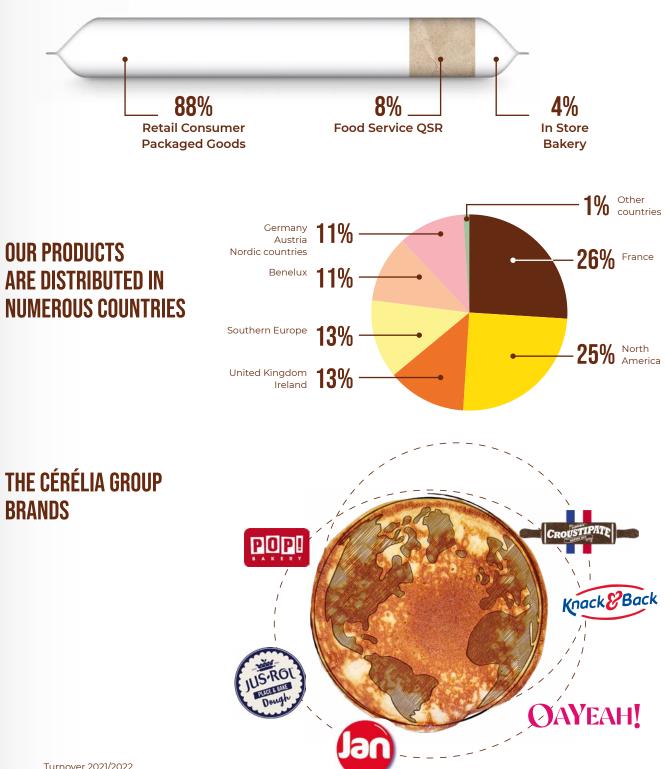
... and into the kitchens of our consumers



Our value chain in figures

... and into the kitchens of our consumers

3 DISTRIBUTION CHANNELS

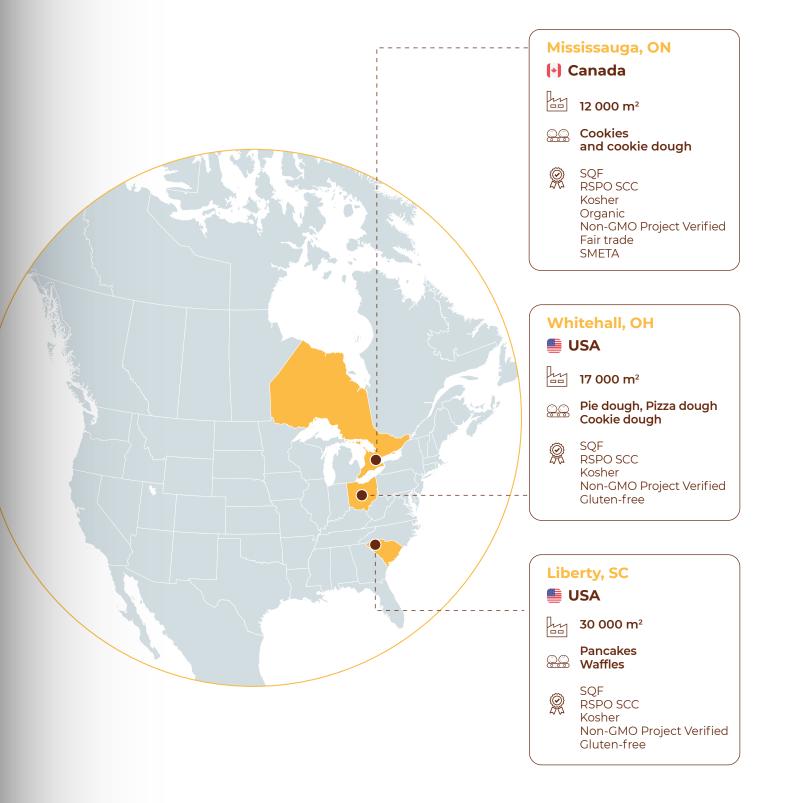


Our plants our products

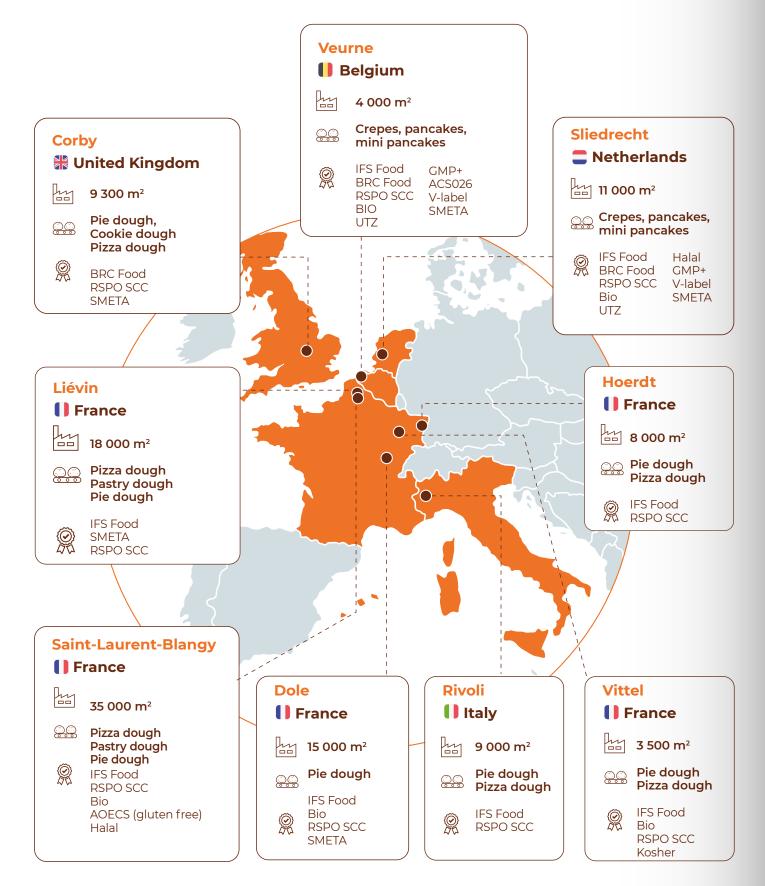
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Our plants & certifications

IN NORTH AMERICA



IN EUROPE





Our products

What our products all have in common is our bakery expertise, which covers the subtle dosing and blending of flour, fats, water, sugar and a little salt, and the reproduction on an industrial scale of the traditional baker's gestures: kneading, rolling out, rounding, baking.











Chilled dough

• Pie dough

Flaky, shortcrust, sweet shortcrust: our wide range of pie dough comes in variety of versions - made with butter or vegetable fat, organic, and even glutenfree.

• Pizza dough

Round or rectangular, thick or thin, to roll out or ready rolled, our pizza dough range covers local speciality and usage.

• Pastry dough

The group's historic products, our pastry doughs come in a package whose technology guarantees they will rise just the right amount in the oven. Croissants, bread rolls, pains au chocolat: we offer a whole range of doughs to prepare and bake at home.



Pancakes and waffles

Flour, cow or oat milk, eggs... made with only the best ingredients, our range includes plain and filled crêpes, American-style pancakes and even minipancakes, as well as a wide choice of waffle recipes perfect for breakfast time. They are pre-cooked, all you have to do is reheat them in the toaster or frying pan.

Recently Cérélia has also launched 2 «feel- good» pancake recipes made with oat milk under its OaYeah! brand. With 30% less CO2 emissions, less sugar and less saturated fat than traditional pancakes, they are good for the planet and they have a better nutrition profile.





Cookies

Available as raw, ready-to-bake dough or already baked, our cookies come in some thirty different flavours and in multiple pack sizes and types (individual sachets, family cartons, etc.)



WEARECÉRÉLIA AND WE CARE OUT CSR Joadmap

The Cérélia community



CSR at Cérélia,

a story that goes back 20 years, marked by several important events



1999

Launch of the first organic pie dough

2010 - 2019

2000

Setting up of our own responsibly farmed wheat supply chain

2006

Launch of the first pie dough without trans fats.



Launch of the first pie dough with mono-material packaging (OPP) without modified atmosphere.

2013

Membership of the Alliance for the Preservation of Forests, as a founder member. Focus of the collective and Cérélia, through its own charter, on the palm oil supply chain to ensure it is transparent, sustainable and responsible.

Alliance pour

des Forêts

la Préservation



2016

Creation of the Earth and People endowment fund. Two main strands of action: sourcing and support for employees' charity projects and the associations implementing them.

2020 - 2025



2018

Structuring of our roadmap and setting up of the Governance system with the CSR Committee. Creation of the WE ARE CERELIA AND WE CARE PROGRAMME.

2020

Integration of CSR as a core element in our business model; the CSR committee was expanded became multinational.



2021

The Cérélia CSR compass became our guide, supported by different across-the-board and local initiatives.

CSR team

Since 2020 Cérélia has placed CSR at the heart or its corporate strategy, an initiative supported by the setting up of an CSR Committee. Independent, but in constant interaction with Cérélia's governance bodies, this committee:

- Draws up the Cérélia group's strategic CSR roadmap,
- Manages and rolls it out at local level in each Business Unit
- Communicates internally and externally on the commitments and results



CSR at the heart of Cérélia's governance



The **ExCom**



Guillaume Réveilhac Founder & Co-CEO



Walter Kluit Co-CEO



Claude Le Bourg Group COO



Grégoire Julien Group CFO



Maxime Delhaye Group Head of Controlling & Treasury



Walter Kluit Cérélia NDL & Overseas MD



Bernd Homann Cérélia France MD

The CSR compass

We are building a sustainable food model capable of meeting the environmental and societal challenges of our times.

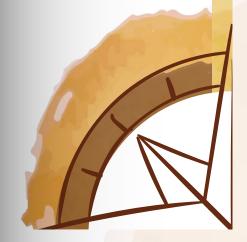


REDUCE our industrial footprint

Decrease green house gas emissions

Optimize energy consumption

Avoid food waste



Decrease green house gas emissions

OUR ACTION FOR THE CLIMATE

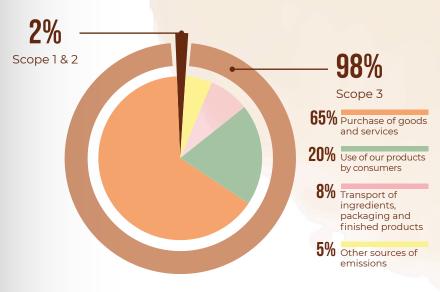
In 2021, Cérélia launched its Climate Plan, whose first major step was to carry out our carbon audit. The study was initially done for our European plants for the 2019-2020 period.

3 greenhouse gas emission (GHG) scopes were measured.

Scopes 1 and 2 concern the GHG emissions from our plants (direct or indirect). Scope 3 constitutes the remaining indirect emissions which result from the companies activities, but are not linked to the energy purchased.



SHARE OF EACH SCOPE IN CÉRÉLIA'S GHG EMISSIONS IN EUROPE. QUANTIS, 2019-2020



Scope 3 GHG emissions accounted for 98% of the total emissions of Cérélia's European production sites in 2019-2020. Within scope 3, we have identified 3 main sources of emissions: the purchase of goods and services (the ingredients and packaging that go into our products), the use of our products by consumers and the transporting of our ingredients and packaging to our plants and our products to our customers.

This guides our prioritisation of the actions we need to take to reduce our GHG emissions. These actions are included in our CSR roadmap.

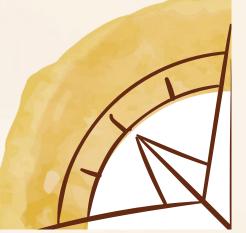




The protection of our environment and its ecosystems is one of our societal commitments. We are dedicated to working on the forests close to our manufacturing sites; that is why we initiated a reforestation programme in partnership with Naudet Reboisement in 2019.

Since 2019, a total of 37.363 trees have been planted in partnership with Naudet Reboisement in the French regions were our sites are located.





Decrease green house gas emissions



We are proud to announce that the very first OaYeah! Oatdrink pancakes are now available in Dutch supermarkets.

The launch of OaYeah! fits in perfectly with Cérélia's ambitions for sustainability and illustrates how we are continuing to make progress towards our sustainable development targets.

Our greatest wish was to sell crêpes and pancakes that are not only as tasty as they can be, but also respectful of the environment.

Compared to conventional pancakes made with cow's milk the OaYeah! products emit 30% less CO2e. They also contain 45% less sugar and saturated fats.

In other words, our oat milk pancakes are better for consumers and better for our planet.

HOW DID WE GET STARTED ON THIS JOURNEY?



Let me take you back two years.

We wanted to make pancakes that are just as tasty as conventional pancakes, but better for the planet.

The idea of pancakes containing no cow's milk came up and has never left me.

But producing pancakes with oat milk that we didn't make ourselves was not acceptable for us. So our team developed our own oat drink. By manufacturing in-house, we have not only obtained the optimum mix for the tastiest pancakes, but the production process has also become more sustainable: no unnecessary ingredients and no transport.

Our mission has been a success since what started out on a modest level in our test kitchen has become a brand new brand providing a healthier food product for our consumers that is also more environmentally friendly. We now have the tools to calculate our own LCA (Life Cycle Assessment), and we can continue improving.

Our dreams of sustainability have become even more ambitious, and we are keen to keep up the momentum!

Walter Kluit, Co-CEO, Cérélia Group

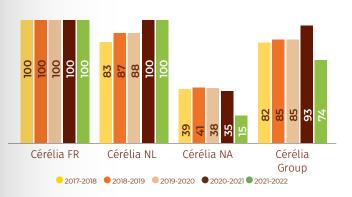




Optimize energy consumption

FOR EVER GREENER ELECTRICITY

% green electricity used by the Cérélia group



At Group level, the percentage of green electricity used fell in 2021-2022. This is due to the integration of a new production site in the United States.

ENERGY EFFICIENCY: KEY IN THE CURRENT CONTEXT



Energy efficiency corresponds to the quantity of energy used to produce I tonne of products. Levels of energy efficiency in our different plants vary according to the products made and the technologies used. A factory making waffles, crêpes or pancakes will consume more energy due to the time taken to cook the product.

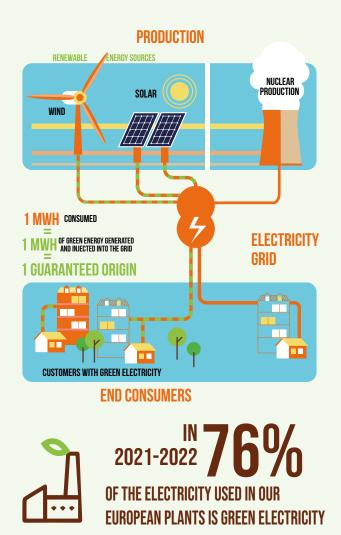


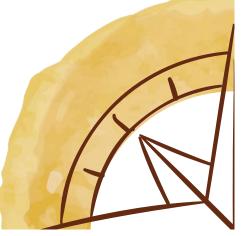
What is green electricity?

It's a socially responsible pledge and a solution for the future. "Green" electricity is electricity produced from renewable energy sources such as hydroelectricity, electricity generated from wind, the sun, the earth (geothermal), waves, tides, or biomass (wood, discharged gas, gas from water treatment stations, biogas).

1 MWh consumed = 1 MWh of green electricity produced from renewable energy sources and injected into the grid = 1 guarantee of origin.

In this way, we contribute to the development of renewable electricity generation.





Avoid food waste

HUNTING DOWN WASTE!

Controlling our waste first and foremost means measuring it and introducing concrete actions in our production plants to limit it.



(Food waste generated by our plants in 2021-2022)



Some very good results were recorded at the Corby site, which went from 10.9% in 2020-2021 to 2.9% in 2021-2022.

This is mainly due to the raising of staff awarenessand closer monitoring of performances day to day.

These indicators have been calculated for a new scope including our two new North American sites, Whitehall and Liberty.

The start-up phase of the new lines has impacted these two plants' performance in terms of waste generation.

The teams are now working hard day after day to control the processes and the amount of waste produced.

NEW ENERGY-EFFICIENT REFRIGERATION SYSTEMS

NEW HIGH-PERFORMANCE, SUSTAINABLE REFRIGERATION PROCESSES ARE NOW OPERATIONAL IN OUR PLANTS!

Cérélia has made the energy transition a fundamental concern and opted for a strategy of carbon sobriety based on a programme of improvements.

Two new energy-efficient refrigeration and heat recovery systems have been installed at the Rochefort-sur-Nenon and Saint Laurent Blangy sites, and they are already cutting the biggest item on our electricity bill.

These projects are also part of our response to more demanding regulatory requirements on refrigerants. «For some years, the European F-Gas Regulation has called into question the use of many different refrigerants, but has also been driving the move towards greener, higher performing systems



with a better energy balance.» The energy crisis that we are currently going through is ample evidence of the usefulness of implementing a sobriety plan to achieve greater resilience in the face of energy availability issues and fluctuating costs.

Mohamed M'Bitel Industrial Development Manager, Cérélia Group

AWARENESS-RAISING BY GAMIFICATION

The Gamification app was developed, as a pilot, to raise employees' awareness of waste reduction and to encourage them to get involved in this initiative. In the app, the percentage of waste is linked to points awarded to the employee, the team and the department. This is a way of working to reduce waste that is fun, competitive and cooperative. The points earned are converted into gift vouchers.»







Avoid food waste

GIVING MORE THAN EVER TO TO CHARITABLE ORGANISATIONS

In France, we have been tracking waste on our production lines for many years and we do everything we can to reduce the quantities of unsold finished products. We also valorise 100% of our unsold products either by giving them to charities, turning them into animal feed or by methanisation. This year, we have increased our donations to charities in France thanks to a specific organisation, the involvement of the logistics and supply chain teams and tracking our donations with our partners.

As far as donations to associations are concerned, my role manly consists of coordinating the volunteers! After our Customer Service department obtains the agreement of our customers to give the surplus products bearing their brand name to charity, logistics in Dole organises regular collections with the food banks - Banque Alimentaire du Jura, Secours Populaire du Jura and a company called Phenix, which helps us to manage part of our donations and has enabled us to expand our network of associations.



421 TONNES

421 tonnes of products were donated to charity by Cérélia France and Cérélia Netherlands to combat food waste in 2021-2022.

In France 178 extra tonnes of products were donated in 2021-2022 compared to 2020-2021 thanks to the partnership with Phénix and our longstanding partnerships with the Banque Alimentaire and the Secours Populaire.

At the same time, the production sites have got into the habit of donating certain ingredients with a short use-by date, but which are still good to consume.

Our capacity to increase our donations of products every year is the result of some great team work between the production sites, customer service and the supply chain.

> Hélène Paillard Assistant Manager, Upstream Supply Chain, Cérélia France



Our new plants

CLOSER TO OUR CONSUMERS!

We want our production and distribution sites to be active and committed players in the areas where they operate, working in close proximity with our customers, consumers and partners. It is with this in mind that we have built three brand new facilities:

• WhiteHall, Ohio, USA

- Liberty, South Carolina, USA
- Saint-Laurent- Blangy, Hauts de France Region



DRIVE responsible sourcing

Reinforce our suppliers sustainable & ethical practices & Promote agricultural methods that respect soils, biodiversity & people

Develop circular packaging



Drive responsible sourcing

orking on the wheat sector by taking part in structured ellective initiatives to promote soil-friendly farming withods and guarantee fair prices for farmers.

LIVING AGRICULTURE

In June 2021, we joined an association called «Pour une Agriculture du Vivant». A trusted third party in the agroecological transition, it is running an unprecedented cooperation scheme involving all the actors in the value chain to promote the emergence of a new model for farming and food production.

This approach is a natural fit with our CSR commitments and our corporate philosophy. In concrete terms, for Cérélia this means:





at local level. Working with short supply chains to reduce transport and the number of intermediaries.



to support our partner farmers in moving towards agro-ecology and improving their soil regeneration index.



to act in favour of soil regeneration, diversity of crops and ecosystems.



Drive responsible sourcing

ethical practices & Promote agricultural methods that respect soils, biodiversity & people

WE ARE PARTNERING WITH THE WHEAT SECTOR



#1 TO GUARANTEE FAIR PRICES FOR FARMERS

#2 TO PRESERVE LOCAL JOBS

#3 TO ACT FOR THE ENVIRONMENT AND ANIMAL WELL-BEING Croustipate, an ethical brand, thanks to its pastries made with fresh butter certified "Agri-Éthique France"



FAIR-TRADE WHEAT GERTIFIED AGRI-ÉTHIQUE FRANCE from o ur LOCAL SUPPLY SOURCES situated within an 80KM radius of our production site.

A recipe **KNEADED IN FRANCE** (in Jura) with love!



A unique recipe **MADE WITH FRESH BUTTER** & 100% natural origin ingredients

FAIR REMUNERATION of partner wheat farmers committed to introducing GOOD FARMING PRACTICES.

Fair remuneration of farmers is something we as a company and our consumers care about. With its Croustipate brand, Cérélia has committed to Agri-Éthique's French fair trade movement. This certification has allowed us to structure the setting up of virtuous wheat sourcing whilst recognising the value of the work and investments put in by all the partners (farmers, producers' organisations, millers and processors like Cérélia).

Croustipate is the only brand on the tart pastry shelves to offer products certified Agri-Éthique France. They guarantee a fair and remunerative price to our partner farmers and they are made with locally sourced wheat (near our production site at Rochefort-sur-Nenon in Jura).

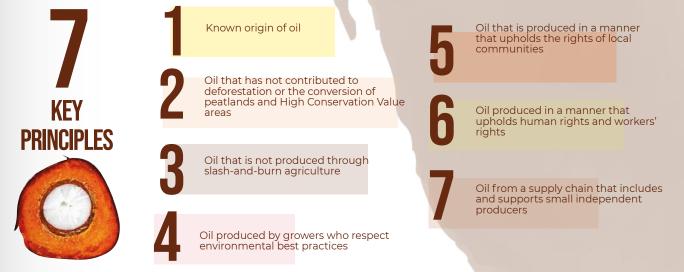


Drive responsible sourcing



FOR SUSTAINABLE PALM OIL

Since 2014, Cérélia has been committed to using sustainable palm oil in accordance with these 7 principles in Cérélia's Sustainable Palm Oil Charter:



Since 2015, we have been conducting an annual traceability survey of the palm oil used in our vegetable fats in order to trace the different players in the supply chain, right back to the mill that produces unprocessed palm oil.

That addresses the first principle defined by Cérélia for characterising sustainable palm oil: identifying the origin of the palm oil we use.

In 2021, 95.7% of the palm oil bought by the Cérélia group was traceable to the mill. The map below shows the traceability of the procurements of the palm oil that goes into the vegetable fats used in our plants in 2021.



Drive coonsible sourcing

ALLIANCE FOR THE PRESERVATION OF FORESTS



Cérélia is one of the founding members of the Alliance for the Preservation of Forests. This is a group of companies committed to using sustainable, traceable raw materials that respect the ecosystems. The initiative is unique in France.

The Alliance's aim is to halt deforestation by supporting ambitious public policies and research and field projects which tomorrow will be the solutions that reconcile economic development with preservation of the environment.

The Alliance for the Preservation of Forests also

helps its member companies to transform their purchasing practises to be more sustainable. In this respect, Cérélia played an active part in the Alliance's Responsible Purchasing working group to draw up a Responsible Purchasing reference document and create a self-assessment tool.

More information on the website https://alliance-preservation-forets.org/

CONCERN FOR ANIMAL WELL-BEING

In our plants in the Netherlands and Belgium, which specialise in crêpe and pancake production, 100% of the eggs we use have been «cage-free» since 1 January 2022.

At the end of 2020, we decided to stop using eggs from hens kept in cages in all our recipes. This is line with our Social Responsibility policy and, more specifically, our concern for animal welfare. Our suppliers were informed that we would stop using eggs from caged hens in our recipes in 2021.

Since 1 January 2022, the decision has been fully implemented and cage eggs are no longer used in our crêpe and pancake recipes.

Anne Vonk Buyer - Cérélia Netherlands



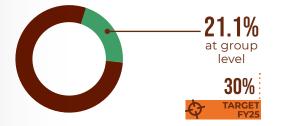




Drive responsible sourcing

Ingredients KPI

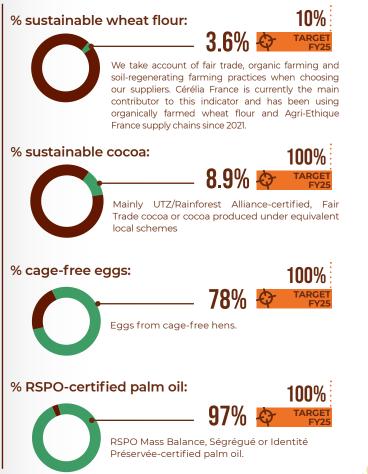
% sustainable key ingredients in 2021-2022 (quantities purchased):



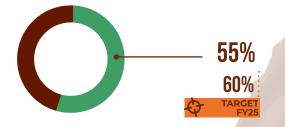
In 2022, we drew up a Responsible Purchasing Charter that describes the Cérélia Group's expectations concerning ingredients and packaging. Its purpose is to provide guidance on the criteria we apply to our sourcing and procurement towards sustainable development and embark on a path of continuous progress.

The Charter will be shared with our ingredient and packaging suppliers in order to clarify our needs and commitments and improve the environmental, social and societal impacts linked to our sourcing.

To monitor the application of the Charter, we have set ourselves a number of objectives concerning the main raw materials; these are the performances in 2021-2022:



% ingredients and packaging purchased locally, 2021-2022

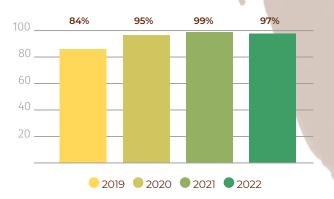


In 2022, we mapped our purchases, site by site, to define our ambitions in terms of local sourcing. We have focused on the key ingredients and packaging that represent our largest purchasing volumes: wheat flour, fats, dairy products, cocoa, sugar, eggs, corrugated cardboard, plastic film and greaseproof paper.

Our aim: To reduce the impact of transporting our ingredients and packaging by targeting suppliers closer to our production whilst maintaining quality and service.

We have set a target of having 60% of our key purchasing with local suppliers by 2025, by which we mean suppliers situated within 300 km of Cérélia's European sites or within 500 km (310 miles) of the Cérélia North America sites.

Evolution of the % of sustainable palm oil RSPO-certified (MB, SG, IP) purchased by Cérélia group





Drive responsible sourcing

Develop circular packaging

Developing sustainable packaging taking into account its end of life is an innovation challenge for the packaging of the future.

INNOVATING WITH (RE)SET

In July 2019, we embarked on an open innovation programme proposed by (RE)SET on the theme of «Plastic Free Packaging». This open innovation consortium consists of 2 French retailers and several industrial companies. The aim is to work together on designing recyclable or plastic-free packaging, but also to to roll out reusable packaging by 2025.





82% of the packaging used by the Cérélia group is sourced from the wood industry, i.e. paper and cardboard.

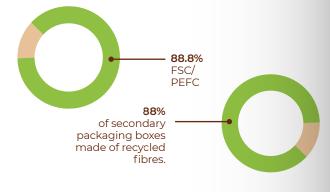
In 2021/2022, it accounted for just over 25.000 tonnes of paper and cardboard packaging (greaseproof paper, card stock, board, packs, etc.).

88.8% of this packaging is FSC or PEFC-certified. And 88% of the secondary packaging (grouping boxes for shipping) is made from recycled fibres. Our objective is to reach by 2025:

- 100% of paper and cardboard packaging from sustainably managed forests,

- 100% of secondary packaging boxes made of recycled fibres, to reduce the use of virgin fibre and therefore forest resources.

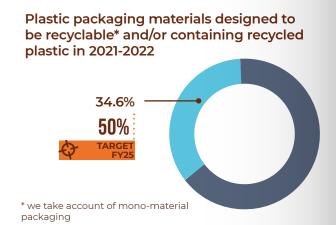
Paper/cardboard packaging 2021-2022



MOVING TOWARDS ECO-DESIGNED PLASTIC PACKAGING

Plastic packaging represents 14% by volume of the packaging materials purchased by the Cérélia group in 2021-2022, namely 4320 tonnes. We use different types of rigid or flexible plastic packaging, and therefore different resins.

To offer an increasing proportion of eco-designed packaging and to be able to recycle as much plastic packaging as possible, we are working on offering as much mono-material packaging and/or packaging including recycled plastic as possible.



Drive responsible sourcing

Packaging KPI

88.8%

OF CARDBOARD AND PAPER PACKAGING FROM SUSTAINABLY MANAGED FORESTS (FSC OR PEFC-CERTIFIED)

Details per Business Unit Cérélia FR: 100.0% Cérélia NL: 97.2% Cérélia NA: 43.8%

100% OTARGET FY25

88%

OF SECONDARY PACKAGING BOXES MADE OF RECYCLED FIBRES

Details per Business Unit: Cérélia FR: 100.0% Cérélia NL: 93.1% Cérélia NA: 57.7%

100% CTARGET FY25

34.6%

OF PLASTIC PACKAGING DESIGNED TO BE RECYCLABLE* AND/OR CONTAINING RECYCLED PLASTIC

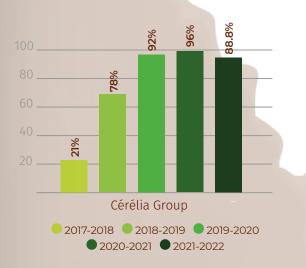
Details per Business Unit: Cérélia FR: 40.1% Cérélia NL: 18.2% Cérélia NA: 59%



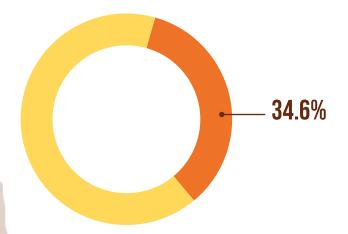
* we take account of mono-material plastic packaging.

Change in the % of FSC/PEFC-certified paper and cardboard packaging

.



Note that the reporting scope changed in 2021-2022 with the inclusion of the Cérélia North America Liberty and Whitehall sites, which explains the fall in performance compared to previous years. % recycled and/or recyclable plastic packaging -Cérélia group 2021-2022:

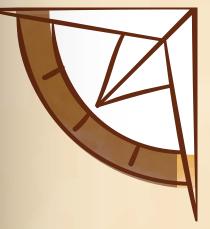


The percentage concerns packaging designed to be recyclable and packaging manufactured from recycled plastic (e.g. rPET for rigid plastic packaging).

ENGAGE our people

Encourage mission-driven mindset

Offer dedicated training programs



Engage our people

Encourage mission-driven mindset

OUR EMPLOYER'S PROMISE

At Cérélia, we like to put joy into cooking and into life! Entrepreneurs, creatives, lovers of the good things in life and our Earth, we produce, in Europe and in North America, a whole range of bakery products that are enjoyed in over fifty countries.

Our organisation, firmly anchored close to you at local level, strives to reward initiative and foster autonomy. We give everyone a chance, and everyone gives their all - with passion! Everyone, whatever their job, participates with the same dynamism, cultivating the transmission of skills, sharing of know-how and talent between our different entities.

Working for us, you will have the chance to grow and succeed. Cérélia is our beautiful company, which is developing and growing at a sustainable pace, which is assuming its responsibility to contribute to a better world, an open world where everyone has a place.

Welcome to the group!

EMPLOYEE SHAREHOLDING AT THE HEART OF OUR CORPORATE STRATEGY

"Cérélia, All shareholders!" programme programme is a unique opportunity for each of our employees to become a part owner of the company. It is a way of rewarding the commitment shown by everyone for years.

Guillaume Réveilhac Founder & Co-CEO Cérélia Group



ALL SHAREHOLDERS !

84%

are shareholders



FOSTERING GENDER EQUALITY

Men/women on our FTE in 2021:

56% men employed in the Group

This indicator takes account of women in responsible positions at different levels in the company. Supervisor/ management positions include coordinators, managers, administrators, supervisors and shift and team leaders... women employed in the Group

including

women occupying

a position of responsibility



BETWEEN 40 AND 60%

TARGET FY25

SAFETY AT WORK IS EVERYBODY'S FOCUS!

Thanks to its training plans and safety awareness-raising initiatives, Cérélia has significantly improved its frequency and severity rates for occupational accidents.

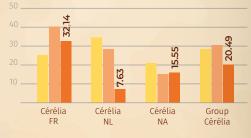
«We ended the 2022 financial year with a frequency rate down 6 points compared to the previous year and slightly lower that the national statistics for our National Committee Technical (Cérélia FR 33.8, national rate 35.5). Cérélia's severity rate continues to fall, and now stands at 1.2 (compared to 2.3 in the national statistics). That means that we still have too many accidents, but that they lead to less and less lost time. In the 2022 financial year we initiated a number of actions to get staff and management involved in

a prevention campaign (safety challenge, health and safety at work days, safety behaviour inspections, etc.), and given that these actions had a positive impact, we are repeating them in 2022-2023.»

Pierre Fouchard, Safety Manager, Cérélia France



Frequency rate by Cérélia entity



Severity rate by Cérélia entity







Because we are committed to developing our employees' talents and ensuring the transmission of our know-how, we have set up our own Cérélia School Bakery. Our employees can take different training modules, some of them leading to certificates.





0500 of permanent employees trained at the Cérélia Cérélia School of Bakery in 20221/2022

"The Cérélia School of Bakery was created to ensure Cérélia's specific know-how is passed on: the "culture" around our products, but also our core trades, health and safety, quality, CSR, management, etc. Because we are committed to developing our employees, we are proud to offer courses at the bakery school that improve their employability (through modules that lead to certificates or diplomas) and support their talents to develop their skills.

The Cérélia School of Bakery of France Business Unit plans for the coming year are to:

- Continue offering our Cérélia School of Bakery "flagship" modules (" Main à la pâte" (dough), "Farine" (flour) and "Cérélia management training") and to launch a Bakery CAP (vocational certificate) course in 2022.
- Offer new modules: the French BU bakery school's catalogue will be offering 12 modules (up from 7) in 2023.









«After taking the "Training within Industry" course, I started working as trainer this year. I'm finding this new job interesting, because new operators and packers can be trained by the same method, which follows a series of detailed steps.»

Laura Lecat Training Within Industry trainer – School of Bakery, Veurne

I've been a TWI trainer for several years and I really love what I do. My TWI job allows me to expand my knowledge of the machines. I'm involved in new methods of working and I can pass on my knowledge to my other colleagues. The advantage of training by the TWI method is that each employee understands better what is expected of them.

Wiebe Coopman Training Within Industry trainer – School of Bakery, Veurne









ADDRESS consumer preferences

Continuously improve our recipes

Adapt product ranges to consumer lifestyles

T



Continually improving our recipes

LESS SUGAR, LESS SALT AND LESS FAT!

Cérélia has introduced a continuous improvement plan for its recipes focusing in particular on reducing the sugar, salt and fat content.

21.10 Use of salt, sugar, and fat in products in volume 2021/2022 CÉRÉLIA HAS COMMITTED TO REDUCING THE USE OF THESE THREE INGREDIENTS BY 1% A YEAR.

18%

TARGET FY25





consumer preferences

Address

Adapting our product ranges to consumers' lifestyles

A WIDE RANGE OF PRODUCTS, ABLE TO MEET ALL OF OUR CONSUMERS' EXPECTATIONS.

26.6% of our sales in volume

consist of lifestyle products in 2021/2022 Organic
Vegan 2
Gluten-free 8
Halal 9
Kosher 9
Low-carbohydrate

- High-fibre
- Pro<mark>tein-rich</mark>

CONTRIBUTING TO THE FOOD TRANSITION WITH AN EVER MORE PLANT-BASED RANGE

The trend towards the consumption of more plant-based products continues unabated, and our aim is to continue promoting the development of plantbased products, without making any concessions on quality or pleasure. **84.5%** of our ingredients purchased in volume are of plant origin in 2021/2022

85% TARGET FY25

TASTE AND NUTRITION - THAT'S THE PROMISE OF THE FIRST «VEGGIE» PIE DOUGH TO COME ONTO THE MARKET, LAUNCHED BY CÉRÉLIA

Developed in the laboratories of Cérélia France, «Veggie» pie and pizza doughs made with 30% legume (lentil) flour and carrot and bell pepper puree are a veritable nutritional innovation in our category of products. This new recipe is designed for vegetarians looking for products high in plant proteins, but also for consumers looking for healthy, balanced, low-calorie products. Without making any concessions on taste and pleasure, these new recipes are the first ones in the shops to achieve a Nutriscore A.



Cérélia contributes to the United Nations Sustainable Development Goals.

The Sustainable Development Goals show us the way ahead to achieve a better, more sustainable future for all. They are a response to the global challenges facing us, in particular those relating to poverty, inequality, the climate, environmental damage, prosperity, peace and justice. The goals are interconnected, and if no-one is to be left by the wayside, it is important to meet all of them and all of their targets by 2030.

Our CSR roadmap and the projects underlying it contribute to 11 of the 17 Sustainable Development Goals, shown here divided between the quadrants of a compass.



SDG no.	Definition of the SDG	Reduce our industrial footprint	Drive responsible sourcing	Engage our people	Address consumer preferences
2 ZERO HUNGER	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.				
4 QUALITY EDUCATION	Ensure inclusive and equitable high-quality education and promote lifelong learning opportunities for all.				
5 GENDER EQUALITY	Achieve gender equality and empower all women and girls.				
7 AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable and modern energy for all	A			
8 DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.				
9 ADUSTRY, INNOVATION AND INFRASTRUCTURE	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.				
10 REDUCED INEQUALITIES	Reduce inequality within and among countries.				
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure sustainable consumption and production patterns.				
13 climate	Take urgent action to combat climate change and its impacts.	A			
15 UFF ON LAND	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.				
16 PEACE JUSTICE AND STRONG INSTITUTIONS	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.				

Review of **WE ARE CERELIA AND WE CARE** 2021-2022



Reduce our industrial footprint	Unit	Results Cérélia Group 2021-2022	Results Cérélia FR 2021-2022	Results Cérélia NL 2021-2022	Results Cérélia NA 2021-2022	Target Cérélia Group 2025
Energy efficiency	KWh/T	549	209	1045	967	488
«Green» electricity	%	74.4	100.0	100.0	15.2	100
Food waste generated %		7.8	6.8	7.9	10.7	5.8

Drive responsible sourcing	Unit	Results Cérélia Group 2021-2022	Results Cérélia FR 2021-2022	Results Cérélia NL 2021-2022	Results Cérélia NA 2021-2022	Target Cérélia Group 2025
Strategic supplies sourced locally (<300 km in Europe, < 500 km in North America)	%	55.2	36.1	88.2	69.6	60.0
Sustainable key ingredients	%	21.1	18.5	31.8	15.5	30.0
Sustainable wheat flour (fair trade, organic farming, regenerative agriculture/ agro-ecology)	%	3.6	4.8	0.4	1.3	7.0
Eggs from cage-free hens	%	78.2	N/A	88.7	36.3	100.0
Sustainable cocoa (UTZ/Rainforest Alliance-certified, Fair Trade or produced under equivalent local schemes)	%	8.9	100.0	100.0	1.2	100.0
RSPO-certified palm oil (Mass Balance, Ségrégué or Identité Préservée)	%	96.9	100.0	100.0	78.4	100.0
Cardboard and paper packaging from sustainably managed forests (FSC or PEFC-certified)	%	88.8	100.0	97.2	43.8	100.0
Secondary packaging boxes made of recycled fibres	%	88.0	100.0	93.1	57.7	100.0
Plastic packaging designed to be recyclable* and/or containing recycled plastic * we take account of mono-material packaging	%	34.6	40.1	18.2	59.0	50.0

Address consumer preferences	Unit	Results Cérélia Group 2021-2022	Results Cérélia FR 2021-2022	Results Cérélia NL 2021-2022	Results Cérélia NA 2021-2022	Target Cérélia Group 2025
Ingredients of plant origin (base volumes purchased)	%	84.5	93.7	72.6	75.1	85
«Lifestyle» products sold	%	26.6	18.7	3.6	80.1	no target - continuous improvement
Use of salt, sugar and fats in our products by volume	%	21.1	15.4	23.9	35.1	18

Engage our people	Unit	Results Cérélia Group 2021-2022	Results Cérélia FR 2021-2022	Results Cérélia NL 2021-2022	Results Cérélia NA 2021-2022	Target Cérélia Group 2025
Men-women on our permanent staff	% women	44	40	38	52	40-60
Women in positions of responsibility	%	31	35	13	41	40-60
Permanent employees trained at the Cérélia bakery school	%	85	64	100	97	95
Frequency rate		20.49	32.14	7.63	15.55	36.9
Severity rate		0.50	0.92	0.05	0.32	2.3

Our inspiration for the decades to come...

The aim is to remain, down the generations, a firm with an entrepreneurial spirit, passionate about what it does, caring, and which continues to grow in a sustainable fashion.



BE AT THE FOREFRONT

Be the world leading partner, experts in dough solutions.



PROMOTE HOME BAKING

Empower our consumers to create happy home baking times with friends and family.



SET THE EXAMPLE

Build a sustainable food model from field to fork to meet challenges of our times.

WE ARE CÉRÉLIA AND WE CARE

The latest Cérélia news can be found on our local LinkedIn pages.



Cérélia Netherlands BV





Founded on trust, inspired by food

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