



FRENCH  CAPITAL

Accelerating the food transition

# ESG and impact

2022

## We are delighted to present our ESG and Impact 2022 report.

### OUR MISSION: TO ACCELERATE THE FOOD TRANSITION

As a sector fund, we see our mission as twofold: to accelerate the development of SMEs in the sector and the transition toward a more sustainable food system.

This transition towards more sustainable food is now a sector-wide requirement for all companies, whatever their size. The agri-food industry (and its upstream agricultural sector) is one of the economy's biggest carbon emitters, has a major impact on human health in terms of nutrition, and is France's number 1 employer. The challenges of transformation are numerous, and consumers have clearly understood this by placing increasingly high expectations on the food transition.

At FrenchFood Capital, we believe that creating a measurable and demonstrable positive impact on the food transition is an essential underpinning of the brand value and sustainable growth of the companies in which we invest. We consider at the triple creation of economic value, brand and impact, the three being intrinsically linked as three objectives of our investments.

### A FOOD TRANSITION REFERENCE FRAMEWORK TO STRUCTURE AND QUANTIFY THE IMPACT

We have defined a reference framework for the food transition based on 4 pillars - climate, social, health and economic - to structure the monitoring of our impact on all the issues involved in a sustainable food system. We support our investments in the construction and implementation of an impact business plan taking into account for each of these 4 pillars throughout the investment period.

This report presents the quantitative results of each of the portfolio companies on the 4 pillars of the food transition and the percentage of achievement of the ambition defined in their impact Business Plan for the next 5 years.

It is also an opportunity to take stock of the exit of Les 2 Marmottes, sold in July 2022, and to measure the positive impact generated by the company on the food transition in 4 years.

We are very proud of the commitment of the teams in our portfolio companies. The formalisation of their impact ambition, its strategic integration and the measurement of their progress has had a real accelerating effect in 2022.

### THE PORTFOLIO'S CONSOLIDATED POSITIVE FOOTPRINT

In the second part of this report, you can discover the portfolio's consolidated positive footprint on the food transition:

- **contributing to the gender balance of governance bodies:** 86% of portfolio companies have at least one woman on their management committee or board.
- **employment footprint:** 943 FTE, 88% of which on permanent contracts, i.e. net job creation of 400 FTE since the start of the investment.
- **employee development:** 86% of the portfolio companies have set up a training programme and 100% have value-sharing mechanisms.
- **carbon footprint reduction:** 4 out of 9 companies have carried out or plan to carry out a carbon assessment in 2023 in order to embark on a path of decarbonation for their business.
- **contributing to more sustainable agriculture :** 86% of the portfolio companies have part of their supply chain covered by an environmental and/or quality label.
- **Territorial footprint:** 57% of the total value of purchases by financed companies is made in France.

We are delighted to present the detailed impact of FrenchFood Capital I in the following pages.

*The FrenchFood Capital team*

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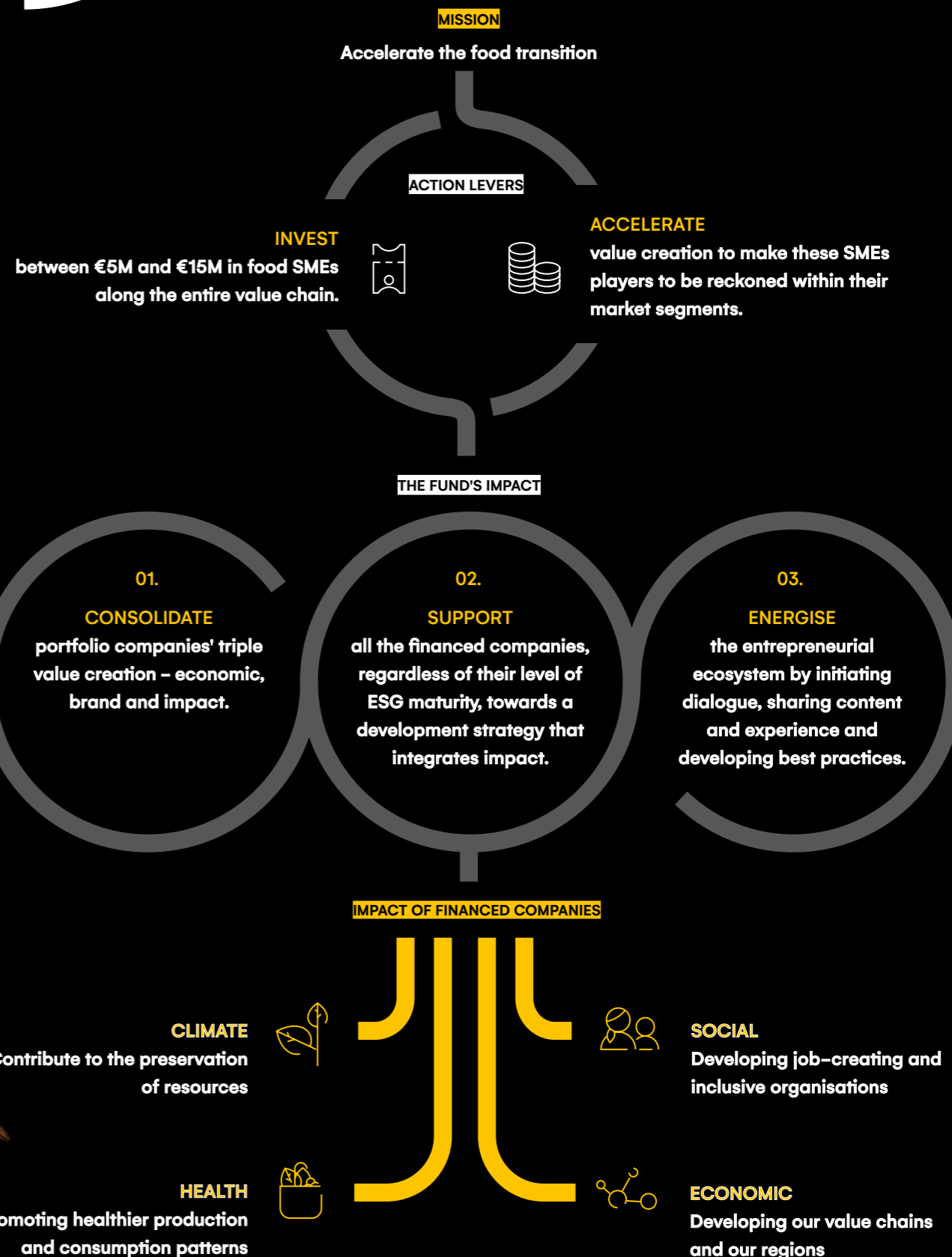
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# FrenchFood Capital's vision

The food transition is at the heart of consumer trends and the long-term viability of the sector. The commitment to a more positive impact of our food models along the value chain is becoming a key brand value asset for companies in the sector.

At FrenchFood Capital, we are convinced that the impact on the food transition must be built into the development strategy of our portfolio companies. We make this an important part of our support.



# FrenchFood Capital

FrenchFood Capital is an independent company 100% owned by its partners. It is approved by the Autorité des Marchés Financiers and a member of France Invest. It specialises in the food sector and targeting SMEs from upstream to downstream.

 **€132M**  
ASSETS UNDER MANAGEMENT  
FOR THE FUND I LAUNCHED IN 2017

 **12**  
INVESTMENTS MADE  
OF WHICH 9 ASSETS STILL RUNNING

 **100%**  
OF THE FUND DEPLOYED

 **€5M to €15M**  
PER INVESTMENT

 **11**  
FULL-TIME EMPLOYEES  
(+ 1 OPERATING PARTNER)

**Launch of Fund II  
FrenchFood Positive Impact  
in December 2022**

**€250M**  
OF WHICH €130M RAISED TO DATE

**Article 9 SFDR**  
TRANSFORMATION TOWARDS IMPACT FUND

**2 investments**  
COMPLETED IN DECEMBER 2022

**First impact report  
in June 2024**

We are committed to developing our own ESG performance

## ENVIRONMENT

- Provision of an electric bicycles fleet for employees.
- Selective sorting and waste recycling with Lemon Tri. The company employs people on social integration schemes who benefit from a dedicated circular economy training program.
- Elimination of 100% of plastic bottles, replaced by water fountains.
- Office cleaning by Kiklean. The company's mission is to promote the professional integration of people with precarious status by guaranteeing them a decent wage, safe working conditions and reasonable working hours. On the environment side, Kiklean is committed to optimising the use of water and energy and to encourage the use of leaning products made from recyclable materials and limiting chemical compounds and pollutants.

## SOCIAL

- Profit-sharing agreement for 100% of employees.
- Annual seminar for all employees.
- Enhanced full health cover for all.
- Weekly osteopathy sessions for all employees.

**+ 2**  
JOBS CREATED

## GENDER DIVERSITY :

**27%**  
OF WOMEN AT FRENCHFOOD  
CAPITAL  
→ **33% IN 2021**

**22%**  
OF WOMEN  
IN THE INVESTMENT TEAM  
→ **25% IN 2021**

**25%**  
OF FEMALE PARTNERS  
→ **25% IN 2021**

**33%**  
OF WOMEN ON THE EXECUTIVE  
COMMITTEE  
→ **SAME AS 2021**

Figures as at 31/12/22, based on a total of 12 full-time employees on permanent contracts.

Signatory of the France Invest charter on gender diversity and the SISTA charter since 2021

France Invest **SISTA**

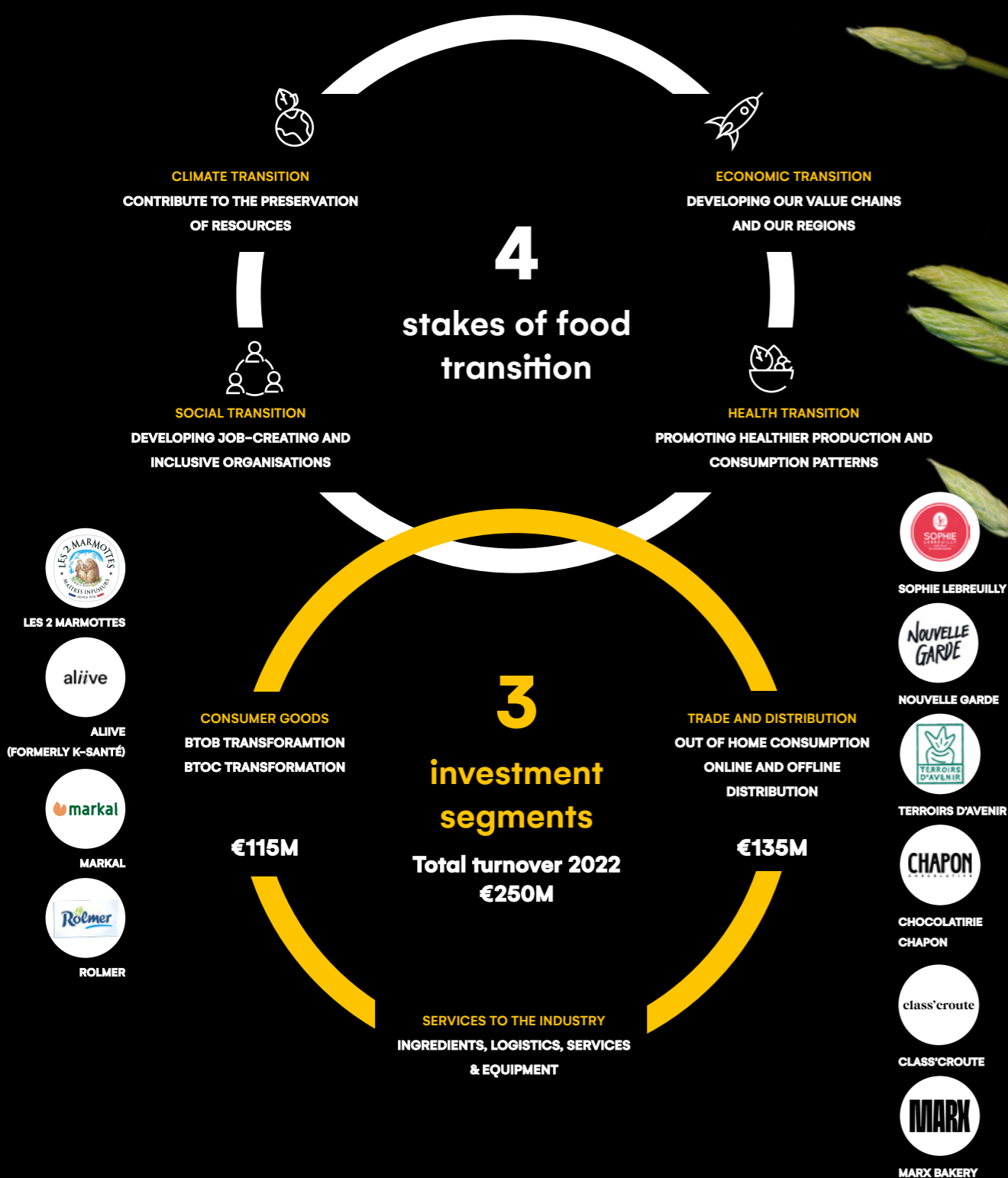
## GOVERNANCE

- A Strategic Committee representing the Fund's main investors, which meets four times a year.
- An investment procedure that complies with Article 9 of the SFDR regulations, enabling the management company to complete its learning curve in preparation for its second Fund, which will have a sustainable objective, in accordance with SFDR article 9.

THE MANAGEMENT COMPANY HAS RECRUITED TWO MEN IN 2022 FOR THE POSITIONS OF INVESTMENT DIRECTOR AND ANALYST. THESE RECRUITMENTS, CORRESPONDING TO JOB CREATIONS, HAVE RESULTED IN AN INCREASE IN THE NUMBER OF EMPLOYEES, THEREFORE REDUCING OUR GENDER DIVERSITY INDICATORS WITHIN INVESTMENT TEAMS. WE ARE COMMITTED TO SELECTING AS MANY MEN AS WOMEN IN INTERVIEWS AND PUT SKILLS FIRST. BUT THERE ARE STILL MORE MALE EXPERIENCED INVESTMENT CANDIDATES THAN FEMALE. THE COMPANY'S EXECUTIVE COMMITTEE HAS NOT CHANGED, WITH 1 WOMAN OUT OF 3 MEMBERS.

# Our sector footprint

A global approach to food  
from upstream to downstream.



## 01.

### CONSUMER GOODS

#### Les 2 Marmottes

A French brand from the mountains that produces and markets a range of 100% herbal infusions and teas, with no added flavourings.

#### Aliive (anciennement K-Santé)

Company specialising in personalized nutrition through design and distribution of balanced meals delivered by at home, as part of personalised programmes that include dietary support.

#### Markal

Founded in 1936, Markal specialises in the manufacture and distribution of organic dry grocery products. Based in Saint-Marcel-lès-Valence, the group offers a complete range of over 800 products distributed in specialist organic shops.

#### Rolmer

Founded in 1986 in the Vendée region, the company specialized in ultra-fresh seafood delicatessen products. It transforms some fifteen varieties of fish and seafood in ready-to-cook dishes or fresh products for purchase in the seafood section.

## 02.

### TRADE AND DISTRIBUTION

#### Sophie Lebreuilly

Reference player of the bakery industry in the Hauts-de-France region.

#### Nouvelle garde

Parisian restaurants reinventing the traditional brasserie model.

#### Terroirs d'Avenir

Terroirs d'avenir is a distributor for the restaurant industry and a local retailer for private individuals. It is a recognised supplier of fresh products from local farmers, sustainable livestock farming and fishing.

#### Chocolaterie Chapon

Created in 1986 by Patrice Chapon and pioneer of "bean to bar", Chapon is a recognized brand in the world of premium artisanal chocolate. Patrice Chapon makes his creations in his Chocolate Factory by mastering all the manufacturing steps.

#### Class'croute

Leading player in fast-casual restaurants for workers in business districts and commercial areas.

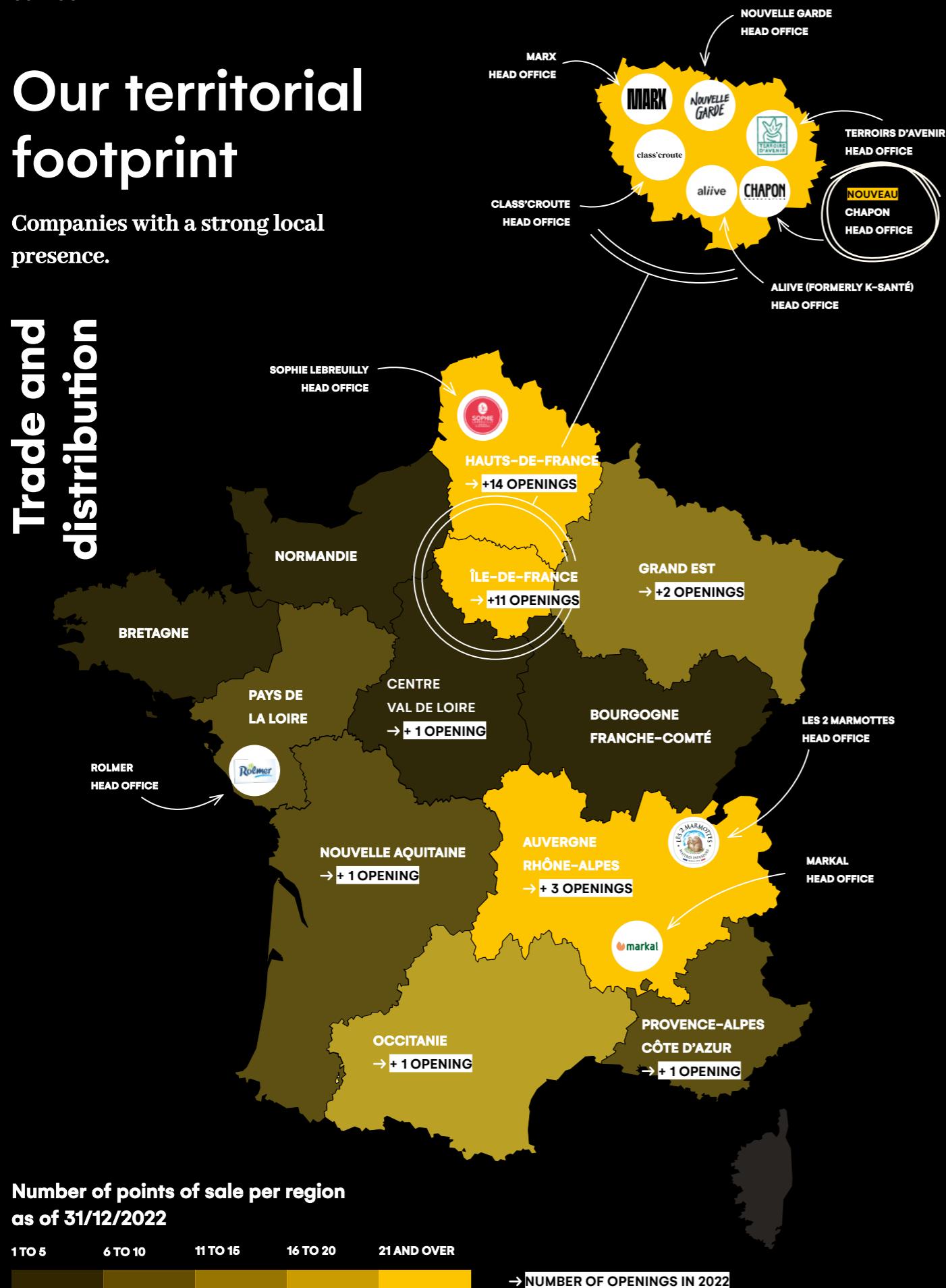
#### Marx La boulangerie

Quality bakery and sandwich concept designed by famous Chef Thierry Marx.

# Our territorial footprint

Companies with a strong local presence.

Trade and distribution



## Sales outlets

CLASS'CROUTE  
**130** POINTS OF SALE  
→ INCLUDING 10 OPENINGS IN 2022

SOPHIE LEBREUILLY  
**37** BAKERIES  
→ INCLUDING 14 OPENINGS IN 2022

TERROIRS D'AVENIR  
**19** SHOPS  
→ INCLUDING 7 OPENINGS IN 2022

NOUVELLE GARDE  
**3** RESTAURANTS  
→ INCLUDING 1 OPENING IN 2022

CHOCOLATERIE CHAPON  
**6** SHOPS  
→ INCLUDING 1 OPENING IN 2022

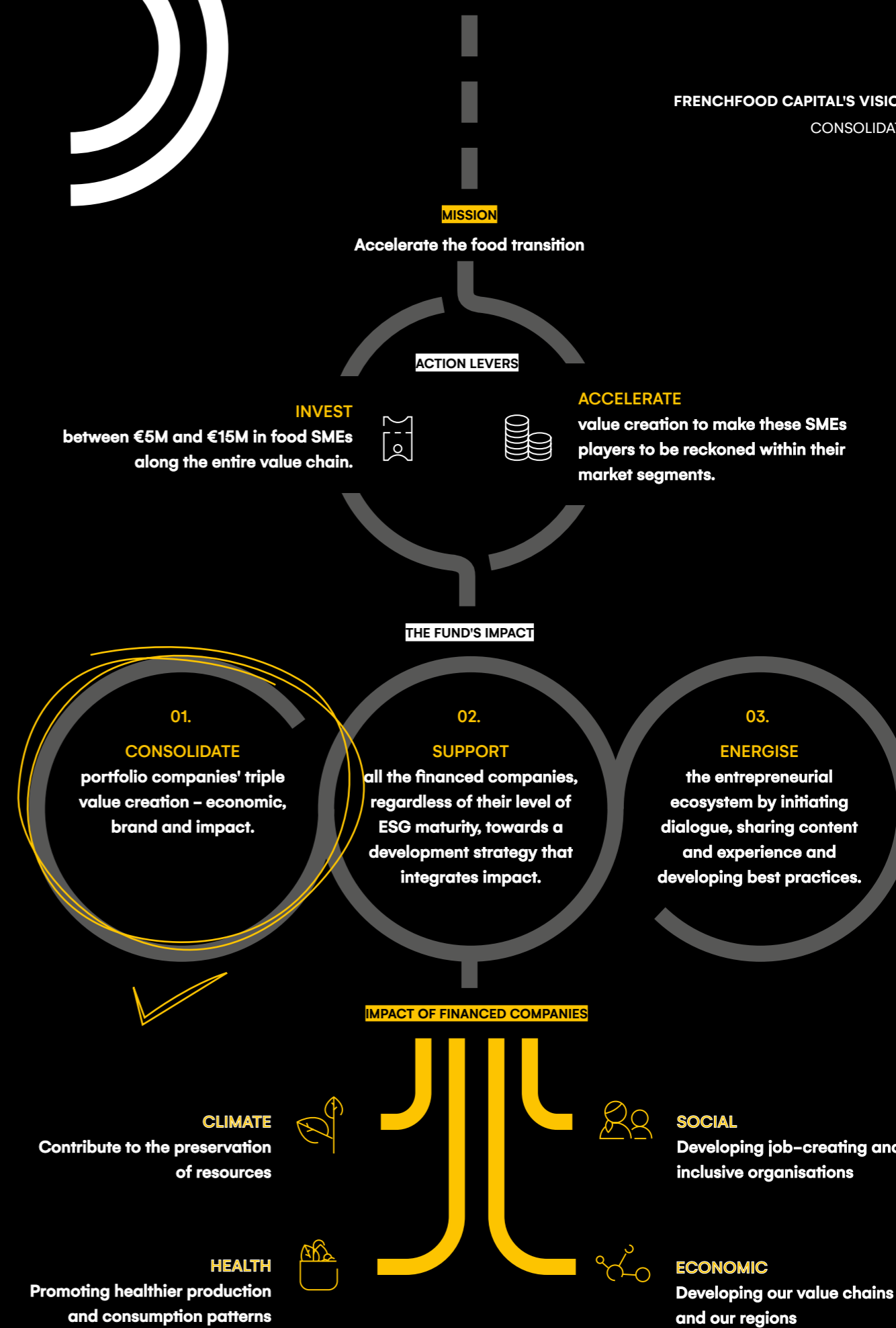
MARX LA BOULANGERIE  
**3** BAKERIES

**301**  
TOTAL POINTS OF SALE

**33**  
OPENINGS IN 2022



“We consolidate  
portfolio companies' triple value  
creation - economic, brand and  
impact.”





# Overall value of the company



Integrating the impact on the food transition and omnichannel strategy to develop sustainable brands attuned to consumer expectations

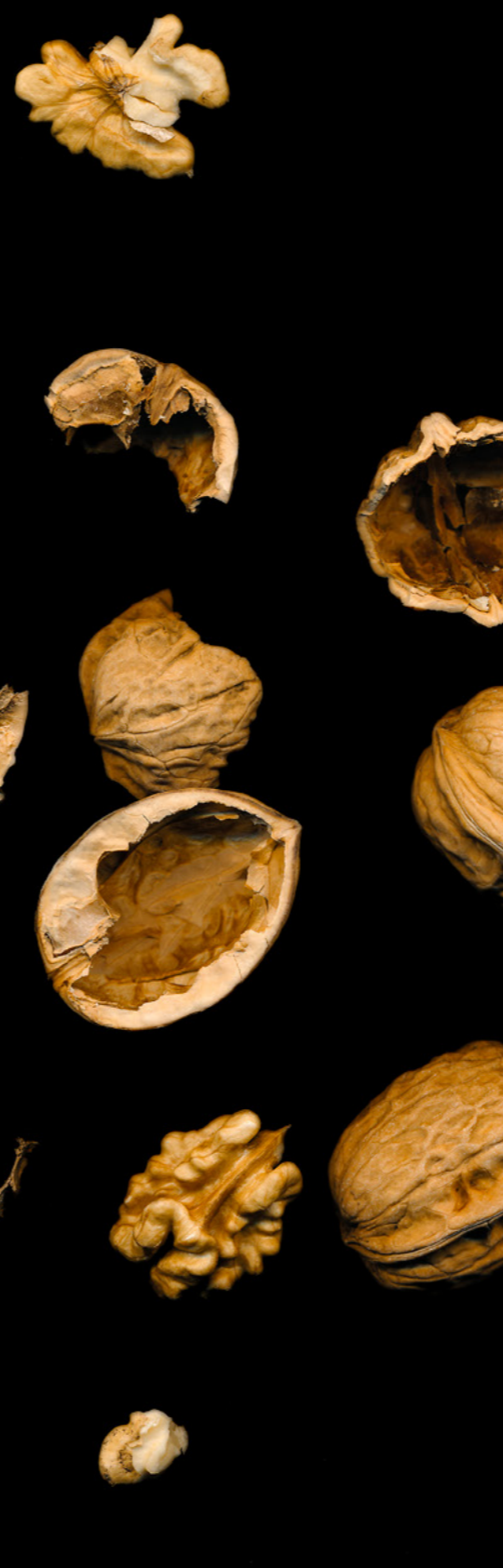
A five-year impact ambition defined at least on four indicators for each of the pillars of the food transition: climate, social, health and economic expectations

To support the development of French food industry champions

A BRAND VALUE CREATION PLAN BASED ON AWARENESS AND ENGAGEMENT INDICATORS IS MONITORED THROUGHOUT THE INVESTMENT PERIOD

A MEASURABLE POSITIVE IMPACT BUSINESS PLAN IS MONITORED THROUGHOUT THE INVESTMENT PERIOD

A DEVELOPMENT PLAN IN FRANCE AND ABROAD IS MONITORED THROUGHOUT THE INVESTMENT PERIOD



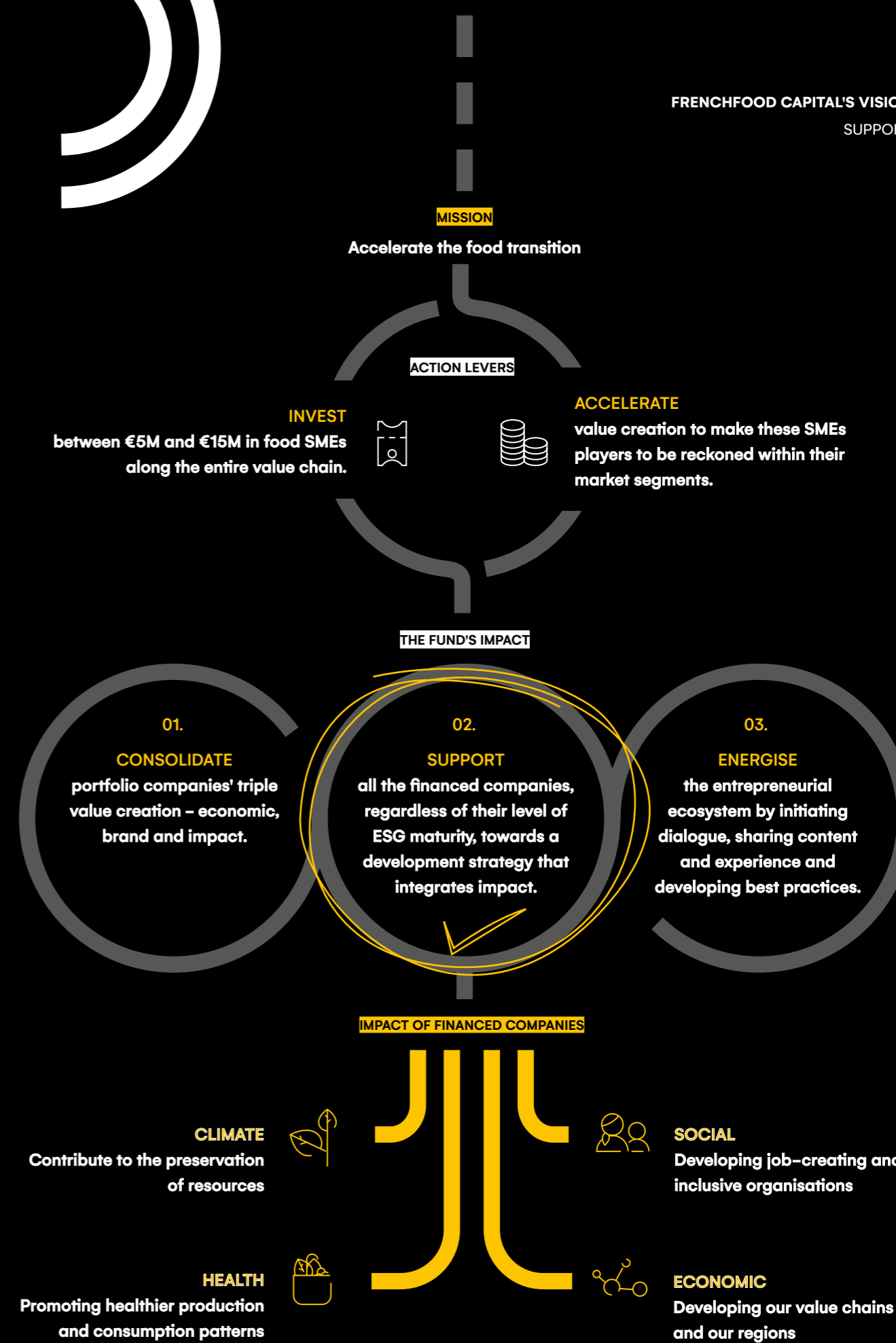
# Our contribution to SDGs

The SDGs (Sustainable Development Goals) bring together the 17 key challenges of sustainable development: they were adopted in 2015 by the UN. We take these SDGs into account when monitoring the ESG indicators of portfolio companies.

Our portfolio companies take account of the SDGs below.



*“We support*  
all the financed companies,  
regardless of their level of ESG  
maturity, towards a development  
strategy that integrates impact.”



# ESG is an integral part of all our investment procedures

## PRIOR TO INVESTING

- Integrating ESG into our analyses, due diligence, investment memoranda, offer letters and shareholder agreements.
- Exclusion of sectors not compatible with our ESG strategy: tobacco and spirits.

## INVESTMENT

- The ESG diagnosis carried out using FrenchFood Capital reference framework as part of due diligence is shared with the company's management.
  - > Identification of strengths and priority areas for improvement.
- Implementation of an ESG roadmap based on a shared diagnosis.
  - > Continuous improvement process on the company's main impacts.
- Elaboration of the five-year Impact Business Plan within the framework of the "100-day Plan", which identifies the indicators on which the company has a significant impact ambition.
  - > Targets to reduce negative impact and create positive impact.

## MONITORING OF PORTFOLIO COMPANIES

- Follow-up of the impact Business Plan at the quarterly Board meeting.
- Annual progress report against this Impact Business Plan and construction of the roadmap for the following year.
- Annual ESG questionnaire to monitor progress on each pillar of the reference framework and identify the main negative impacts and sustainability risks.

## EXIT FROM THE INVESTMENT

- Value creation and impact measured against Impact Business Plan.
- Ex-post ESG assessment of the portfolio and measurement of overall progress since the start of the investment on each pillar of the FrenchFood Capital reference framework.
- Valuation of overall performance (economic, brand and impact) in disposal documents.



Since 2018, FrenchFood Capital has been a signatory of the charter ESG France Invest.

In 2019, it also signed the gender equality charter published by France Invest.



In 2021, FrenchFood Capital signed the SISTA best practice charter to formalise its commitment to the development of women's entrepreneurship.



FrenchFood Capital has been a PRI signatory since 2021.

# Our sector reference framework

As a fund specialised in the agri-food industry, we have developed our own reference framework to integrate the sector's main ESG issues.

## AN IMPACT REFERENCE FRAMEWORK BASED ON FOUR LEVERS ADAPTED TO THE CHALLENGES OF THE FOOD TRANSITION



### Climate transition

CONTRIBUTE TO THE PRESERVATION OF RESOURCES

- Reduction of carbon impact
- Reduction and eco-design of packaging
- Reduction of food waste
- Contribution to the agricultural transition towards a more sustainable agriculture



### Health transition

PROMOTE HEALTHIER PRODUCTION AND CONSUMPTION PATTERNS

- Traceability from upstream to downstream
- Changes in production and consumption patterns to move towards "better eating"
- Natural, nutritious products



### Social transition

DEVELOP JOB-CREATING AND INCLUSIVE ORGANISATIONS

- Job creation
- Skills development
- Promotion of well-being at work and gender diversity



### Economic transition

DEVELOP OUR VALUE CHAINS AND OUR REGIONS

- Fair distribution of value along the chain
- Creation of economic and social value in France and at local level
- Preservation of craft skills

OUR REFERENCE FRAMEWORK STRUCTURES  
OUR ESG APPROACH THROUGHOUT THE  
INVESTMENT CYCLE. IT UNDERPINS THE  
PERFORMANCE OF ESG DUE DILIGENCE AND  
THE CONSTRUCTION OF THE RESULTING  
ROADMAP. IT IS BASED ON EXTERNAL  
REFERENCE FRAMEWORKS FOR RESPONSIBLE  
INVESTMENT LABELS, ENRICHED WITH  
SECTORAL BEST PRACTICES.



<p><b>01</b> <b>ENVIRONMENT</b></p> <ul style="list-style-type: none"> <li>- General policy and impact qualification.</li> <li>- Preservation of biodiversity, soils and ecosystems.</li> <li>- Energy efficiency.</li> <li>- Optimisation of logistics and transport.</li> <li>- Packaging, waste and end-of-life management.</li> <li>- Reduction of losses and food waste and waste recovery.</li> </ul>	<p><b>04</b> <b>CONSUMERS</b></p> <ul style="list-style-type: none"> <li>- Loyalty and sincerity in marketing and communication.</li> <li>- Customer relations.</li> <li>- Nutrition, health and food safety.</li> </ul>
<p><b>02</b> <b>SOCIAL</b></p> <ul style="list-style-type: none"> <li>- Employment and job creation.</li> <li>- Health, safety and well-being at work.</li> <li>- Employability and skills development.</li> <li>- Social climate, diversity, equity and inclusion.</li> </ul>	<p><b>05</b> <b>SUPPLY CHAIN</b></p> <ul style="list-style-type: none"> <li>- Quality of the relationship with suppliers.</li> <li>- Creation of more sustainable supply chains.</li> <li>- Contribution to a more sustainable agriculture.</li> <li>- Food safety, traceability and quality management.</li> </ul>
<p><b>03</b> <b>GOVERNANCE</b></p> <ul style="list-style-type: none"> <li>- Organisation of governance.</li> <li>- Risk prevention, ethics and fair practice.</li> <li>- Steering and Integration of ESG.</li> </ul>	<p><b>06</b> <b>REGIONS</b></p> <ul style="list-style-type: none"> <li>- Economic impact on the region.</li> <li>- Societal impact on the region.</li> <li>- Contribution to the development of the French economy and of France as a brand.</li> </ul>

FUNDAMENTALS TO BE FOLLOWED

OUTCOME INDICATORS

(MONITORING OF ACTION OUTCOME)

MEANS INDICATORS

IMPACT INDICATORS

(MONITORING OF ACTION IMPLEMENTATION)

(ACTUAL MEASURED IMPACT ON

ENVIRONMENT, REGIONS, BENEFICIARIES)

# ESG and impact are integrated into the FrenchFood Capital support platform



## Network

We believe that the ability to bring together a network of people who have the desire and interest to work together is essential for developing the sector. We foster a FrenchFood ecosystem by bringing it together and nurturing it so that each member can find an answer to their needs.

To encourage changes in practices of the sector, we believe it is essential to create a collective emulation on the subject of the food transition. We're doing it a common thread running through all the network events we organise.

## Expertise

- Experience and strategic support.
- Operating partner for the implementation of major transformation projects and growth drivers.
- External personalities qualified in the Boards of Directors to provide strategic thinking.

- ESG diagnosis carried out at the beginning of the investment on the basis of FrenchFood Capital's own methodology and analytical framework.
- Leading workshops with management to build an impact strategy integrated with the value creation strategy.
- Operating partner to support its implementation.
- Monitoring of the impact of the Business Plan at the quarterly Board meeting.

## Sharing experience

We are aware of the need to mobilise managers on a day-to-day basis. We support them in understanding the transformation of the food world and identifying best practices in an open source way for all entrepreneurs in the sector.

- Weekly newsletter on sector news and trends.
- Annual Opinion Way barometer on consumer trends.
- Sharing experience and tools between managers.

By its nature, ESG is a subject that needs to be shared with its stakeholders as part of a continuous improvement process. We create the conditions for this sharing of intelligence, tools and good practices:

- Organisation of meetings to share impact business plans between participants.
- Setting up a shared data room for ESG issues.
- Provision of a library of indicators to develop a culture of measuring initiatives and their impact.

## ESG, an essential brick

of the support provided by  
FrenchFood Capital

“We energise the entrepreneurial ecosystem by initiating dialogue, sharing content and experience and developing best practices.”





# Energising the sector ecosystem

## THE FRENCHFOOD NETWORK

Joining the FrenchFood Network means joining a group of men and women, entrepreneurs and decision-makers in the food sector, who are fully committed to the food transition and helping to raise the profile of the French food entrepreneurship in France and abroad.

With the FrenchFood Network, we want to create a community of entrepreneurs committed to the food transition by providing them with opportunities to meet other people, share experience and access sector intelligence.

Because the power to accelerate growth comes from the network!

To join and find out more:

[www.reseaufrancefood.fr](http://www.reseaufrancefood.fr)



## NETWORK BREAKFASTS MEETINGS

22/04/2022: Who will tomorrow's food consumers be? What are the sector's growth drivers?

With the end of the health crisis, the FrenchFood network gathered at the Bpifrance Hub for a thematic breakfast on the theme of a return to growth and new market trends. On the program: robot portrait of the food consumer emerging from the Covid-19 crisis by Opinion Way and testimony from Alexandre Croiseaux and Daniel Marhély, co-founders of Luna Food who are reinventing the offer and logistics of the ultra-fresh caterer in Large Distribution.

**100**

BUSINESS LEADERS ATTENDING

## IMMERSIVE VISITS TO NETWORK MEMBERS

To keep the links between members of the FrenchFood Network alive throughout the year and strengthen the sharing of experience, immersive visits to members' headquarters and production sites were launched in 2022 with :

- An exclusive visit to Rungis Market reserved for 20 executives in May 2022, thanks to Anne-Laure Joumas, Executive Director of Semmaris, who introduced us to the market, its players and its ESG initiatives.
- The discovery of Darégal, world leader in frozen aromatic plants in July 2022 in Milly-La-Forêt. Charles Darbonne, the company's Chairman, opened his doors to around fifteen of the network's managers to show them around his experimental greenhouses, his production facilities and to share the challenges specific to his business.

**15-20**

BUSINESS LEADERS ATTENDING

## WEEKLY NEWSLETTER

A sector watch newsletter open to all food industry managers and entrepreneurs.

**756**

REGISTERED

## Back in 2023

### 3RD FOODCAMP ON 23 AND 24 MARCH 2023

Every year, the FoodCamp brings together 200 food industry leaders and entrepreneurs (SMEs, ETIs, large groups and growth start-ups), for two days of disconnection and reflection. The two days are punctuated by debates and analyses by experts, "unfiltered" confidences from passionate entrepreneurs and moments of encounter and inspiration.

**THEME OF THE 2023 EDITION :**  
**REBOUND. HOW CRISES ARE ACCELERATING THE FOOD TRANSITION.**

**200**

EXPECTED LEADERS

### 3RD FRENCHFOOD BAROMETER – OPINION WAY

Deciphering consumer behaviour in an inflationary environment.

### 3RD NURTURE NUMBER IN JULY 2023

The collective work of analysis and forecasting published by the FrenchFood Network and its members.



# Consolidated view of the portfolio

The 2022 assessment and the 2023 roadmap

The data presented is based on the self-reporting of each portfolio company. They have not been subject to specific audit.



The purpose of these dashboards is to :

- provide a snapshot of the portfolio's ESG performance over the past year.
- take stock of progress towards the targets set for 2022.
- to set targets for 2023, retaining those for 2022 that have not been achieved for the entire portfolio.

THE CONSOLIDATED RESULTS ARE PRESENTED FOR ALL THE FINANCED COMPANIES, EXCEPT FROM LES 2 MARMOTTES AND THIERRY MARX BOULANGERIE, WHICH HAVE BEEN EXITED IN 2022, AND CHAPON, WHICH HAS BEEN INVESTED IN 2022. FOR THIS LAST INVESTMENT, THE INVESTMENT IS TOO RECENT TO MEASURE THE PROGRESS MADE IN 2022.



# Governance

## Management team

**86%**

OF FINANCED COMPANIES HAVE AT LEAST 1 WOMAN ON THEIR MANAGEMENT COMMITTEE

**1**

COMPANY FINANCED HAS A WOMAN CO-FOUNDER



IMPACT

**29%**

WOMEN ON AVERAGE ON MANAGEMENT COMMITTEES

## Governance

**86%**

OF FINANCED COMPANIES HAVE AT LEAST 1 WOMAN ON THEIR BOARD OF DIRECTORS

**43%**

OF FINANCED COMPANIES HAVE AT LEAST 1 INDEPENDANT REPRESENTATIVE ON THEIR BOARD OF DIRECTORS

IMPACT

**28%**

OF WOMEN ON BOARDS OF DIRECTORS OF THESE COMPANIES



IMPACT

**15%**

INDEPENDENT MEMBERS WITHIN THE BOARDS OF DIRECTORS OF THESE COMPANIES

## ESG management

**100%**

OF FINANCED COMPANIES HAVE FORMALISED A ESG ROADMAP AND AN IMPACT BUSINESS PLAN (EXCLUDING CHAPON INVESTED IN 2022)

**1**

FINANCED COMPANY HAS OBTAINED CERTIFICATION OF ITS ESG POLICY

**100%**

HAVE APPOINTED AN INTERN ESG PILOT

**71%**

OF CASES, THIS STEERING IS CARRIED OUT BY THE CEO AND/OR A MEMBER OF THE EXECUTIVE COMMITTEE

**1**

COMPANY FINANCED INTEGRATES THE ACHIEVEMENT OF CERTAIN ESG INDICATORS INTO THE VARIABLE PART OF THEIR REMUNERATION

**71%**

OF THE FINANCED COMPANIES HAVE FORMALISED A CYBERSECURITY AND DATA PROTECTION POLICY

# Impact levers

01. Increasing the number of women in management bodies
02. Establishment of more mixed governance bodies, including more independent representatives
03. Supporting the generation of positive impact for all the financed companies

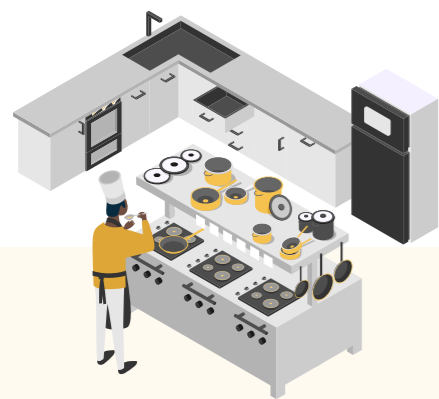
## 2022 objectives

01. Monitor the implementation of the Impact Business Plan within the Board of Direction  
→ **Achieved for 100% of portfolio companies**
02. Encourage the inclusion of one or more goal from the ESG roadmap and the impact business plan in the variable remuneration criteria  
→ **Achieved for 14% of portfolio companies**
03. Identify independent board members for the majority of our portfolio companies  
→ **Achieved for 43% of portfolio companies**

## 2023 objectives

01. Include certain ESG key indicators in the variable remuneration criteria for teams
02. Continue to develop the presence of independent members on the boards of directors of our portfolio companies

# Social



Total employment footprint by the end of 2022

**943**

FULL TIME JOBS

88% OF PERMANENT CONTRACTS

IMPACT

**+ 400**

FULL-TIME JOBS SINCE THE START OF THE INVESTMENT PERIOD



## Health and well-being at work

**100%**

OF FINANCED COMPANIES ORGANISE AN ANNUAL SEMINAR WITH ALL EMPLOYEES

**2**

FINANCED COMPANIES HAVE SET-UP AN INTERNAL SATISFACTION SURVEY ONCE A YEAR



**100%**

OF FINANCED COMPANIES FOLLOW THE ACCIDENTS IN THE WORKPLACE AND HAVE FORMALISED A HEALTH AND SAFETY POLICY AT WORK

## Skills development

**86%**

OF THE FINANCED COMPANIES HAVE SET UP A CAREER PATH IN-HOUSE TRAINING

(onboardings, procedures and tools, sharing strategy, charged training)

IMPACT

**47%**

OF EMPLOYEES IN THESE COMPANIES HAVE TAKEN PART IN AN INTERNAL TRAINING PROGRAMME

**9%**

OF EMPLOYEES IN THESE COMPANIES HAVE TAKEN PAID TRAINING COURSES

**10%**

OF THE TOTAL WORKFORCE OF THE FINANCED COMPANIES HAVE SEEN THEIR POSITION EVOLVE IN 2022

## Equity and inclusion

### Gender diversity

IMPACT

**15%**

OF WOMEN IN MANAGEMENT (TOTAL MANAGEMENT POPULATION)

### Diversity

**43%**

OF FINANCED COMPANIES USE THE SERVICES OF ESAT TO CONTRIBUTE TO THE INTEGRATION OF DISABLED PEOPLE (Esat: establishment and service for assistance through work)

### Remuneration equity and value creation sharing

**100%**

OF FINANCED COMPANIES HAVE SET UP VALUE-SHARING MECHANISMS

(bonus, participation, incentive and/or employee shareholding)

IMPACT

**45%**

OF THE EMPLOYEES OF THESE COMPANIES CONCERNED BY THE VALUE-SHARING MECHANISMS PUT IN PLACE

**89%**

OF EMPLOYEES EARN MORE THAN THE MINIMUM WAGE



## Impact levers

01. Job creation and skills development
02. Development of more inclusive organisations to promote well-being at work, diversity and gender diversity
03. Establishment of value-sharing mechanisms in all financed companies

## 2022 objectives

01. Develop the implementation of an annual satisfaction survey among 100% of our portfolio companies → **Achieved for 29% of portfolio companies**
02. Develop gender diversity in management → **29% of management committee members are women** → **15% women in management**
03. Encourage the introduction of value sharing mechanisms for all employees → **Achieved for 100% of portfolio companies**

## 2023 objectives

01. Develop in-house and paid training courses for all employees
02. Generalise the introduction of annual satisfaction surveys
03. Encourage the introduction of a profit-sharing agreement in all our portfolio companies

# Environment



## Energy consumption and efficiency

**57%**

OF FINANCED COMPANIES HAVE TAKEN ACTION TO REDUCE THEIR ENERGY CONSUMPTION



## Packaging management and non-food waste

**71%**

OF THE FINANCED COMPANIES HAVE SET UP A PROGRAMME SORTING AND RECYCLING THEIR WASTE

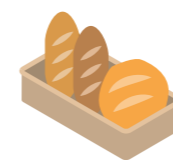
**86%**

OF THE FINANCED COMPANIES HAVE LAUNCHED A PACKAGING REDUCTION AND/OR REUSE PLAN

**71%**

HAVE LAUNCHED AN ECO-DESIGN PROGRAMME FOR PACKAGING

(elimination of plastic, use of sustainable materials and recyclability of packaging)



## Reducing losses and food waste

**86%**

OF THE FINANCED COMPANIES ARE PART OF A CIRCULAR ECONOMY APPROACH BY TAKING INITIATIVES TO RECYCLE THEIR FOOD LOSSES



## Optimization of logistics and transport

**57%**

OF THE FINANCED COMPANIES HAVE IMPLEMENTED A POLICY OF LOGISTICS AND TRANSPORT OPTIMISATION



**100%**

OF THE FINANCED COMPANIES HAVE TAKEN A INITIATIVES TO REDUCE THEIR ENVIRONMENTAL IMPACT ON AT LEAST

**1 OF THE 4 FOLLOWING THEMES**

→ UNCHANGED FROM 2021

IMPACT

**3**

FINANCED COMPANIES HAVE COMPLETED OR HAVE PLAN TO CARRY OUT THEIR CARBON FOOTPRINT ASSESSMENT IN 2022/2023

# Impact levers

01. Reducing carbon footprint
02. Reducing food waste
03. Packaging reduction and eco-conception

## 2022 objectives

01. Implementation of a carbon impact reduction plan following the carbon audits carried out  
→ **Achieved for 100% of portfolio companies that have carried out a carbon audit**
02. Continue to encourage the efforts made by our portfolio companies to reduce and eco-design packaging  
→ **Achieved for 100% of portfolio companies**
03. Encourage our portfolio companies to get supplied from green electricity  
→ **Achieved for 43% of portfolio companies**

## 2023 objectives

01. Encourage the integration of decarbonation trajectories into impact business plans
02. Generalize action plans aimed at reducing the energy intensity of activities
03. Integrate a packaging plan into all impact business plans

# Supply chain



## Quality of the supplier relationship

**73%**

OF SUPPLIERS FROM OUR FINANCED COMPANIES HAVE BEEN IN BUSINESS FOR MORE THAN 3 YEARS

**71%**

OF THE FINANCED COMPANIES SHARE WITH THEIR SUPPLIERS A SET OF QUALITY, SOCIAL AND ENVIRONMENTAL SPECIFICATIONS AND ASSESS THEM REGULARLY

**100%**

OF FINANCED COMPANIES CONTRACT THEIR RELATIONS WITH THEIR SUPPLIERS

**86%**

OF FINANCED COMPANIES VISIT THEIR SUPPLIERS AT LEAST ONCE A YEAR

IMPACT

**57%**

OF FINANCED COMPANIES BUY THEIR FOOD RAW MATERIALS DIRECTLY FROM PRODUCERS

**100%**

OF THESE COMPANIES PROVIDE VISIBILITY ON VOLUMES AND PRICES TO THEIR SUPPLIERS



## Traceability

**100%**

OF FINANCED COMPANIES HAVE SET UP A PRODUCT TRACEABILITY PROCEDURE



**71%**

OF THESE COMPANIES INTEGRATE QUALITY ANALYZES INTO THE MONITORING OF INFORMATION



**57%**

OF THESE COMPANIES INTEGRATE INFORMATION ABOUT THEIR AGRICULTURAL UPSTREAM (GEOGRAPHIC ORIGIN AND IDENTIFICATION OF THE PRODUCER) WITHIN THEIR TRACEABILITY PROCEDURE



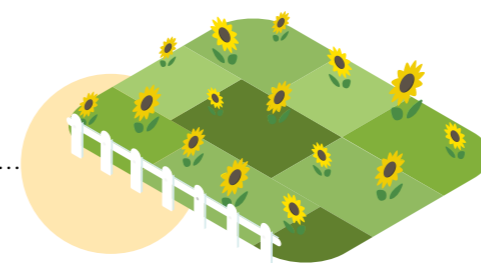
**43%**

OF THESE COMPANIES INCLUDE ENVIRONMENTAL DATA IN THEIR MONITORING



**100%**

OF THE FINANCED COMPANIES HAVE SET UP A FOOD SAFETY AND QUALITY MANAGEMENT PROCEDURE



## Contribution to sustainable agriculture

**86%**

OF THE FINANCED COMPANIES HAVE PART OF THEIR SUPPLIES SUBJECT TO ENVIRONMENTAL AND/OR QUALITY LABELING

IMPACT

**32%**

OF THE PURCHASES MADE BY THESE COMPANIES HAVE AN ORGANIC AND/OR QUALITY LABEL (LABEL ROUGE, AOP, BLEU BLANC COEUR, GLOBAL GAP, ASC, MSC) (IN VALUE)

**43%**

OF THE FINANCED COMPANIES OBTAIN PART OF THEIR SUPPLIES DIRECT FROM PRODUCERS

IMPACT

**58%**

OF THESE COMPANIES' PURCHASES ARE MADE DIRECT FROM THE PRODUCER (VALUE)

# Impact levers

01. Contribute to more sustainable agriculture
02. Develop product traceability throughout the value chain

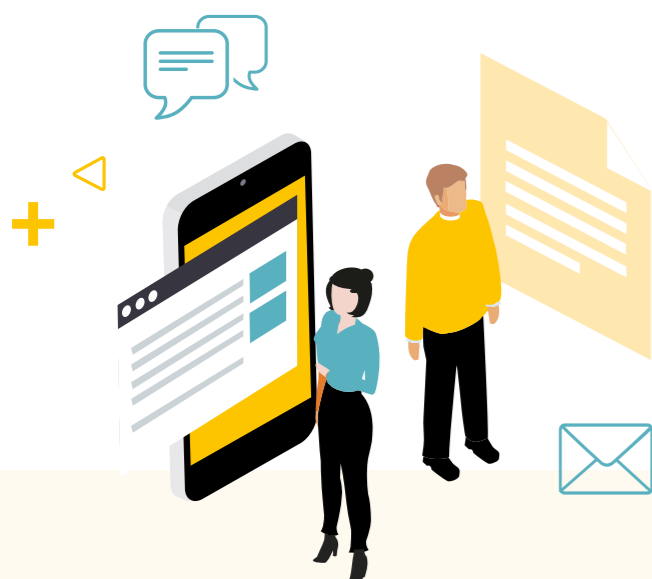
# 2022 objectives

01. Continue to develop the informations monitored as part of traceability procedures to include more information about agriculture, environmental data and quality analyses.  
→ **Achieved for 57% of portfolio companies**
02. Contribute to agricultural transition by increasing the proportion of purchases with an environmental and/or quality label.  
→ **Achieved for 86% of portfolio companies 32% of purchases by these companies**
03. Supporting the introduction of quality, social and environmental specifications  
→ **Achieved for 33% of portfolio companies**

# 2023 objectives

01. Continue to develop the informations monitored as part of traceability procedures to include more of the identification of upstream agriculture and environmental data
02. Supporting the structuration of supply network sectors through contractualisation of volumes and specifications
03. Increase the proportion of purchases with environmental and/or quality labels

# Consumers



## Customer relations

### Honesty and fairness in communication

**100%**

OF THE FINANCED COMPANIES ENSURE THAT THEIR MARKETING COMMUNICATIONS ARE FAIR, COMPLETE AND NOT MISLEADING

**100%**

OF FINANCED COMPANIES HAVE INCORPORATED A SYSTEM FOR LISTENING TO THEIR CUSTOMERS

(phone customer services, internet or in-store contact forms)

**57%**

MONITOR AND INTEGRATE CUSTOMER SATISFACTION IN THEIR MARKETING AND QUALITY APPROACH

(customer surveys, NPS, review processing)

### Handling complaints

**57%**

OF FINANCED COMPANIES HAVE A FORMAL POLICY HANDLING OF CUSTOMER COMPLAINTS WITH A MAXIMUM RESPONSE TIME

### Involvement in innovation

**1**

FINANCED COMPANY HAS INTEGRATED CUSTOMERS' LISTENING TO ITS INNOVATION PROCESS

## Nutrition, health and food safety

**100%**

OF THE FINANCED COMPANIES HAVE IMPLEMENTED PREVENTION AND MANAGEMENT OF HEALTH RISKS FOR CONSUMERS



**2**

FINANCED COMPANIES HAVE THEIR OWN PROCEDURES ISO OR IFS CERTIFIED

**86%**

OF FINANCED COMPANIES HAVE IMPLEMENTED A CLEAN LABEL APPROACH

(reduced number of additives, allergens, etc.)

**100%**

OF FINANCED COMPANIES PUBLISH PRODUCTS NUTRITIONAL VALUES EXCEPT FROM THE BAKERY AND COMMERCIAL CATERING SECTORS

# Impact levers

01. Quality and transparency of product information
02. Customer satisfaction and involvement
03. Naturalness and nutritional quality of products

## 2022 objectives

01. Implement the Net Promoter Score for all our portfolio companies  
→ **not reached**
02. Encouraging the development of Clean Label initiatives  
→ **Achieved for 88% of portfolio companies**
03. Develop sales of products linked to the food transition (plant-based, environmental and quality labels, fair trade, natural products)  
→ **Achieved for 100% of portfolio companies**

## 2023 objectives

01. Implement an annual measurement of customer satisfaction for all of our participations
02. Continue to develop sales of products related to the food transition (plantbased, environmental labels, etc.) and quality, fair trade, naturalness
03. Develop communications to raise awareness of product quality, origin and production methods

# Territories

## Economic impact

TOTAL SALES OF FINANCED COMPANIES IN FRANCE AT THE END OF 2022

**€209M**

TOTAL VALUE OF PURCHASES IN FRANCE AT THE END OF 2022

**€59M**

**57%** OF TOTAL PURCHASES

## Societal impact

**57%**

OF FINANCED COMPANIES HAVE CIVIC ENGAGEMENT PROGRAMMES  
(support for associations, donations, etc.)

**71%**

OF FINANCED COMPANIES ARE INVOLVED IN INITIATIVES TO BOOST THE LOCAL EMPLOYMENT MARKET



## Developing France brand

IMPACT

**71%**

OF FINANCED COMPANIES PRESERVE AND DEVELOP KNOW-HOW  
→ 67% IN 2021

HERBALISM PASTRY BAKERY  
FRENCH TRADITIONAL BRASSERIES  
FOOD CRAFTS RESTAURANTS  
PEASANT AGRICULTURE

**3**

FINANCED COMPANIES GENERATE PART OF THEIR SALES OUTSIDE FRANCE

# Impact levers

- 01. Creating economic and social value in France and at local level
- 02. Contribution to the development of the French economy and the France brand

# 2022 objectives

- 01. Continue to increase the value and proportion of purchases made in France  
→ **Achieved for 100% of portfolio companies**
- 02. Continue to implement shared indicators to measure brand value and monitor its development  
→ **Achieved for 100% of portfolio companies**

# 2023 objectives

- 01. Continue to increase the value and proportion of purchases made in France
- 02. Developing the direct employment footprint of our participations and their initiatives to boost their employment area

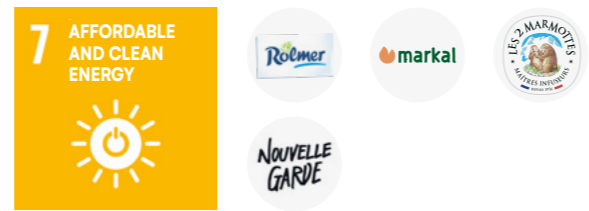
# Our contribution to SDGs



- PRODUCTIVITY AND SMALLHOLDERS
- HIGH-PERFORMANCE, RESILIENT AGRICULTURE

**FOCUS ON MARKAL**

For more than 80 years, Markal has championed a form of agriculture that combines performance and resilience. With 800 SKUs, the company makes a point of honour about transparency and quality of its supply chain, over 90% of which is structured in network, aimed at supporting farmers working in organic farming.



- INCREASING THE SHARE OF RENEWABLE ENERGIES

**FOCUS ON ROLMER**

Energy consumption is a key economic factor and environmental objectives for companies. Rolmer is embracing this issue and has undertaken the exercise of quantifying its energy consumption per kg of product in order to better identify the levers for action that will help it to achieve its objectives to reduce energy consumption, while pursuing its economic development. As part of the expansion of its site, photovoltaic panels will be installed to generate renewable energy on site.



- COMBATING DISCRIMINATION
- ACCESS TO AND PARTICIPATION IN MANAGEMENT POSITIONS

**FOCUS ON CLASS'CROUTE**

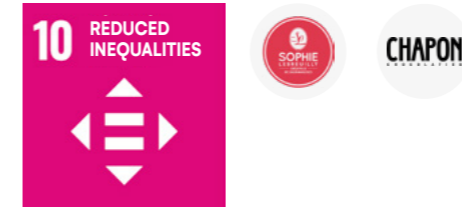
Gender equality also applies to pay, career development prospects and access to corporate governance positions. With 24% of its franchisees being women, Class'croute encourages a model of female entrepreneurship in the restaurant industry that preserves the balance between personal and professional life. Class'croute restaurants targeting corporate customers are closed during evenings and weekends.



- DEVELOPMENT OF SMALL BUSINESSES
- EFFICIENT USE OF RESOURCES: ECONOMIC GROWTH DOES NOT LEAD TO THE DEGRADATION OF RESOURCES
- FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY FOR WORK OF EQUAL VALUE
- LAW AND SAFETY AT WORK

**FOCUS ON CHAPON**

Natural resources and their preservation are key issues for the Chapon chocolate factory. The pressure of global demand for cocoa and the impact of cocoa harvesting on biodiversity and human rights are challenges that the company must address. That's why the chocolate maker has structured its cocoa supply chains around strict specifications on cocoa quality, respect for biodiversity and working conditions in the cocoa fields. As well as preserving the environment, the company is also committed to guaranteeing a decent price for its cocoa farmers, above the manufacturer's price.



- EMPOWERMENT AND INTEGRATION REGARDLESS OF AGE, GENDER, DISABILITY OR ETHNICITY

**FOCUS ON SOPHIE LEBREUILLY**

The integration of everyone and a feeling of well-being within the company are key to retaining talent and ensuring business growth. Sophie LEBREUILLY bakeries take these issues at heart and really get their employees on the road to professional integration, in particular through the Sophie LEBREUILLY Academy, open to everyone, in order to meet labour needs while opening up to retraining and professional reintegration.



- PRESERVING THE WORLD'S CULTURAL AND NATURAL HERITAGE
- TERRITORIAL DEVELOPMENT THROUGH POSITIVE ECONOMIC, SOCIAL AND ENVIRONMENTAL LINKS BETWEEN URBAN, PERIURBAN AND RURAL AREAS
- RESILIENT TERRITORIES VIA ESTABLISHMENTS WITH ACTION PLANS FOR THE INCLUSION OF ALL, RATIONAL USE OF RESOURCES, ADAPTATION AND MITIGATION OF CLIMATE CHANGE

**FOCUS ON NOUVELLE GARDE**

Preserving France's cultural heritage is part of the DNA of the Nouvelle Garde Group, which defends the tradition of the French brasserie in its charter and in its choice of cuisine. As the link between the producer and the customer, the group focuses its attention on the quality of its products, homemade cooking and the seasons, so that its brasseries embody a meeting place where the urban meets the know-how of the regions with taste.



- SUSTAINABLE MANAGEMENT AND RATIONAL USE OF RESOURCES
- REDUCING THE VOLUME OF FOOD WASTE THROUGHOUT THE CHAIN
- RSE IN COMPANIES
- TRAINING AND INFORMATION FOR A LIFESTYLE IN HARMONY WITH NATURE

**FOCUS ON LES 2 MARMOTTES**

Responsible consumption is only possible when responsible production exists. Les 2 Marmottes has chosen to offer infusions without added flavourings, using the plant in its entirety, for herbal teas made only from plants growing in their native soil. A true pioneer, the brand's commitment to naturalness extends to its packaging, which is now entirely 0 plastic.



- REDUCE SEA WASTE AND NUTRIENT POLLUTION
- SUSTAINABLE MANAGEMENT OF MARINE ECOSYSTEMS
- PRESERVING SMALL-SCALE FISHING

**FOCUS ON TERROIRS D'AVENIR**

Protection of aquatic environments is achieved through Terroirs d'Avenir's purchasing choices. The company has chosen to offer seafood products from sustainable fishing, which respects stocks, reproduction seasons and natural environments. In this way, Terroirs d'Avenir is working to preserve the environment and promote the economic growth of small-scale fishermen, creating links with urban consumers in its network of shops.

# Our portfolio companies

2022 Review and  
Impact Business Plan

*“We support the dual creation of financial value and impact.”*

An impact indicator quantifies an impact on a beneficiary; the environment, a region or a group of individuals. It must be measurable and assessable. These indicators are selected from the ESG indicators reported during due diligence, which also include indicators of action implementation and results.

These Impact Business Plans are the result of workshops organised with management teams to help them formalise an impact strategy, identify relevant impact indicators and define a five-year ambition. Each portfolio company defines a minimum of four indicators as part of its Impact Business Plan for each pillar of the food transition.

Alongside the Impact Business Plan, each portfolio company defines an ESG roadmap that allows it to monitor progress on each of the six pillars of the FrenchFood Capital reference framework. The annual results are presented in a 2022 ESG dashboard for each portfolio company.



EXIT IN 2022

# Les 2 Marmottes

Since 1976, Les 2 Marmottes has been creating and producing herbal teas at its Bons-en-Chablais workshop in the heart of the Alps from plants selected directly by producers, without added flavourings.

**LOCATION**  
Bons-en-Chablais

**INVESTMENT PERIOD**  
2018 – 2022

## Market share gains in France

REVENUES



DISTRIBUTION IN VALUE TERMS



MARKET SHARE IN VALUE HYPERMARKETS AND SUPERMARKETS



The figures correspond to the accounting years of the 2 Marmottes as at 31/08.

## Developing brand value

### 1<sup>st</sup> contributor

TO GROWTH IN THE HERBAL TEA CATEGORY

### 3<sup>rd</sup> brand

OF THE MARKET IN VALUE

## The brand's digital presence

ONLINE SHARE OF REVENUE



SIZE OF COMMUNITY ON SOCIAL NETWORKS

INSTAGRAM

65K FOLLOWERS

FACEBOOK

78K LIKES

LES 2 MARMOTTES

## Contribution to SDGs

7 AFFORDABLE AND CLEAN ENERGY



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION & PRODUCTION







# ESG 2022 dashboard

A roadmap to monitor progress on each of the six pillars of the French Food Capital reference framework.

## Labels obtained:

- IFS SINCE 2017
- PME+ SINCE 2019
- SAVOIE-MONT-BLANC EXCELLENCE SINCE 2021
- ORGANIC SINCE 2015

### 4,8/5

AVERAGE RATING VERIFIED REVIEWS (2,466 REVIEWS).

## Environment

### Energy savings and water protection

**635 m<sup>3</sup>** OF WATER CONSUMPTION IN 2021  
→ -47% SINCE 2020

### Packaging reduction and eco-design

# 0 plastic

EXCEPT FOR OVERWRAPPING TECHNICAL MEMBRANE

DEVELOPMENT OF BULK BAG RANGE

## Food waste

**0%** OF PRODUCTS DISCARDED DUE TO HAVING PASSED USE-BY DATE  
→ SAME AS 2020

**57%** OF FINE PLANT PARTS RECOVERED AS COMPOST  
→ SAME AS 2020

## Social

# 35 jobs

CREATED SINCE THE BEGINNING OF THE INVESTMENT PERIOD (NET FTE CREATION)

**33%** OF WOMEN IN MANAGERIAL POSITIONS  
→ 38% BY 2020

**45** INDIRECT JOBS FOR PEOPLE WITH DISABILITIES VIA A REGIONAL ESAT (Esat: sheltered workshop employing people with disabilities)  
→ 20 IN 2020

## Pay equity and value creation sharing

**100%** OF EMPLOYEES EARN MORE THAN THE STATUTORY WAGE  
→ SAME AS 2020

**92%** OF EMPLOYEES BENEFIT FROM A PROFIT SHARING AGREEMENT  
→ 90% BY 2020

## Governance

### Gender diversity

**25%** WOMEN ON THE MANAGEMENT COMMITTEE  
→ SAME AS 2020

**12.5%** WOMEN ON THE BOARD OF DIRECTORS  
→ SAME AS 2020

**63%** OF INDEPENDENT REPRESENTATIVES ON THE BOARD OF DIRECTORS  
→ 44% BY 2020

## ESG steering

MONITORING OF THE IMPACT BUSINESS PLAN WITH QUANTIFIED OBJECTIVES

INTEGRATING ESG INTO THE CRITERIA OF THE PROFITSHARING AGREEMENT  
→ SINCE 2020

## Consumers

**100%** PLANT-BASED HERBAL TEAS WITH NO ADDED FLAVOURINGS

○ COMPLIANCE WITH HEALTH CLAIMS ON OUR PACKAGING AND WEBSITE

○ TRACEABILITY TO THE BAG

**37%** OF SKUS ARE ORGANIC  
→ 12% EN 2020

## Supply chain

**68%** OF PLANTS SOURCED DIRECTLY FROM THE PRODUCERS  
→ 55% BY 2020

## Structuration of production channels

THREE-YEAR CULTIVATION CONTRACTS GUARANTEEING PRODUCERS PRICE AND QUANTITY TO ENABLE THEM TO CONFORM TO STRICT SUSTAINABLE SPECIFICATIONS

**75%** OF PRODUCERS VISITED AT LEAST ONCE A YEAR  
→ SAME AS 2020

**75%** OF SUPPLIERS HAVE BEEN WORKING WITH US FOR AT LEAST 3 YEARS, UP TO 40 YEARS FOR SOME

## Territories

**82%** OF PURCHASES ARE MADE IN FRANCE (IN VALUE)  
→ 86.3% IN 2020

**45%** OF PURCHASES IN FRANCE ARE MADE IN THE AUVERGNE-RHÔNE ALPES REGION (IN VALUE)  
→ 50.8% IN 2020

## Sharing best practices at local level

MEMBERSHIP OF AUVERGNE RHÔNE-ALPES ORGANIC CLUSTER

ACTIVE MEMBER OF THE GREEN NETWORK, A LOCAL ASSOCIATION FOR CORPORATE ENVIRONMENTAL RESPONSIBILITY



# Nouvelle Garde Group

Nouvelle Garde is a group of restaurants reinventing the traditional brasserie into modern, popular venues that embody the French art of living.



LOCATION

**Paris**



2022 REVENUES

**€10M**



RESTAURANTS

**3 brasseries**

1 OPENING



STAFF AT 31/12/2022  
(IN FTE)

**157**



INVESTMENT DATE

**2020**

## Why we exist: to defend France's culinary heritage and the French art of living

### 3 missions

01. TO FEED ALL GENERATIONS WITH RESPONSIBLE CUISINE THAT FOLLOWS THE SEASONS, CULTIVATES TASTE AND PROMOTES CRAFTSMANSHIP AND KNOW-HOW, USING FRESH FRENCH PRODUCTS
02. DEFENDING FRENCH CULINARY HERITAGE AND ART DE VIVRE, THE ART OF ENTERTAINING AND DINING OUT
03. SUPPORTING THOSE WITH A PASSION FOR THE RESTAURANT BUSINESS BY PROMOTING EQUAL OPPORTUNITIES, TRAINING AND INTERNAL PROMOTION

### 3 brasseries in Paris

#### Brasserie Bellanger

319 COVERS ON AVERAGE PER DAY

#### Brasserie Dubillot

456 COVERS ON AVERAGE PER DAY

#### Brasserie Martin

369 COVERS ON AVERAGE PER DAY

## Nouvelle Garde Charter

- 100% FRENCH AND LOCAL ON CERTAIN SEASONAL DISHES
- A MAJORITY OF RAW PRODUCTS, WITH SOME NEW DISCOVERIES THAT SHOWCASE THE TRADITIONAL SKILLS OF THE PRODUCERS (SMOKED TROUT FROM THE PYRENEES, COMTÉ AOP AGED FOR 24 MONTHS)
- RESPECT FOR SEASONALITY
- FRENCH MEAT: RED LABEL POULTRY, RED LABEL AND IGP LAMB, RED LABEL PORK, SALERS BREED PREFERRED FOR BEEF
- 100% FREE-RANGE EGGS
- SEAFOOD PRODUCTS: SEA-BORN DIPLOID OYSTERS, SCALLOPS FROM THE SEA

## Community on social networks

INSTAGRAM

**41K** FOLLOWERS

## Contribution to SDGs

**5** GENDER EQUALITY



**8** DECENT WORK AND ECONOMIC GROWTH



**11** SUSTAINABLE CITIES AND COMMUNITIES



**12** RESPONSIBLE CONSUMPTION & PRODUCTION



# Business Plan d'impact

A strategy in line with the **4 pillars of the food transition**, integrated with the company's development ambition.

## Ambition

REINVENTING THE TRADITIONAL  
BRASSERIE IN PARIS AND OTHER  
MAJOR CITIES IN FRANCE.

## Mission

DEFENDING THE FRENCH CULINARY  
HERITAGE AND ART OF LIVING, THE  
TRADITIONS OF HOSPITALITY AND DINING  
FOR ALL GENERATIONS, STARTING FROM  
A CUISINE BASED ON FRESH, SEASONAL  
FRENCH PRODUCTS, AND PROMOTING A  
NEW SOCIAL MODEL FOR THE RESTAURANT  
INDUSTRY.

\*The level of achievement of the Business Plan is calculated as follows: (result - baseline) / (ambition - baseline).

### IMPACT BUSINESS PLAN LEVEL OF ACHIEVEMENT\*

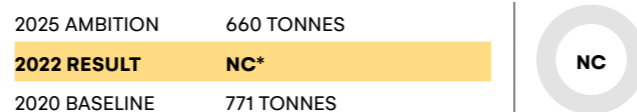


## 01. Climate

### Feeding all generations with responsible cuisine

#### Reducing our carbon footprint

TONNES OF CO2 EMITTED BY CATERING ACTIVITIES PER PLACE SETTING (SCOPES 1, 2 AND 3)

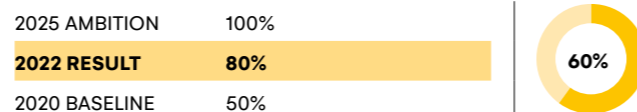


#### \*3 actions to achieve this ambition:

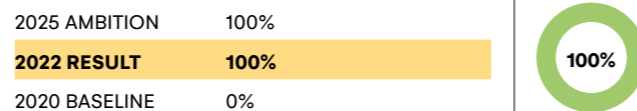
- Adapting menus to the reduction trajectory (vegetarian dishes and meat proteins other than beef)
- Setting up monthly monitoring of energy optimisation
- Introduction of bio-waste sorting

#### Preserving biodiversity through responsible purchasing

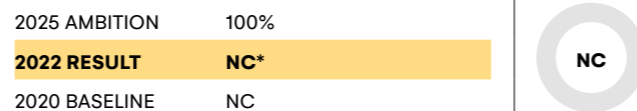
SHARE OF WINES WITH NO ADDITIVES (NUMBER OF SKUS ON THE MENU)



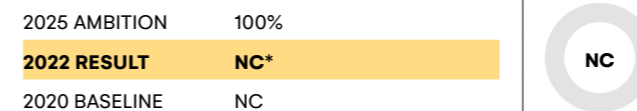
PERCENTAGE OF BRASSERIES LABELLED BY ECOTABLE



PERCENTAGE OF TEAMS TRAINED ON THE NOUVELLE GARDE PRODUCT CHARTER\*



PERCENTAGE OF SUPPLIERS TRAINED ON THE NOUVELLE GARDE PRODUCT CHARTER\*



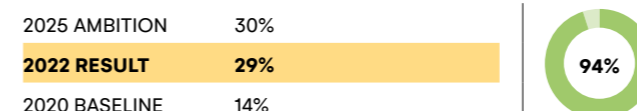
\*Launch and roll-out of the Nouvelle Garde Charter planned for 2023.

## 02. Social

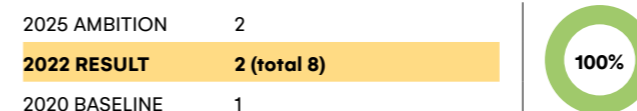
### Support those with a passion for the profession

#### Promoting equal opportunities

PERCENTAGE OF EMPLOYEES PROMOTED FROM WITHIN



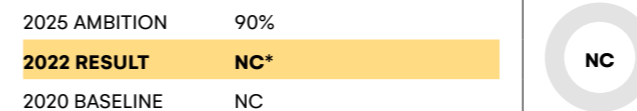
NUMBER OF REFUGEE FOOD\* TRAINEES PER BRASSERIE



\*Refugee Food is an association whose aim is to raise awareness of the situation of refugees, to speed up their integration into the catering industry and to work towards tasty, fair and sustainable food for all.

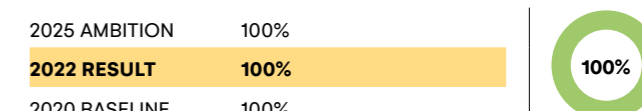
#### Developing quality of life at work

PERCENTAGE OF EMPLOYEES WHO HAVE TAKEN ANTI-HARASSMENT TRAINING\*

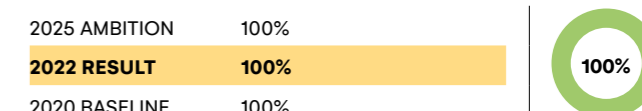


\*Implementation of the formation planned for 2023.

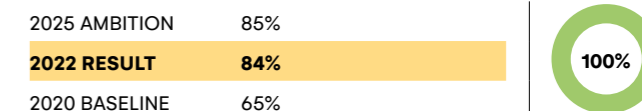
PERCENTAGE OF INDOOR STAFF BENEFITING FROM A 4-DAY WEEK



PERCENTAGE OF KITCHEN STAFF WHO DO NOT WORK DINNER AFTER LUNCH, EXCLUDING CHEFS AND CHEFS DE PARTIE



PERCENTAGE OF EMPLOYEES WHO WOULD RECOMMEND NOUVELLE GARDE TO A FRIEND\*.



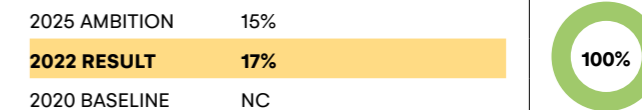
\* Internal barometer conducted among employees.

## 03. Health and economic

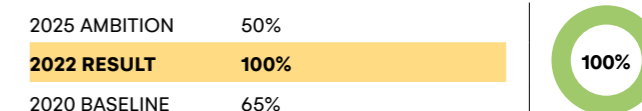
### Defending French culinary heritage

#### Promoting French culinary know-how and heritage

PROPORTION OF TRAINEES AND APPRENTICES IN BRASSERIES



PERCENTAGE OF EMPLOYEES WHO HAVE FOLLOWED AN INTERNAL TRAINING COURSE OR PAID TRAINING COURSE



\*In 2022, employees received training on the company's products, carbon footprint and ESG strategy.

## OUR PORTFOLIO COMPANIES

NOUVELLE GARDE GROUP

### NUMBER OF EDUCATIONAL POSTS ON AGRICULTURE METHODS AND RAW MATERIALS PRODUCTION PROCESSES

2025 AMBITION	12*
<b>2022 RESULT</b>	<b>12*</b>
2020 BASELINE	NC

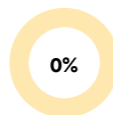


\* 1 post per month

### Supporting French producers and artisans

#### PERCENTAGE OF FRENCH SUPPLIERS WITHIN FOOD SUPPLIERS

2025 AMBITION	95%
<b>2022 RESULT</b>	<b>86%</b>
2020 BASELINE	89%



#### PERCENTAGE OF SUPPLIERS FROM SHORT DISTRIBUTION CHANNELS WITHIN FOOD SUPPLIERS

2025 AMBITION	70%
<b>2022 RESULT</b>	<b>86%</b>
2020 BASELINE	60%



#### SHARE OF FRENCH SPIRITS (NUMBER OF SPIRIT SKUS)

2025 AMBITION	100%
<b>2022 RESULT</b>	<b>100%</b>
2020 BASELINE	100%



## ON S'EST DONNÉ COMME OBJECTIF DE RESPECTER LES ACCORDS DE PARIS

Parce que dépoussiérer la brasserie traditionnelle française, pour nous, c'est pas qu'une histoire de déco, de cuisine maison ou d'approvisionnement réglo, ça doit se faire à tous les niveaux.

### LES ACCORDS DE PARIS C'EST QUOI ?

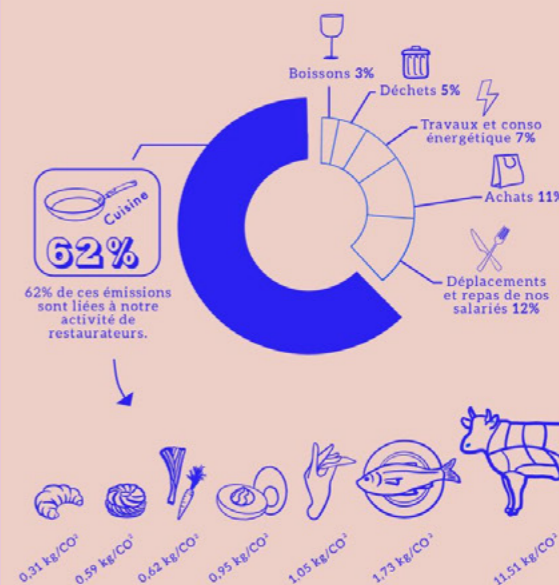
Ce sont tous les pays du monde qui se sont mis d'accord pour agir afin de maintenir la température mondiale bien en-dessous de 2°C. La France s'est engagée dans une Stratégie Nationale Bas Carbone, dans le but de réduire les émissions CO<sup>2</sup> d'ici à 2030 de 40% par rapport aux émissions de 1990 (et de 75% d'ici à 2050).

On a donc réalisé un Bilan Carbone, pour savoir d'où on part chez Nouvelle Garde.

**1235**

C'est le nombre de tonnes de CO<sup>2</sup> émises par Nouvelle Garde en 2021, soit 4,8 kg de CO<sup>2</sup> par plat vendu.

Dans le détail, ça donne ça :



## NOS 4 GRANDS OBJECTIFS Réduire ces émissions de 28% par couvert d'ici 2030.



**PROPOSER PLUS D'OPTIONS VÉGÉ OU À BASE DE POISSON.**

ET on a déjà commencé à se bouger...



**RÉDUIRE LES PLATS À BASE DE VIANDE ROUGE** dans nos brasseries.

ET on a déjà commencé à se bouger...

On a troqué un plat de viande à partager à la BB pour le remplacer par un plat végété : potimarron rôti flambé au Calvados s'il vous plaît.

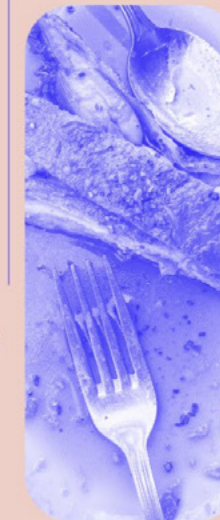
À Dubillot, on a fait rentrer une quiche végété à la carte toute l'année. L'ictonique croque de la BB a désormais son homologue végété.

Des carottes râpées à 3€ trônent fièrement à la carte des entrées de la BD.



**CONTINUER DE LIMITER LE GASPILLAGE ALIMENTAIRE** dans chacun de nos établissements.

ET on a déjà commencé à se bouger...



**PRIVILÉGIER DES VIANDES QUI ÉMETTENT MOINS DE CO<sup>2</sup>** comme le poulet, le canard, ou le porc.

On est en train de sourcer de plus petit paniers à pain pour servir les petites tables.



# Impact Business Plan, looking back to 2022



**CHARLES PEREZ**

Co-founder of the group  
Nouvelle Garde



**CHLOÉ DE SAINT LAURENT**

Development and ESG Manager

## HIGHLIGHTS OF THE YEAR

For us, 2022 was the year in which we anchored our commitments in our brand and our articles of association.

### A single mission unites our brand platform and our Impact Business Plan: "French drinking and eating".

It has 3 pillars:

- defend France's culinary heritage and the French Art de Vivre, the art of entertaining and dining;
- feeding all generations with responsible cuisine based on fresh French produce that follows the seasons, cultivates taste and values craftsmanship and know-how;
- supporting those with a passion for the profession by promoting equal opportunities, training and internal promotion.

This mission, which we are now measuring and monitoring precisely, is the common thread running through our desire to build a different restaurant model, the foundation of our brand and our value proposition to our customers.

The Impact Business Plan has enabled us to set strong, measurable ambitions behind this project and to demonstrate its achievement over the years.

To go even further, we have decided to make our mission statutory by becoming a company with a mission. This change of status will be approved by the Board in June 2023. This will enable us to manage our impact policy more effectively internally, to ensure its long-term viability, and to ensure

the sustainability of our mission to organise and align the whole organisation behind our objectives.

In 2022, we carried out a carbon assessment covering the year 2021 in order to better quantify our impact on the climate and integrate it into the design of our restaurant offer. This carbon assessment, carried out with OuiAct and bpifrance, enabled us to take stock of the situation and put a figure on the environmental impact of our recipes, particularly those based on meat. This gave us an idea of the emissions ratios and legitimised the development of vegetarian options on the menu. 36% of our dishes sold were meat-based, accounting for 80% of our emissions.

We now track carbon emissions at the plate level on a regular basis, and these KPIs are integrated into our reporting. Quantifying our impact helps to accelerate change by raising awareness internally.

## A SUCCESS

In the meantime with our desire to become a company with a mission, we have embarked on a process of external labelling of our commitments through the recruitment of a full-time ESG officer. We needed to structure and formalise our ESG approach, with the help of FrenchFood Capital in particular, who gave Chloé a great deal of support in setting up the KPIs and integrating the approach into our brand. This structuring has enabled us to aim for EcoTable (1 badge per restaurant) and B-Corp certification in 2023.

## A POINT OF ATTENTION

We need to move away from the objective of obtaining certification towards that of having a real positive impact. I think we need to start by raising our teams's awareness of all ESG issues. There are now a lot of us, so we need to raise awareness internally. There are weekly meetings with the teams in the field to ensure that they take these issues on board. We need to make them understand that well-being in the workplace and environmental impact are major issues for us.

In 2022, we formalised the indicators, monitoring and documentation. The objective for 2023 is to disseminate these messages while adapting to the planning of our field teams, so that our new recruits adopt the values of Nouvelle Garde.

## THE BUSINESS IMPACT OF YOUR ESG STRATEGY

There is virtually no ESG approach in the restaurant industry, so almost all our decisions are innovative, both in terms of defending the cultural heritage of the brasserie and a new social model for the restaurant industry.

I have the feeling that sales are impacted indirectly by the Impact Business Plan, our mission being the basis of a different restaurant experience that our customers embrace.

In terms of corporate culture, it's more direct. I think the work we've done on Nouvelle Garde's social model has had an impact on our teams and our ability to retain talent.

Nouvelle Garde was created before COVID and sought to make people want to work in the catering industry again, with a more flexible social model defined by no double shifts and 4-day weeks, but also by promoting internal development and inclusion through partnerships with associations working for disabled people and refugees.

Today, I'm proud to see them grow and develop, and to meet people from all walks of life. The restaurant business is a wonderful vehicle for social advancement that exists in almost no other sector. The chef of the Bellanger branch, who started out as a kitchen assistant, now manages almost 35 people. This commitment to career development and a better life balance gives us a very strong employer brand in a sector that is finding it increasingly difficult to recruit and retain talent.

## Support from FrenchFood Capital

All this work has been carried out hand in hand with FrenchFood Capital, which helped us to structure our impact business plan and define the objectives and indicators to be monitored in order to achieve measurable environmental and social impacts. Discussions are continuing with FrenchFood Capital in a collaborative and constructive spirit, enabling us to take a step back and establish a framework for ESG issues.

Always available, they bring us an interesting outside perspective, with the aim of helping us to go further and better promote our actions, particularly within our brand.

# ESG 2022 dashboard

A roadmap to monitor progress on each of the six pillars of the French Food Capital reference framework.

## Ecotable

1 BADGE FOR THE 3 BRASSERIES



## Environment

### Carbon footprint

**9,1 kg CO<sub>2</sub>** PER PLACE SETTING ON AVERAGE OUT OF A TOTAL OF 1,235 TONNES OF CO<sub>2</sub> EMITTED  
→ **CARBON FOOTPRINT FOR 2021**

### Energy savings and water protection

**208 886 Kwh**

AVERAGE ELECTRICITY CONSUMPTION PER BRASSERIE

**154 142 Kwh**

AVERAGE GAS CONSUMPTION PER BRASSERIE

**43,5%** OF THE ELECTRICITY USED COMES FROM RENEWABLE ENERGY SOURCES (GREEN ELECTRICITY CONTRACT)

### Packaging reduction and eco-design

○ ELIMINATION OF PLASTIC FOR DRINKS, REPLACED BY GLASS BOTTLES

○ REPLACEMENT OF SUGAR CONFECTIONERY BY SUGAR CUBES WITHOUT PACKAGING

## Food waste

**20%** LOSS RATE FOR RAW MATERIALS AND FINISHED PRODUCTS (AS A % OF SALES)  
→ **UNCHANGED FROM 2021**

○ COOKING WITH RAW PRODUCE USING THE WHOLE PRODUCT

## Social

**+148 jobs**

CREATED SINCE THE BEGINNING OF THE INVESTMENT PERIOD (NET FTE CREATION)

**9%** OF WOMEN MANAGERIAL POSITIONS (IN FTE)

## Employability and skills evolution

**100%** OF EMPLOYEES HAVE BENEFITED FROM PAID TRAINING OR AN INTERNAL TRAINING PROGRAMME  
→ **65% IN 2021**

**30%** OF EMPLOYEES HAVE BEEN PROMOTED  
→ **7% IN 2021**

## Health and well-being at work

**15%** RATE OF WORK-RELATED INJURIES\*  
→ **4,79% IN 2021**

\*The rate of accidents at work has risen due to the opening of a new brasserie, involving an increase in the payroll. The risk has therefore increased proportionately.

**4%** ABSENTEEISM RATE  
→ **4,61% IN 2021**

(5,3% average absenteeism in the hotel and restaurant sector in 2021)

**55%** TURNOVER RATE  
→ **60% IN 2021**

(44% turnover rate on average in the hotel and restaurant sector)

## Pay equity and value creation sharing

**63%** OF EMPLOYEES EARN MORE THAN THE MINIMUM WAGE

**100%** OF MANAGERS HAVE A BSPCE

## Governance

## Gender diversity

**89/100**

RESULTS OF THE PROFESSIONAL EQUALITY INDEX

**22%** WOMEN ON THE MANAGEMENT COMMITTEE  
→ **15% IN 2021**

**25%** WOMEN ON THE BOARD OF DIRECTORS  
→ **0% IN 2021**

## Consumers

## Health and nutritional quality

**80%** OF OUR WINE IS FREE OF CHEMICALS INPUTS AND PESTICIDES  
→ **50% IN 2021**

## 31 vegetarian dishes

IN OUR 3 BRASSERIES

**100%** OF OUR EGGS ARE FREE-RANGE

## Transparency and sincerity of information

INDICATION OF ORIGIN AND NAMES OF PRODUCERS ON ALL MENU BOARDS

## Customer relations

CUSTOMER SATISFACTION IS ONE OF THE CRITERIA FOR VARIABLE PAY FOR RESTAURANT MANAGERS

## Supply chain

**80%** OF PRODUCTS ARE SOURCED DIRECTLY FROM PRODUCERS VIA SHORT DISTRIBUTION CHANNELS  
→ **60% BY 2020**

**10 suppliers** ARE PRESENT SINCE THE BEGINNING OF THE COMPANY  
→ **UNCHANGED FROM 2021**

## Territories

**97%** OF PURCHASES MADE IN FRANCE (IN VALUE)  
→ **UNCHANGED FROM 2021**

**100%** FRENCH ALCOHOL (EXCLUDING JAMAICAN RUM)

## Involvement in solidarity initiatives

○ 2 TRAINEES PER BRASSERIE IN PARTNERSHIP WITH THE REFUGEE FOOD ASSOCIATION

## Preservation of traditional knowhow

DEFENDING THE FRENCH ART DE VIVRE



# Partnership with Atypique to fight food waste



**CLARA CIZAIN**  
F&B Manager

## WHY DID YOU SET UP THIS PARTNERSHIP?

We have set up a programme with Atypique, which resells out-of-date products and gives Nouvelle Garde access to organic produce at a lower cost. The partnership was launched in October 2022.

1/3 of fruits and vegetables are thrown away for reasons of aesthetics and size. For me, it was important to work on anti-waste in the restaurants, and this notion came before cost. What's more, it's in line with our impact approach, our EcoTable label and the values of our chefs.

Initially, I wanted to order baskets from Hors Normes, but they didn't cater for the restaurant sector. So we turned to Atypique, which was based in Lyon at the time. Delivery times were long, but the quality of the products was superb. The platform sends us photos of the products to show us the defects, which remain minor. As well as damaged products, the platform offers harvest surpluses and products that don't meet the sizing requirements set by the industry. Everything is delivered within 24 hours and the platform is updated live. All the products come from France, and their department of origin is indicated. They are all organic or HVE products.

## The economic interest for the company merges with the environmental interest and income for producers.

For example, asparagus is sold at €5.10/kg when a conventional supplier would be selling at around €10/kg, and this enables the producer to sell a product that would otherwise have been downgraded. So it's a win-win situation for everyone involved.

## DOES THE QUALITY OF THE PRODUCTS MEET CATERING REQUIREMENTS?

The products remain qualitative in our eyes, no customer has ever commented on them, and any defects are virtually invisible to the naked eye. Our kitchen staff are happy too, and sometimes even pleasantly surprised by the quality of the products. So far, we've never been disappointed.

In winter we order fewer products from them because we prefer to work directly with our suppliers. We work with Atypique on seasonal products, especially in summer, when products are often expensive. We will be assessing the savings made by the end of 2023. Today, the platform can meet our volume requirements. Usually, they work with company and school canteens, but not much with the catering industry at the moment. They have set up in Paris to develop this segment.

The platform also sends out 'diplomas' from time to time, summarising the number of kilos of products purchased during the month by brasserie, as well as a newsletter twice a week.

## WHAT DEVELOPMENTS ARE PLANNED FOR 2023?

We've made a LinkedIn post and Instagram stories to publicise our collaboration with them. We're going to open an ice cream parlour in 2023 and I'd like to buy fruit from Atypique to use in our ice creams. It's also an idea to develop for our cocktails, in which we use smashed fruits.



# Sophie LEBREUILLY

Bakery chain established in the Hauts-de-France region since 2014 whose brand is renowned for the quality of its accessible, innovative products, as well as for its family-friendly shops.



LOCATION

Hauts-de-France



2022 REVENUES

€30M



STAFF AT 31/12/2022 (IN FTE)

342



INVESTMENT DATE

2020

## 37 stores

27 BRANCHES

10 FRANCHISES

14 OPENINGS IN 2022

### A typical Sophie LEBREUILLY bakery

OPEN 7 DAYS A WEEK FROM

6.30 A.M. TO 8.00 P.M.

20 PARKING SPOTS

30 SEATS

350 M<sup>2</sup> OF FLOOR SPACE

1,10 M€ TURNOVER

530 VISITS PER DAY

6 € AVERAGE BASKET

### Community on social networks

INSTAGRAM

2 839 FOLLOWERS

FACEBOOK

19 k FOLLOWERS

### Contribution to SDGs

5 GENDER EQUALITY



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



# Impact Business Plan

A strategy in line with the **4 pillars of the food transition**, integrated with the company's development ambition.

**Ambition**

BECOME THE FAVOURITE BAKERY OF FRENCH FAMILIES.

**Mission**

CREATE MOMENTS OF CONVIVIALITY AND SHARING BY OFFERING QUALITY BREAD AND DELICACIES, ACCESSIBLE TO ALL, FOR ALL TASTES, ALL DAY LONG.

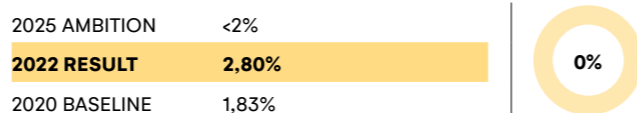


## 01. Climate

Prepare for the future of our children and future great children by limiting the impact of our activity on the environment

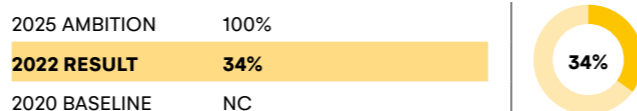
### Reducing our losses and food waste

AVERAGE OVERALL LOSS RATE (AS A PERCENTAGE OF SALES)



### Reduce and recycle 100% of our waste

SHARE OF RECYCLABLE PACKAGING COMPONENTS IN STORES

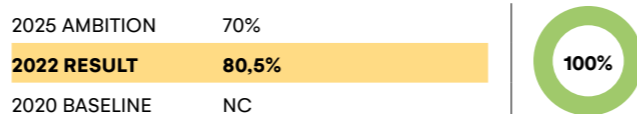


## 02. Social

Welcome to the Sophie family!

### Developing the feeling of belonging to the Sophie family

PERCENTAGE OF EMPLOYEES WHO FEEL PART OF THE SOPHIE FAMILY



### Developing our employees' skills and employability by sharing our know-how

NUMBER OF APPRENTICES IN THE GROUP (BRANCHES ONLY)



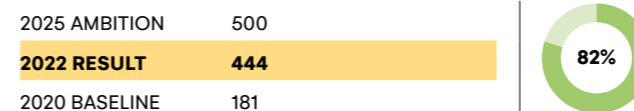
### Preserving artisanal know-how

NUMBER OF BAKERS TRAINED AND QUALIFIED PER YEAR



### Developing jobs in rural areas

TOTAL NUMBER OF JOBS CREATED IN RURAL AREAS (FRANCHISES AND BRANCHES)

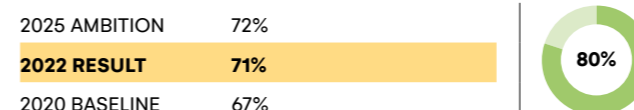


## 03. Health

Offering quality bread and delicacies with the best products

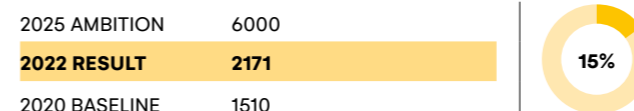
### Developing a high-quality artisanal offer

HOME-MADE PRODUCTS ANNUAL SALES



### Contributing to the development of a high-quality French cereals industry

TONNES OF FRENCH WHEAT PURCHASED FOR BREAD PRODUCTION (PER YEAR)



## 04. Economic

Becoming the favourite bakery of French families

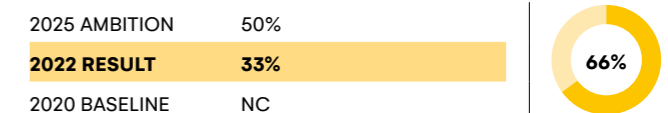
### Building customer loyalty and responding to customer needs

CUSTOMER SATISFACTION RATE



\*Implementation scheduled for the 2nd half of 2023.

SHARE OF CUSTOMERS WHO HAVE JOINED THE SO'GOURMANDS CLAN

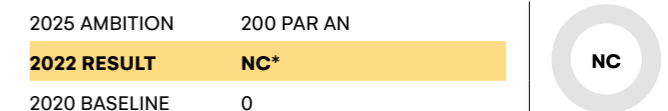


### Helping to create social links in local areas

NUMBER OF PARTNERSHIPS WITH LOCAL PLAYERS (SPORTS CLUBS, SCHOOLS, LOCAL ASSOCIATIONS)



NUMBER OF LINK-BUILDING EVENTS SUPPORTED BY THE SOPHIE LEBREUILLY FOUNDATION



\*Launched in Q3 2022.

\*The level of achievement of the Business Plan is calculated as follows: (result - baseline) / (ambition - baseline).

# Impact Business Plan, review on the year 2022



**OLIVIER LEBREUILLY**  
Chairman

## HIGHLIGHTS OF THE YEAR

In 2022, Sophie LEBREUILLY network experienced strong growth with 14 openings in one year.

**In a context of fast growth, it was important for us to strengthen our ties with our customers and employees, in order to remain true to our ambition of becoming the preferred bakery for French families, with a strong mission to create social links.**

We have also developed local partnerships by recruiting a dedicated apprentice. We will have 62 partnerships by 2022, including five with football schools for under-15s. The teams have received equipment and food. As a result, we are recognised as a key player in the day-to-day life of the local communities in which we operate. We want to follow up this trend in 2023 by developing partnerships for each shop. The challenge will be to establish a foothold in the south of France and in Paris, where we will set up stores in summer 2023.

## A SUCCESS

We are proud to have created the Sophie LEBREUILLY Foundation in 2022 under the aegis of the Fondation de France. It's something we've been dreaming of since the company was created. Sophie devotes half her time to bringing it to life. The aim is to offer pleasure through good food. We spent 6 months raising funds. 80% of our employees donate every month, as do our suppliers and shareholders. This has enabled us to launch initiatives such as a kitchen for autistic children and the financing of cookery classes for disabled children. The idea is to develop this regional foundation towards nationally, in line with the development of our boutiques, particularly in Paris. Employees can take part in these events on a voluntary basis. The aim is to make our teams unders-

In January 2022 we launched a digital loyalty programme to personalise the relationship with our customers and offer them exclusive benefits, such as 5% of purchases donated or a free birthday cake. By giving them back their purchasing power and organising family celebrations around the bakery product, this programme enables us to build customer loyalty. For example, we have offered log tastings for our member customers at Christmas time, making this event a time of conviviality and get-togethers for families living near our bakeries. By the end of 2022, the So Gourmands club will have 79,000 member customers, an average of 2,000 customers per bakery. Our ambition is to earn the loyalty of 1 in 2 customers per shop. In 2023, we aim to set up a customer satisfaction survey. The target is to regularly monitor brand awareness via our loyalty platform.



**FLORINE BOUCHEZ**  
Director of Strategy

tand that we are also a company with a social impact, a big family in the broadest sense of the term.

## A POINT OF ATTENTION

At Sophie LEBREUILLY, we quickly put in place a 0 food waste action plan via the Too Good To Go platform for finished products and the transformation of bread into breadcrumbs for animal nutrition. This is an essential action that makes sense in the current inflationary crisis.

On the other hand, we have fallen behind on the eco-design and recyclability of our packaging. While there is a great deal of work to be done on our unique packaging, the recent rise in the price of raw materials has forced us to arbitrate between purchase prices, suppliers, packaging materials, etc. We'll have to wait until the crisis is over before we can tackle this issue again. We're still in an inflationary period, and we don't want to make our customers pay extra for packaging



## Support from FrenchFood Capital

From the outset, FrenchFood Capital has supported us in implementing a strategy of the Group's growth and development strategy includes the climatic, social and economic impact of our activity. They have helped us to define our impact mission as an integral part of our development ambition. Today, this mission is an integral part of our brand platform, which has been greatly enriched by the development of our Impact Business Plan. We now have a common thread around the creation of a social link that solidifies the value of our company. FrenchFood Capital's support has helped us to structure our commitments and make them an important aspect of our strategy. It gave us confidence and encouraged us to be more ambitious in this area, for a business return that is now obvious to us.

# ESG 2022 dashboard

A roadmap to monitor progress on each of the six pillars of the French Food Capital reference framework.

## Environment

### Energy savings and and water protection

**230 000 Kwh** AVERAGE ELECTRICITY CONSUMPTION EACH YEAR PER BAKERY

○ OPTIMISE USE OF BREAD OVENS

**360 m<sup>3</sup>** AVERAGE WATER CONSUMPTION EACH YEAR PER BAKERY

### Waste processing

**3 842 kg** OF RECYCLED COFFEE CAPSULES

→ 2,618 KG RECYCLED IN 2021

\*Capsules used in shops but also collection point at customers' premises for their domestic capsules

### Food waste

**81 tonnes** CONVERTED INTO BREADCRUMBS FOR ANIMAL FEEDING

→ 60,8T CONVERTED IN 2021

**72 000 baskets**

OF FOOD DISTRIBUTED VIA THE TOO GOOD TO GO PLATFORM

→ 44,000 FOOD BASKETS DISTRIBUTED IN 2021

## Social

### Workforce and job creation

**182 jobs**

CREATED SINCE THE BEGINNING OF THE INVESTMENT PERIOD (NET FTE CREATION)

**98%** PERMANENT CONTRACTS  
→ 86% IN 2021

**4%** WOMEN IN MANAGERIAL POSITIONS  
→ 2% IN 2021

**97/100**  
RESULTS OF THE PROFESSIONAL EQUALITY INDEX

### Employability and skills evolution

**10%** OF EMPLOYEES HAVE BEEN PROMOTED  
→ 14% IN 2021

**76** APPRENTICES HAVE GRADUATED SINCE THE NETWORK'S CREATION  
→ 63 IN 2021

**30%** OF APPRENTICES IN THE TOTAL WORKFORCE (IN FTE)  
→ 20% IN 2021

### Health and well-being at work

**10%** RATE OF WORK-RELATED INJURIES\*  
→ 12% IN 2021

\*Mainly falls on the same level, cuts and wrong movements leading to back pain

**10%** ABSENTEEISM RATE  
→ 19% IN 2021

### Pay equity and value creation sharing

**100%** OF EMPLOYEES EARN MORE THAN THE MINIMUM WAGE  
→ UNCHANGED FROM 2021

**18 members** OF THE MANAGEMENT TEAM RECEIVE A BENEFIT CALCULATED ON EBITDA

## Governance

### Gender diversity

**43%** WOMEN ON THE MANAGEMENT COMMITTEE  
→ 20% IN 2021

**1** WOMAN CO-FOUNDER

**0%** WOMEN ON THE BOARD OF DIRECTORS  
→ UNCHANGED FROM 2021

### ESG steering

○ MONITORING THE IMPACT BUSINESS PLAN

○ AN INTERNAL ESG OFFICER, MEMBER OF THE MANAGEMENT COMMITTEE

## Consumers

### Health and nutritional quality

○ LIST OF ALLERGENS DISPLAYED IN SHOP

○ SANITARY CHECKS CARRIED OUT BY AN EXTERNAL LABORATORY

## Supply chain

**80%** OF SUPPLIERS HAVE BEEN IN BUSINESS FOR MORE THAN 3 YEARS

→ 82% IN 2021

**100%** OF PURCHASES FROM SUPPLIERS LOCATED IN FRANCE (IN VALUE)

TRACEABILITY FOR **100%** OF PRODUCTS (MATERIALS, RAW MATERIALS: EGGS, BUTTER, FLOUR, ETC.)

## Territories

**62 partnerships** WITH LOCAL ACTORS (SPORTS CLUBS, SCHOOLS, LOCAL ASSOCIATIONS)  
→ 23 IN 2021

### Preservation of traditional know-how

○ TRADITIONAL METHODS IN BAKING AND PASTRY-MAKING

○ BREAD KNEADED, SHAPED AND BAKED ON SITE

○ INDEPENDENT PASTRY PRODUCTION AND INNOVATION WORKSHOP

# Launch of Sophie LEBREUILLY Academy



**H EL ENE GOSSELEIN**  
Director of Human Resources

The Sophie LEBREUILLY Academy was launched following a meeting with the Chamber of Trades in 2022. We were already a major player in apprenticeships, with more than 100 apprentices working in our bakeries, but we needed to find new ways to ensure the future of the bakery trades and to address the shortage of bakery and pastry professionals.

Hence the launch of the Sophie LEBREUILLY Academy in partnership with the Chambre des M tiers et de l'Industrie, which includes retraining and opens up access to more candidates. The Academy offers non-degree courses over 3 months. The only requirement for candidates is to be registered with P le Emploi. We have already launched an initial training course in pastry-making with 4 students and a trainer provided by the Chamber of Trades. These students will join the Sophie LEBREUILLY pastry workshop within 24 months. Our aim is to develop our training offer by 2023, covering all our professions (baking, pastry-making, sales). Each course will have up to 12 students.

We are delighted to have launched this Academy, which meets our labour needs while promoting professional inclusion, local employment and preserving the craft trades.





# Rolmer

Rolmer supplies all the major retail and catering chains with ultrafresh prepared seafood products.

Founded in 1986 in Challans, Vendée, the company processes around fifteen varieties of fish and seafood, particularly salmon, into ready-to-cook or ready-to-eat dishes directly from the seafood counter.



LOCATION

**Challans  
(Vendée)**



2022 REVENUES

**€26M**



STAFF AT 31/12/2022 (IN FTE)

**180**



INVESTMENT DATE

**2021**

Present in **all** French supermarket chains

D+1 delivery of **ultra-fresh** products 250 days a year

## 121 SKUs

AMONG THESE PRODUCT FAMILIES: STUFFED, SPREADABLE AND PAUPIETTES, RAW PRODUCTS, KEBABS, GRILLED MEATS, CARPACCIOS, PAN-FRIED AND SLICED FISHES, TARTARS, MARINATED FISHES, COLD SALADS, PREPARED DISHES AND VERRINES

**4700 m<sup>2</sup> factory**

IN VENDÉE

**IFS** SINCE 2007

## Contribution to SDGs

**7** AFFORDABLE AND CLEAN ENERGY



**12** RESPONSIBLE CONSUMPTION & PRODUCTION



# Impact Business Plan

A strategy in line with the **4 pillars of the food transition**, integrated with the company's development ambition.

**Ambition**

TO BE THE KEY PLAYER IN FRANCE FOR ULTRA-FRESH SEAFOOD PRODUCTS.

**Mission**

TO SET AN EXAMPLE IN TERMS OF PRODUCTS' QUALITY, FROM UPSTREAM TO DOWNSTREAM, MEANWHILE REDUCING THE ENVIRONMENTAL IMPACT OF OUR ACTIVITIES.

\*The level of achievement of the Business Plan is calculated as follows: (result - baseline) / (ambition - baseline).

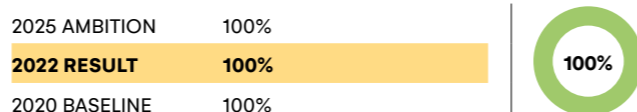


## 01. Climate

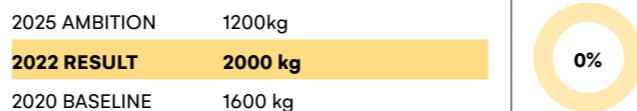
### Reducing the environmental impact of our activities

#### 0 food waste on fish

##### PROPORTION OF FISH OFFCUTS RECYCLED



##### VOLUME OF FOOD MATERIAL FALLING TO THE GROUND



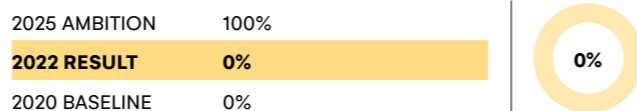
#### Reduce and recycle our waste

##### PERCENTAGE OF CIW\* RECYCLED



\*Non-hazardous industrial waste - recycling of cans, paper, glassine and hard plastics.

##### PERCENTAGE OF ORGANIC WASTE RECYCLED (EXCLUDING 100% RECOVERED FISH)\*



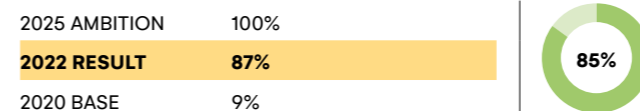
\*Introduction of methanisation of organic waste in 2023.

#### Reducing and eco-designing our packaging

##### PERCENTAGE REDUCTION IN THE WEIGHT OF GROUPED CARTON PACKS PER VOLUME SOLD



#### SHARE OF SKUS SWITCHED TO SINGLE-MATERIAL TRAYS\* (AS A PERCENTAGE OF THE NUMBER OF SKUS SOLD)



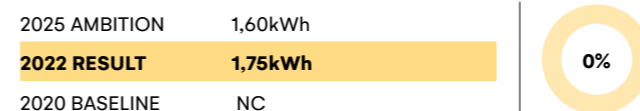
\*The product is made from a single material to make it recyclable.

#### Reduce our energy consumption

##### WATER CONSUMPTION PER KG OF PRODUCT MANUFACTURED PER YEAR



##### ELECTRICITY CONSUMPTION PER KG OF PRODUCT MANUFACTURED PER YEAR

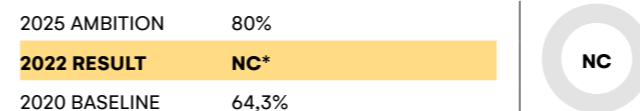


## 02. Social

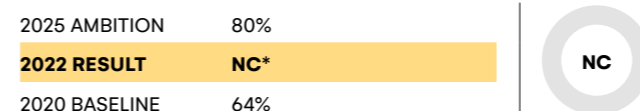
### Developing employee well-being

#### Developing the employees involvement and well-being

##### PROPORTION OF EMPLOYEES WHO FEEL RESPONSIBLE FOR THE QUALITY AND FOOD SAFETY



##### PROPORTION OF EMPLOYEES WHO FEEL PART OF THE TEAM



\*The survey could not be carried out in 2022, but will be again in 2023.

#### ABSENTEEISM RATE

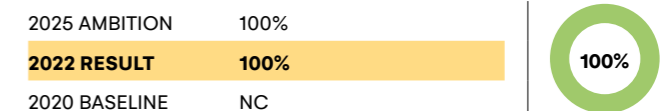


## 03. Health

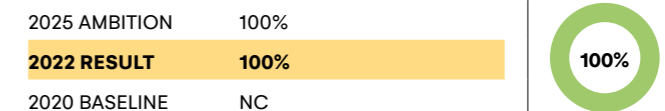
### Ensuring quality seafood products

#### Developing a certified sustainable fishing offer

##### SHARE OF PURCHASES OF MSC-CERTIFIED TUNA AND ALASKA HAKE (IN VOLUME)



##### SHARE OF GLOBAL GAP AND/OR ASC CERTIFIED SALMON PURCHASES (IN VOLUME)

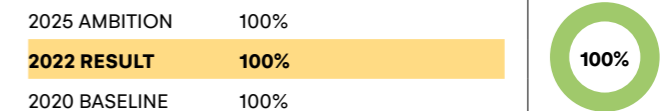


## 04. Economic

### Take part in the territory development

#### Taking an active role locally

##### PROPORTION OF UNSOLD GOODS DONATED TO LOCAL CHARITIES



# Impact Business Plan, looking back to 2022



**ERIC LEVET**  
Chairman

**HIGHLIGHTS OF THE YEAR**

Our two priorities have been to respond to the environmental and social issues directly linked to our business. As far as the environment is concerned, we process ultra-fresh fish, which requires a lot of energy and water. We have therefore set ourselves targets for reducing our consumption per kg produced, and have also taken advantage of the planned expansion of our production site to install photovoltaic panels.

On the social front, the working conditions associated with our business are particularly difficult, with a large proportion of our workforce employed on a temporary basis. We have recruited a Human Resources Director whose first priority has been to improve safety at work by stronger middle management and a dedicated

training plan. We closely monitor the indicators of absenteeism, staff turnover and workplace accidents.

**A SUCCESS**

Rolmer is very committed to 0 food waste. Nothing is wasted in the fish we work with. Everything is recycled in the production process (roasts, carpaccio, tartars, etc.). We methanise the parts of the fish that cannot be used and process the skin and bones for animal feed. This enables us to recycle 100% of the fish lost during production. In 2022, we have also decided to switch to nets that have already been trimmed, which are more expensive for us to buy but which allow us to reduce the volume transported and losses.



## Support from FrenchFood Capital



We were doing ESG for the quality of our products without knowing it. Quality is extremely advanced at Rolmer, it is known and audited by our customers, we are IFS 7, a strong asset of the company. FrenchFood Capital helped us to highlight the ESG aspects of our quality approach and to go further on social and environmental issues.

FrenchFood Capital provided us with a framework for an impact business plan, which enabled us to address all the ESG issues, to be more open about our pre-existing commitments and to go further on the points we were not addressing as much, particularly the social aspect.

Once a month, we hold a meeting to discuss the Impact Business Plan, the difficulties we are encountering, the improvements underway and the future ESG projects to be tackled.

**A POINT OF ATTENTION**

**We have remained true to our guiding principle of 0 compromise on quality despite inflation.**

We've had disruption problems and price increases of up to 55% for salmon, but we've maintained the quality of our products, which has enabled us to retain our market share. ASC salmon was discontinued due to delivery problems, but we are now offering Global Gab labelled salmon so as not to undermine our quality markers.

# ESG 2022 dashboard

A roadmap to monitor progress on each of the six pillars of the French Food Capital reference framework.

IFS LEVEL 7 CERTIFICATION SINCE 2007

## Environment

### Energy savings and water protection

ELECTRICITY CONSUMPTION

**1,75kWh/kg produced**

WATER CONSUMPTION

**15l/kg product**

WASTEWATER POLLUTION COEFFICIENT

**2,25 on average**

### Packaging reduction and eco-design

**98,3%** OF CARBON BLACK-FREE TUBS

**87%** OF PRODUCTS SOLD IN SINGLE-MATERIAL TRAYS

POLYSTYRENE FROM CRATES USED TO DELIVER FISH IS COMPACTED AND RECYCLED

## Food waste

**6,9%** LOSS RATE FOR RAW MATERIALS AND FINISHED PRODUCTS

**90%** OF FOOD RAW MATERIAL LOSSES RECYCLED

**100%** OF LOSSES ON FINISHED PRODUCTS REVALORIZED

## Social

### Workforce and job creation

**+16 jobs**

CREATED SINCE THE BEGINNING OF THE INVESTMENT PERIOD (NET FTE CREATION)

**27%** OF WOMEN IN THE WORKFORCE (FTE)

**50%** WOMEN IN MANAGERIAL POSITIONS  
→ **41% IN 2021**

**86/100**  
GENDER EQUALITY INDEX SCORE  
→ **98/100 IN 2021**

### Employability and skills evolution

**55%** OF EMPLOYEES HAVE BENEFITED FROM AN INTERNAL TRAINING PROGRAMME  
→ **65% IN 2021**

### Pay equity and value creation sharing

**100%** OF EMPLOYEES EARN MORE THAN THE MINIMUM WAGE  
→ **95% IN 2021**

### Health and well-being at work

**10%** RATE OF WORK-RELATED INJURIES  
→ **UNCHANGED FROM 2021**

**95%** OF STAFF TRAINED IN QUALITY, HYGIENE AND MALICIOUS BEHAVIOUR

**12 employees** TRAINED TO BE INTERNAL AUDITORS OF OUR QUALITY PROCESSES

SETTING UP OF A 1-MONTH AND 3-MONTH OVERALL ASSESSMENT INTERVIEW FOR ALL NEW PERMANENT EMPLOYEES

## Governance

### Gender diversity

**50%** WOMEN ON THE MANAGEMENT COMMITTEE  
→ **UNCHANGED FROM 2021**

**33%** WOMEN ON THE BOARD OF DIRECTORS  
→ **25% IN 2021**

## Consumers

### Marketing and communication

THE ORIGIN OF ALL SPECIES IS INDICATED ON THE WEBSITE

### Customer relations

**48 hours** AVERAGE TIME TO PROCESS CLAIMS

### Nutrition, health and food safety

**51%** NUTRISCORE A AND B SKUS

NEW RECIPES DEVELOPED WITHOUT CONTROVERSIAL INGREDIENTS OR ARTIFICIAL ADDITIVES

## Supply chain

### Structuration of sustainable supply chains

**100%** OF SALMON PURCHASES CERTIFIED GLOBAL GAP

**100%** OF TUNA AND ALASKA PURCHASES CERTIFIED MSC

**79%** OF FOOD PURCHASES ARE SUBJECT TO AN ENVIRONMENTAL AND/OR QUALITY LABEL  
→ **53% IN 2021**

### Structuration of of food supply network

**90%** OF SALMON IN VOLUME IS SECURED IN ANNUAL CONTRACTS  
→ **80% IN 2021**

**83%** OF SUPPLIERS HAVE BEEN IN BUSINESS FOR MORE THAN 3 YEARS  
→ **50% IN 2021**

**10** SUPPLIERS ARE VISITED EACH YEAR

→ **UNCHANGED FROM 2021**

## Territories

**100%** OF THE BUSINESS IS LOCATED IN VENDÉE  
→ **UNCHANGED FROM 2021**

### Dynamisation of the local employment area

SETTING UP PRE-RECRUITMENT TRAINING PROGRAMMES, IN COLLABORATION WITH PÔLE EMPLOI AND ADECCO

PARTNERSHIP WITH LOCAL COMPANIES FOR JOINT EMPLOYEE TRAINING (PARTAGEO AND LA MIE CÂLINE)

### Preservation of know-how

RECOGNISED EXPERTISE IN ULTRA-FRESH FISH PROCESSING

# Well-being at work and packaging

**CÉCILE SOHIER**

Quality Director

**STÉPHANE CHARLOUX**

R&D and Purchasing Director



## HOW CAN WE GO EVEN FURTHER ON THE SUBJECT OF PACKAGING IN 2023?

We're going to reduce the size of our trays, so logically we're going to reduce the amount of plastic used throughout the carpaccio range. All of the eco-design initiatives are still uncharted territory, because we have to stay within the limits of food safety. We're working as a team on this, with the aim of going even further on these environmental issues. We have also taken on a person dedicated to packaging.

In 2022, we also recycled 5% of our non-hazardous industrial waste, which is a first step. In 2023, we will be sorting the hard plastics used on site (all the plastic buckets containing mayonnaise, for instance).

## HOW ARE YOU DEVELOPING A CULTURE OF QUALITY AND SAFETY IN THE WORKPLACE?

We set up a questionnaire to assess the level of alignment with the Management Committee and the feeling of well-being at work. The survey also aims to assess the company's food safety culture.

On the social front, we have targeted two issues:

- employees' feeling of belonging to their team
- their sense of responsibility for product safety

These two points are objectives of our Impact Business Plan set up with FrenchFood Capital. 6 employees have also been trained to become internal auditors on a voluntary basis. This means that employees are committed to the company's quality approach and are interested in going out to audit and therefore understand what is happening in the other services and each other's jobs.

We have also set up a suggestion box for employees. All ideas are studied and we explain why we are not taking some of them into account, if this is the case. Today, 2/3 of the ideas put forward are validated by management.

## WHAT INITIATIVES ARE BEING TAKEN TO REDUCE PACKAGING?

We have undertaken major work on packaging, with a particular focus on the biggest item, trays. Most of our products are packaged in trays. Until now, they have been made of so-called "complex" plastic, made up of several plastics and therefore not recyclable. In 2022 we switched to recyclable trays made of a single plastic. The switchover was complicated, because single-material trays are harder to seal, especially in our damp environment. So the lid was the big problem, especially for carpaccios and tartars, which are very sensitive to temperature variations. On the complex trays we mixed APET and PE, we asked our tray suppliers to remove the PE, which was easy. We sourced 5 suppliers and only one of them passed the resistance tests. The film had to withstand our packaging processes and machines. We had to adapt our machinery, by modifying the sealing times, pressures and temperatures for PET film. This enabled us to find the right compromise between sealing time and quality. All our families products were then validated by life studies of the stroke type. All our products will gradually be switched to monoplasic until the end of 2023.



# Terroirs d'Avenir

Terroirs d'Avenir is a distributor for catering professionals, local retailers and consumers, and is committed to the food transition. It is recognised as a supplier of high-quality fresh products from sustainable farming, breeding and fishing.



LOCATION

Paris



2022 REVENUES

€19M



STORES

19



STAFF AT 31/12/2022 (IN FTE)

132



INVESTMENT DATE

2019

**100%** of revenue has a

**positive impact**, ON THE DEVELOPMENT OF AN AGRICULTURAL AND FOOD SYSTEM THAT TAKES CARE OF THOSE WHO FEED US AND ADAPT TO WHAT THE EARTH HAS TO OFFER

**7 openings**

**350 suppliers**

**2 160 product SKUs** in **6 product families**

- FRUIT AND VEGETABLES
- BUTCHER AND DELI
- FISHERY
- CREAMERY
- DRY GROCERY
- WINES

**1 250 m2**

LOGISTICS WAREHOUSE

**22 000 neighborhood customers**

SHOP EVERY WEEK IN ONE OF OUR 3 TASTE STREETS, AT OUR MARKET OR IN ONE OF OUR MULTI-SPECIALIST SHOPS

More than **800 professional restaurant customers** IN THE PORTFOLIO

**400 deliveries** TO RESTAURANT OWNERS EVERY WEEK

**Community on social networks**

INSTAGRAM

**45,2 K** FOLLOWERS

GOOGLE

**4,6/5** (1.2K REVIEWS)

## Contribution to SDGs

**2** ZERO HUNGER



**8** DECENT WORK AND ECONOMIC GROWTH



**11** SUSTAINABLE CITIES AND COMMUNITIES



**12** RESPONSIBLE CONSUMPTION & PRODUCTION



**14** LIFE BELOW WATER



# Impact Business Plan

A strategy in line with the 4 pillars of the food transition, integrated with the company's development ambition.

## Ambition

TO BE THE BENCHMARK RETAILER IN THE FOOD TRANSITION WHO TAKES CARE OF THOSE WHO FEED US.

## Mission

DEFENDING A TASTE FOR FAIRNESS AND LIVELY TRADE. A TASTE FOR SMALL-SCALE FARMING, WHICH TAKES CARE OF THE PEOPLE WHO FEED US AND ADAPTS TO WHAT THE EARTH HAS TO OFFER.

\*The level of achievement of the Business Plan is calculated as follows: (result - baseline) / (ambition - baseline).

### IMPACT BUSINESS PLAN LEVEL OF ACHIEVEMENT\*

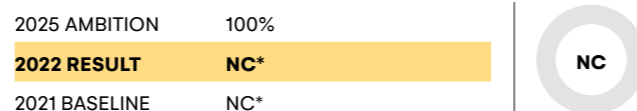


## 01. Climate

Contributing to the development of small-scale farming and reduce the environmental impact of our activities

### Drawing up and monitoring a sustainable agriculture charter

PROPORTION OF PURCHASES MADE IN COMPLIANCE WITH THE FORMALIZED PEASANT FARMING CHARTER\* (IN VALUE)



\*The Terroirs d'Avenir local farming purchasing charter will be launched in early 2024.

### Zero waste ambition

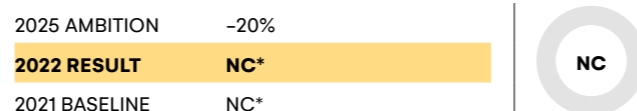
REVALORIZATION RATE FOR LOSSES OF RAW MATERIALS AND FINISHED PRODUCTS



\*The calculation of the loss rate and the revalorization rate on the perimeter of warehouses and shops will be implemented in 2024 to quantify the initiatives already undertaken to donate and transform our unsold goods.

### Limiting our packaging

PERCENTAGE OF REDUCTION OF OUR IN-STORE SALES PACKAGING (IN PACKAGING COMPONENTS)



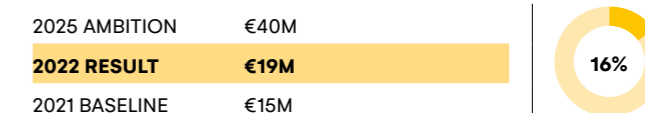
\*The plan to reduce sales packaging will be implemented in 2024

## 03. Health

Engaging our communities with content that promotes a taste for fairness and know-how that respects the Earth and all living things

### Develop sales with a positive impact on the company's peasant farming

TERROIRS D'AVENIR SALES



### Recreating the link from land to plate at the heart of our shops

NUMBER OF MEETINGS\* BETWEEN CHEFS, PRODUCERS AND CONSUMERS PER YEAR



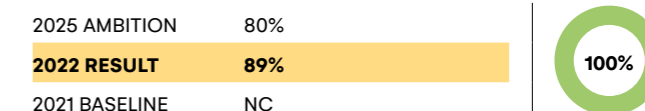
\*Events for the general public featuring chefs and producers such as the "fête de la rue du Nil".

## 04. Economic

Fair compensation for our farmer partners

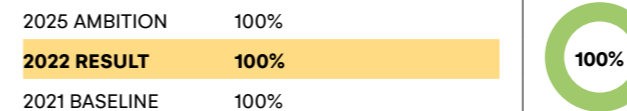
### Continue to develop direct-to-farmers channels

PERCENTAGE OF PURCHASES THROUGH DIRECT-TO-FARMER CHANNELS



### Reducing the impact of meat consumption

SHARE OF "BREAK-EVEN" MEAT PURCHASES\*



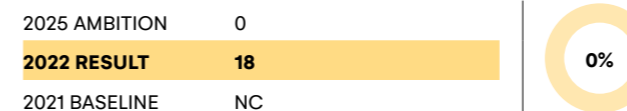
\*100% of pieces bought and resold

## 02. Social

Taking care of our employees

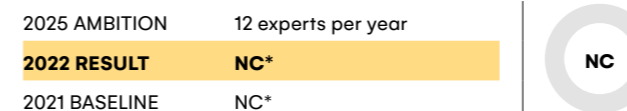
### Ensuring a safe and friendly environment

NUMBER OF ACCIDENTS AT WORK



### Develop the business and product skills of our employees and food retailers

NUMBER OF PRODUCER VISITS BY TRADE EXPERTS\*

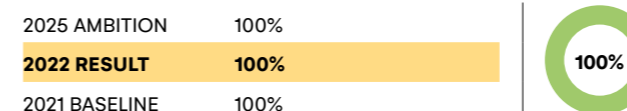


\*Someone who will act as an ambassador for the product expertise and who will be responsible for training employees

\*Implementation in 2023

### Value création sharing

PERCENTAGE OF EMPLOYEES WITH ACCESS TO A BONUS SCHEME\*



\*Bonus on targets and sales

# Impact business plan, looking back to 2022



**ALBIN-DORIAN JULIARD**  
Managing Director



**NOÉMIE LOSFELT**  
Head of communication

## HIGHLIGHTS OF THE YEAR

Terroir d'Avenir is a company with an impact, since our mission is to defend small-scale farming that respects the earth and life itself, by providing outlets and guaranteeing fair remuneration to producers. We are making an active contribution to the vitality of certain urban neighbourhoods and we are recreating the link between the producer, the artisan and the customer around quality products sold at the right price.

The challenge in 2022 was to structure an impact business plan to demonstrate that this mission is being achieved and that it will have an effective impact on producers, craftsmen and customers, as well as on the environment and urban areas. This involves :

- formalising our commitment to sourcing in order to have a positive impact on biodiversity
- aligning our mission of caring for those who feed us with the care we give to our in-house teams
- minimising our impact by combating waste and optimising our packaging
- demonstrating that the distribution of products that are healthy for the environment and for consumers is economically viable

In terms of actions, in the current inflationary context, we have focused on developing skills and securing the know-how that makes up the company. We have drawn up a skills map to provide a training plan for all our employees. We work with schools to promote the butcher, farmer and baker professions, and we take on trainees in our teams to train them. 89% of our volumes are sourced lo-

cally. We have also stepped up our efforts to maintain our promise to offer opportunities at a fair remuneration to the 300 producers, fishermen and small-scale livestock farmers we work with.

## A SUCCESS

We have succeeded in maintaining our positive impact against a backdrop of inflation. Our resilience is now our greatest collective pride.

**We are working hand in hand with FrenchFood Capital to structure Terroirs d'Avenir so that it can establish its development model, reconciling impact and economic performance.**

Unlike most companies, ESG issues are an integral part of our development model.

## A POINT OF ATTENTION

We're lagging behind on packaging, there's still too much of it. We also need to make progress on transport. Last-mile delivery is critical, especially in Paris. Working with small-scale producers involves a variety of transport methods, and not necessarily the greenest. We still have a lot to do collectively to improve things, especially given the rising cost of energy.

## Support from FrenchFood Capital

FrenchFood Capital pushed us to go further of our core mission, which has been part of the company's DNA since it was founded, by helping us to structure a genuine impact approach. Until now, we didn't measure our impact; it remained at the militant stage.

This year, we took the time with FrenchFood Capital to ask ourselves what areas of impact we should develop in line with our mission and brand positioning, what the measurement indicators and the right level of ambition should be. To support us, in addition to the impact strategy workshops, FrenchFood Capital provided us with an exhaustive inventory of our strengths and areas for improvement in relation to our stakeholders' expectations. This enabled us to see what we know how to do, what we are already doing and to build an impact business plan with visible short-term results and longer-term actions.

To monitor the implementation of this Impact Business Plan, we have a quarterly steering committee and many phone calls with FrenchFood Capital. The quality of these exchanges enables us to look at our challenges in depth, with a real sense of perspective, and to help us find the right measurement indicators. Thanks to these discussions, our roadmap is realistic, clear, measurable and coherent. It's a very close relationship that gives us a more balanced outside view, with a sense of perspective on our actions that enables us to move forward faster.



# ESG 2022 dashboard

A roadmap to monitor progress on each of the six pillars of the French Food Capital reference framework.

4,6/5

AVERAGE GOOGLE REVIEW RATING (1200 REVIEWS)



## Environment

### Packaging reduction and eco-design

**100%** OF BOXES RECEIVED BY SUPPLIERS ARE REUSED IN THE WAREHOUSE

**0** SINGLE-USE **BAG** IN SHOPS (POSSIBILITY TO BRING YOUR OWN CONTAINERS AND SALE OF TOTE BAGS)

100% OF CRATES RECYCLED

### Food waste

**1,1%** RAW MATERIAL LOSS RATE AT WAREHOUSE TERMINALS

DAMAGED OR END-OF-LIFE FINISHED PRODUCTS ARE SOLD AT REDUCED PRICES TO RESTAURANTS, (ANTI-GASPI OFFER) OFFERED IN SHOPS OR DONATED TO ASSOCIATIONS

## Social

### Workforce and job creation

**+46 jobs**

CREATED SINCE THE BEGINNING OF THE INVESTMENT PERIOD (NET FTE CREATION)

**35%** WOMEN IN THE COMPANY (FTE)

**22%** WOMEN IN MANAGERIAL POSITIONS  
→ 5% IN 2021

### Health and well-being at work

**13%** RATE OF WORK-RELATED INJURIES  
→ 15% IN 2021



### Pay equity and value creation sharing

**100%** OF EMPLOYEES EARN MORE THAN THE MINIMUM WAGE  
→ UNCHANGED FROM 2021

**100%** OF SALES STAFF HAVE ACCESS TO A BONUS SCHEME  
→ UNCHANGED FROM 2021

## Governance

### Gender diversity

**25%** WOMEN ON THE MANAGEMENT COMMITTEE  
→ UNCHANGED FROM 2021

**20%** WOMEN ON THE BOARD OF DIRECTORS  
→ UNCHANGED FROM 2021

## Consumers

**100%** OF PRODUCTS DISPLAY PRODUCER NAMES AND LABELS  
→ UNCHANGED FROM 2021

**62%** OF SALES GENERATED BY FOOD PRODUCTS OF FRENCH ORIGIN (IN VALUE)

## Supply chain

**62%** OF FOOD PURCHASES FROM FRANCE (IN VALUE)

**38%** OF ORGANIC-LABELLED FOOD PURCHASES (IN VALUE)  
→ 35% IN 2021

### Structuration of sustainable supply chains

**89%** OF FOOD PURCHASED DIRECTLY FROM PRODUCERS  
→ UNCHANGED FROM 2021

**8 years** OF AVERAGE RELATIONSHIP WITH OUR FOOD SUPPLIERS

**100%** OF THE PURCHASE PRICE SET BY THE PRODUCERS

**30%** OF THE VOLUME OF FISH PURCHASED DIRECTLY FROM FISHERMEN

## Territories

**79%** OF PURCHASES ARE MADE IN FRANCE (IN VALUE)  
→ 86% IN 2021

### Development of local shops

**19 shops** LOCAL CONVENIENCE STORES  
→ 12 IN 2021



ACCIDENTS AT WORK MAINLY INVOLVE COMMUTING ACCIDENTS (39%), FOLLOWED BY ACCIDENTS IN THE WAREHOUSE AND THEN IN OUR HIGH-RISK PROFESSIONS (MAINLY BUTCHERS AND FISHMONGERS WHO USE KNIVES).

IN 2023, WE WILL BE RAISING AWARENESS AMONG OUR EMPLOYEES OF THE RISKS OF USING BICYCLES, SCOOTERS AND OTHER MODES OF TRANSPORT, AND TRAIN THEM IN THE BUSINESS RISKS OF WAREHOUSE AND SHOPS.

# Launch of the podcast "Jobs of the Future"



**NOÉMIE LOSFELT**

Head of communication

## WHAT WAS THE HIGHLIGHT OF 2022?

We have launched a podcast highlighting our partner countries whose work is respectful of the land and living things. In collaboration with EcoTable, we have developed a series called "Métiers d'avenir" to complement the existing "Sur le grill" series.

## WHAT DO THESE PROFESSIONS OF THE FUTURE REFER TO?

We have produced a series of 5 episodes, one for each product family, to highlight the work of our producers and what makes small-scale farming different in terms of preserving biodiversity and product quality:

- **Breeding:** meet Xole Aire, breeder in the Basque Country. After twelve years as a teacher, in 2008 she took over the family farm. She revolutionised her father's methods, reintroducing hardy breeds to the farm: Manex Tête Noire lambs, Pirenaïka cows and Kintoa Basque pigs.
- **The fish farm:** a meeting with Michel Goicoechea, representing the 3rd generation at the head of this fish farm in the Aldudes region. Here, spring water flows from pond to pond over more than 300 metres of gradient, and the trout are fed a high-quality diet that respects their biological rhythms.
- **Dairy farming:** meet Sylvie Claes, who lives with her family at the Mare Cavelière farm in Saint-Aubin-Routot. Their meadows feed their 70 cows, alternating between pasture for 9 months and hay for the rest of the year.
- **Market gardening:** meet Baptiste Saulnier, former head market gardener at Chambord. After training in organic practices, he developed a kitchen garden and a small, thriving ecological market garden farm at the Château de Chambord. Agro-ecological practices combined with space planning, resource utilisation and standardised techniques help to limit the impact on the environment while maximising productivity.
- **The milling farmer:** meet Julien de Clédats, at Autry-le-Chatel, in the Loiret region. After several years in finance and telecoms, Julien changed careers and took over the Bruyères estate. He is developing around fifty varieties of wheat, accompanied 2,500 trees to work in agroforestry.

They tell us how the transition to small-scale farming came about, and how their day-to-day lives are shaping up in terms of income and life balance.

The podcast format enabled the farmers to express themselves better, because they didn't have the camera following them. These podcasts illustrate our DNA and our Raison d'être. We believe that small-scale farming is the future for the transition of our agriculture to a more sustainable model.

To take this educational role in favour of good produce and small-scale producers a step further, we have also invited classes from the École Comestible to visit our shops over the summer. This school, set up by Camille Labro, aims to change the way we buy food, which is currently too industrialised, and to migrate towards natural, chemical-free products. The idea is to go into schools to raise awareness among the very young, to educate children to eat better, while teaching them to take care of themselves, their peers and their environment.



# Alive (formerly K-Santé)

Alive is further strengthening its position in the wellness food sector. Founded in 2009, the group designs and distributes meals and services to help individuals and families achieve a balanced diet through strong commitments to personalisation, nutritional quality and taste.



LOCATION

Paris



2022 REVENUES

€16M



STAFF AT 31/12/2022 (IN FTE)

18



INVESTMENT DATE

2018

## 3 brands serving healthy diet

### Dietbon

A DIETARY REBALANCING PROGRAMME BUILT AROUND A RANGE OF HOME-DELIVERED MEALS AND PERSONALISED SUPPORT SERVICES DESIGNED TO HELP PEOPLE REGAIN THEIR WEIGHT CONTROL AUTONOMY.

**DIETBON OPTIMUM** IS THE FIRST PROGRAMME TO OPTIMISE THE CHOICE OF MEALS ACCORDING TO THE CUSTOMER'S MICROBIOTA PROFILE IN ORDER TO IMPROVE PROGRAM RESULTS AND QUALITY OF LIFE.

### KitchenDiet – KitchenDaily – KitchenDetox

A FRESH RANGE OF MORE THAN 100 MEALS AND JUICES, BASED ON RECIPES BY MAURO COLAGRECO, 3\* MICHELIN CHEF AND HOME DELIVERY. THEY ARE AVAILABLE AS PART OF A DIET PROGRAMME, DETOX CURE OR FAMILY MEALS SUBSCRIPTION.

### Goodsanté

READY-TO-USE OR READY-TO-PREPARE MEAL SOLUTIONS OFFERED BY OVER 100 HEALTHCARE ESTABLISHMENTS TO SUPPORT PATIENTS FOLLOWING POST-BARIATRIC SURGERY

## Innovations dedicated to customer health care

- PERSONALISING PROGRAMMES ACCORDING TO MICROBIOTA
- SUPPORT FROM HEALTHCARE PROFESSIONALS
- MOBILE APPLICATION WITH SERVICES (COACHING, RECIPES, PHYSICAL ACTIVITY VIDEOS, MONITORING OF RESULTS AND CONNECTION TO AN IMPEDANCE SCALE MEASURING BODY FAT, ETC.)
- CONNECTED FORK TO HELP YOU LEARN TO EAT SLOWLY AGAIN

## Contribution to SDGs

5 GENDER EQUALITY



dietbon®

Kitchen

GOODSANTÉ  
MA SOLUTION REPAS POST CHIRURGIE

# Impact Business Plan

A strategy in line with the 4 pillars of the food transition, integrated with the company's development ambition.

## Ambition

HELPING EVERYONE TO REBUILD A POSITIVE RELATIONSHIP WITH THEIR BODY THROUGH A PLEASURABLE DIET TAILORED TO THEIR INDIVIDUAL NEEDS AND OBJECTIVES.

## Mission

PROPOSE A POSITIVE DIET BUILT AROUND PLEASURE THROUGH INNOVATIVE MEAL SOLUTIONS INCORPORATING THE LATEST PROGRESS IN SCIENCE.

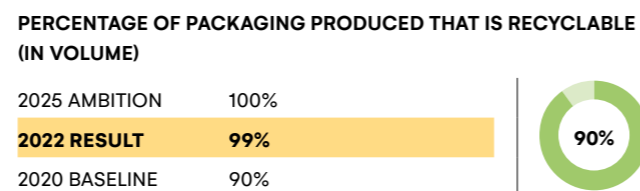
### IMPACT BUSINESS PLAN LEVEL OF ACHIEVEMENT\*



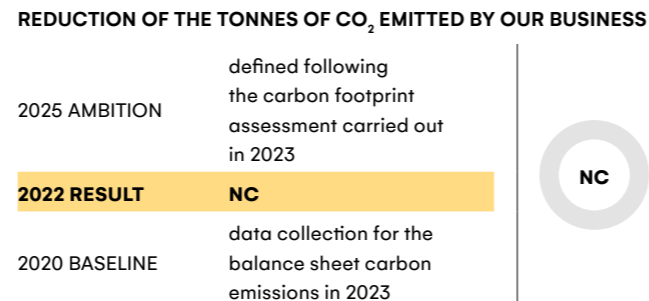
## 01. Climate

### Reducing our impact on the environment

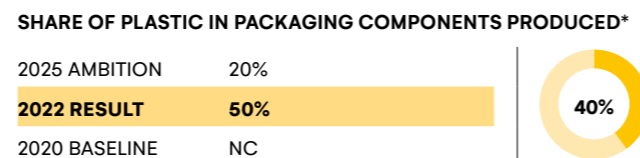
#### Reach 100% of our product packaging recyclable



#### Reducing our carbon footprint



#### Reducing the proportion of plastic in our packaging



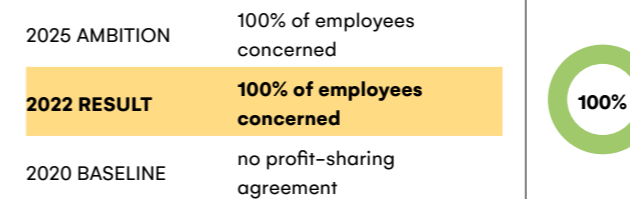
\* Barquettes are subject to health standards that plastic meets, while being less heavy and brittle than glass.

## 02. Social

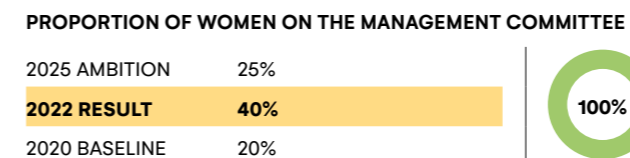
### Improving the quality of life and commitment of our employees

#### Sharing the creation of value with 100% of our employees

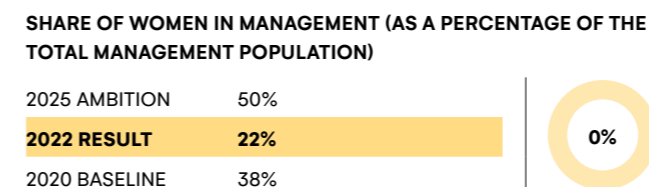
##### SETTING UP A PROFIT-SHARING PLAN



#### Developing gender diversity in our governance bodies



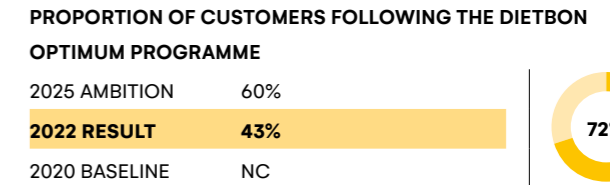
#### Develop the gender diversity of the organization



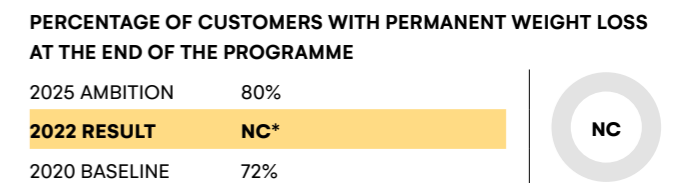
## 03. Health

### Providing healthy food tailored to the needs of each customer

#### Offering a positive alimentation with a positive impact on the health and well-being of our customers



#### Helping customers rebalance their diets over the long term

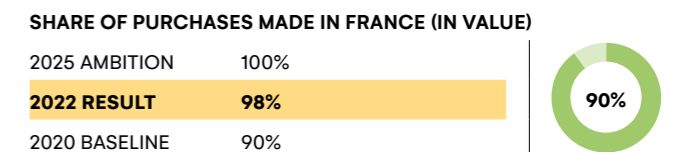


\*Opinion Way survey carried out every 4 years, i.e. 2024 for the next survey

## 04. Economic

### Participate in French economic development

#### Developing sourcing from France



\*The level of achievement of the Business Plan is calculated as follows: (result - baseline) / (ambition - baseline).

# Impact business plan, looking back to 2022

**LAURENT GENDRON**

Head of sourcing, research and product development

**VINCENT GUILLET**

Chairman

**HIGHLIGHTS OF THE YEAR**

In 2022, we have focused on two main actions:

- the reduction of our packaging on the environment pillar
- the development of our personalised nutrition offer based on our customers' microbiota in the health pillar

We have reduced the size of parcels delivered to our customers by improving the calculation of the number of items per delivery. This data is now integrated into our order preparation files. Thanks to this optimisation, we estimate that we can reduce the weight of the cardboard box per parcel delivered by 40%. Overall, this also makes it possible to reduce the volumes transported by 30 to 50%, which reduces the impact of our transport, an important issue since our customers are delivered to their homes every month for our Dietbon offer, and every fortnight for our KitchenDiet offer. We have also eliminated plastic from our packaging, excepted our trays, for health reasons, as they come into contact with food.

To ensure that this effort to improve our packaging continues at the customer's premises, we provide information on how to do this on every item of packaging, including parcels. Following the launch of our Dietbon

Optimum, which allows customers to personalise their choice of meals based on an analysis of their microbiota, for a more lasting impact on their dietary balance, we have stepped up communications to help them understand the benefits of the programme. As a result, the proportion of customers following the programme rose to 43% in 2022, and is growing month by month.

**A SUCCESS**

The development of this Dietbon Optimum offer is our success story for the year.

We analysed the weight-loss results of our customers who followed a personalised Optimum programme based on an analysis of their microbiota, compared with customers who followed a programme without personalisation.

The results for all our customers not only confirm the results of the pilot study we carried out in 2021, but also exceed them, with an average 20% greater weight loss.

**A POINT OF ATTENTION**

In 2022, we have chosen to not increase our rates for our customers. This required us to have a surgical management of purchases. We have reformulated products, but also decided to suspend certain references. We have maintained 100% of our French meat supply choices on the KitchenDiet and KitchenDaily brands. We have developed new references for less expensive dishes that are very satisfying in taste, while

remaining clean label, so that these products take up more space in our customers' choices. We have thus succeeded in containing overall price increases on all brands, while maintaining the quality standards that we had set ourselves. But this is a real daily challenge.



## Support from FrenchFood Capital

FrenchFoodCapital acted as a catalyst to ensure that Aliive's existing ESG approach to social and environmental issues was extended to other areas, expanded and systematised. Measuring the progress made each year on each KPI is in itself a reminder that certain actions have been insufficient and that Aliive needs to be given a boost to significantly improve its impact.

# ESG 2022 dashboard

A roadmap to monitor progress on each of the six pillars of the French Food Capital reference framework.

## Environment

### Packaging reduction and eco-design

**5%** AVERAGE PACKAGING REDUCTION  
→ 2% IN 2021

**99%** OF PACKAGING IS RECYCLABLE  
→ 98% IN 2021

**5%** OF PACKAGING IS BIODEGRADABLE\*  
→ UNCHANGED FROM 2021

\* individual bags for lunches and snacks

### Food waste

**0,9%** LOSS RATE OF FINISHED PRODUCTS (IN VOLUME)  
→ 0,3% IN 2021

**100%** OF LOSSES REVALORIZED

### Transport and logistics

- OPTIMISED TRUCK FILLING
- ELECTRIC OR NATURAL GAS VEHICLES FROM OUR LOGISTICS PARTNER
- REDUCING THE SIZE OF OUR BOXES AND DELIVERY PARCELS

## Social

### Workforce and job creation

**22%** WOMEN IN MANAGERIAL POSITIONS  
→ UNCHANGED FROM 2021

### Employability and skills evolution

**44%** OF EMPLOYEES HAVE BEEN PROMOTED  
→ 22% IN 2020

### Pay equity and value creation sharing

**100%** OF EMPLOYEES EARN MORE THAN THE MINIMUM WAGE  
→ UNCHANGED FROM 2021

**100%** OF EMPLOYEES BENEFIT FROM A PROFIT-SHARING AGREEMENT  
→ UNCHANGED FROM 2021

### Health and well-being at work

**2,3%** ABSENTEEISM RATE  
→ 3,2% IN 2021

ORGANISATION OF AN ANNUAL SEMINAR FOR ALL EMPLOYEES

## Governance

### Gender diversity

**40%** WOMEN ON THE MANAGEMENT COMMITTEE  
→ UNCHANGED FROM 2021

**20%** WOMEN ON THE BOARD OF DIRECTORS  
→ UNCHANGED FROM 2021

## ESG steering

- FOLLOW-UP OF AN IMPACT BUSINESS PLAN WITH QUANTIFIED OBJECTIVES
- OVERSEEN BY THE OPERATIONS DIRECTOR

## Consumers

### Health and nutritional quality

**100%** OF OUR PRODUCTS CONTAIN NO PRESERVATIVES, ADDED FLAVOURINGS, COLOURINGS OR GMOS  
→ UNCHANGED FROM 2021

**95%** OF PRODUCTS WITHOUT ADDITIVES  
→ 90% IN 2021

TRANSPARENCY OF INFORMATION FOR EACH PRODUCT:

- NUTRITIONAL VALUES
- LOCATION OF MANUFACTURE
- ORIGIN OF INGREDIENTS
- LIST OF ALLERGENS
- PACKAGING COMPOSITION

## Customer relation

**Less than 48 hours** TO PROCESS CUSTOMER COMPLAINTS

## Supply chain

**100%** FRENCH MEAT FOR KITCHENDIET

**100%** EUROPEAN UNION MEAT FOR DIETBON

**14 suppliers** WITH WHOM THE RELATIONSHIP IS CONTRACTED

**88%** OF SUPPLIERS HAVE BEEN IN BUSINESS FOR OVER 3 YEARS  
→ 76% IN 2021

## Territories

**100%** OF PURCHASES ARE MADE IN FRANCE (IN VALUE)  
→ 98% IN 2021

**80%** OF PURCHASES ARE MADE FROM INDEPENDENT SMES (IN VALUE)  
→ UNCHANGED FROM 2021

DONATIONS OF MEALS TO THE ASSOCIATION "LA VOIX DES SANS VOIX "

# The development of personalised nutrition



**VINCENT GUILLET**  
Chairman

**WHAT IS PERSONALISED NUTRITION?**

Despite the high-profile trend towards "body positivity", there is a growing demand from suffering customers for help with weight problems, and this demand is being met by players selling the dream: from slimming creams to fancy food supplements.

The OECD predicts that by 2030, 20% of the European population will be obese (compared with 15% in 2022). Related diseases such as diabetes and hypertension are on the increase.

**So it's a public health issue that we've chosen to tackle through real innovations based on scientific progress.**

Dietbon Optimum is a personalized nutrition program developed on the basis of several clinical studies. Nutrition is the study of the role of food in the body. Personalized or precision nutrition goes further by analyzing how nutrition will integrate genetic heritage, microbiota profile or even more specific data from connected objects in order to create an adapted food plan. I am convinced that tomorrow, thanks to data, we will be able to offer large-scale meal solutions adapted to everyone's profile, whether you are a healthy adult, a senior, an athlete preparing for a marathon, a patient coming out of bariatric surgery or a person suffering from diabetes or food intolerance...



**WHAT'S SPECIAL ABOUT YOUR APPROACH?**

We do not promise a miracle solution, but a care that allows everyone to regain their nutritional balance. This requires personalization of our solutions which integrates several dimensions. Dietbon Optimum uses artificial intelligence algorithms to predict the effect of meals on the intestinal flora (the microbiota) with convincing results both on weight loss, but also on the perception that our customers have of their quality of life, in particular their digestion, their sleep or their stress. This program was developed with our partner Integrative Phenomics on the basis of clinical studies carried out among others with the cardio-metabolic pole of the Pitié Salpêtrière hospital and which required nearly four years of

research by mobilizing nutritionists, endocrinologists and artificial intelligence experts. This is a world first. We are also convinced that the effectiveness of care depends on human contact. We have thus structured a team of "real" dietitians who intervene on behavioral and self-esteem aspects, weight gain being partly due to psychological or cognitive factors that influence our eating behaviors. We were also the first to launch an "autonomy day" per week in our programs: the objective being to integrate good practices around food balance and portion size in the management of meals (shopping, cooking... ). Last point which is an essential prerequisite: pleasure must be at the heart of the proposals both on the originality of the recipes, the breadth of the range but also on the choice of ingredients. It is on these subjects

and with the objective of optimal quality at the right price that the 3\* Michelin chef, Mauro Colagreco, has accompanied us for 14 years. It is this 3-pronged vision that we call positive nutrition that we have contracted in aliive with a simple and complicated mission at the same time: to help everyone build a positive relationship with their body through personalized nutrition where the pleasure remains essential for improving the overall quality of life. This is the difference between our approach and that of a traditional "diet".



# Markal

Founded in 1936 and based in Saint-Marcel-lès-Valence, the Markal group specialises in the manufacture and distribution of organic dry grocery products.

**LOCATION**  
Saint-Marcel-lès-Valence (26)

**2022 REVENUES**  
€52M

**STAFF AT 31/12/2022 (IN FTE)**  
64

**INVESTMENT DATE**  
2021

**80 years** of expertise in cereals transformation

**7 000 tonnes** of cereals processed per year

**The 4<sup>th</sup> best-known** brand in organic shops\*

**800 SKUs**  
UNDER THE MARKAL BRAND COVERING A RANGE OF PRODUCTS SUCH AS: SEEDS & PULSES, CEREALS & MILLING, RICE, SAVOURY & SWEET GROCERIES

**Community on social networks**

**INSTAGRAM**  
22 K FOLLOWERS

**FACEBOOK**  
17,3 K ABONNÉS

\*Biotopia 2022 study, scope all organic brands, all distribution channels in France, 1400 consumers of organic products questioned.

## Contribution to SDGs

**2 ZERO HUNGER**

**5 GENDER EQUALITY**

**12 RESPONSIBLE CONSUMPTION & PRODUCTION**



# Impact Business Plan

A strategy in line with the 4 pillars of the food transition, integrated with the company's development ambition.

**Ambition**

TO BECOME THE BENCHMARK PLATFORM FOR ORGANIC GROCERIES.

**Mission**

MAKE THE BEST SUSTAINABLE PRODUCTS AVAILABLE TO EVERYONE FOR A BALANCED, TASTY DIET EVERY DAY.

IMPACT BUSINESS PLAN LEVEL OF ACHIEVEMENT\*

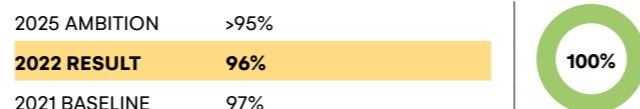


## 01. Climate

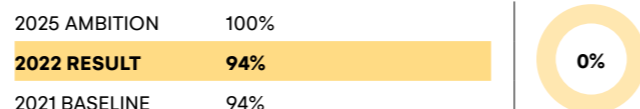
Offering products from sustainable agriculture and reducing the environmental impact of our activities

**Reducing the environmental impact of our product offering**

PERCENTAGE OF OUR SKUS IN ORGANIC FARMING OR WITH AN ENVIRONMENTAL LABEL



PERCENTAGE OF OUR SKUS THAT ARE 100% PLANT-BASED

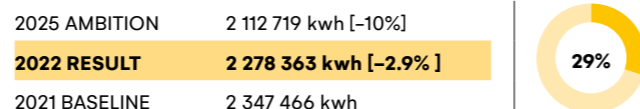


SHARE OF BULK SALES

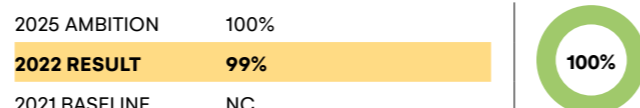


**Reducing the environmental impact of our activities**

PERCENTAGE OF REDUCTION OF OUR ELECTRICITY CONSUMPTION



PERCENTAGE OF REVALORIZATION OF RAW MATERIALS AND FINISHED PRODUCTS LOSSES



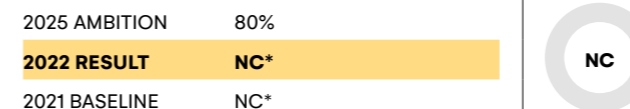
\*The level of achievement of the Business Plan is calculated as follows: (result - baseline) / (ambition - baseline).

## 02. Social

Involving our employees in our project

**Developing our employees' commitment toward the Markal project**

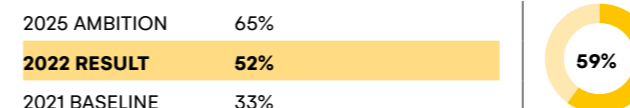
SATISFACTION RATE OF ALL OUR EMPLOYEES



\*The internal barometer will be introduced in 2023

**Developing the skills of our employees all along the company's development**

PERCENTAGE OF WORKFORCE HAVING RECEIVED PAID TRAINING

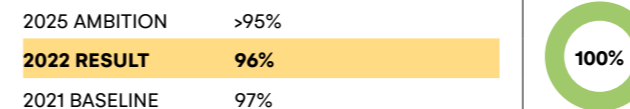


## 03. Health

Making balanced, tasty food accessible to everyone for a daily consumption

**Offering a positive diet with an impact on the health and well-being of our customers**

SHARE OF ORGANIC SALE



NUMBER OF POSTS PER MONTH ON SOCIAL NETWORKS RAISING OUR STAKEHOLDERS' AWARENESS OF THE IMPORTANCE OF ORGANIC FOOD, AND MAKING SEASONAL, PLANT-BASED MEALS ACCESSIBLE TO THEM



## 04. Economic

Structuring sustainable food supply chain and contribute to the local economy development

**Promoting the French origin**

SHARE OF RAW MATERIALS PURCHASED FROM FRANCE (IN VOLUME)



SHARE OF PROCESSED CEREALS MANUFACTURED IN OUR PRODUCTION FACILITIES LOCATED IN DRÔME



# ESG 2022 dashboard

A roadmap to monitor progress on each of the six pillars of the French Food Capital reference framework.

ALL PRODUCTS ARE AB AND ORGANIC FARMING EUROPE CERTIFIED

IGP LABEL FOR CAMARGUE RICE

FAIRTRADE-MAX HAVELAAR FOR CHOCOLATES AND TEAS

## Environment

### Energy savings and water protection

**2 278 363 kWh** OF ELECTRICITY CONSUMPTION  
→ 2 347 466KWH IN 2021 I.E. -2,9%

**8 237 500 kWh** OF GAS CONSUMPTION  
→ 8 750 358KWH IN 2021 I.E. - 5,8%

**100%** OF THE ELECTRICITY USED COMES FROM RENEWABLE ENERGY SOURCES  
→ UNCHANGED FROM 2021

**10 800 m<sup>3</sup>** OF WATER CONSUMPTION  
→ 20 000 M3 IN 2021, I.E. -46%

**100%** WASTEWATER IS TREATED AT A WASTEWATER TREATMENT PLANT  
→ UNCHANGED FROM 2021

### Transport and logistics

**100%** OF WHEAT TRANSPORTED BY ROAD-RAIL  
→ UNCHANGED FROM 2021

### Packaging reduction and eco-design

**50%** OF PRODUCTION WASTE IS RECYCLED  
→ UNCHANGED FROM 2021

**100%** OF THE BAGS (<1KG) PRODUCED ON SITE AND 100% OF THE BULK PACKAGING (3.5 AND 10KG BAGS) ARE RECYCLABLE  
→ 20% IN 2021

**130 SKUs** IN BULK  
→ 120 IN 2021

### Food waste

**25%** LOSS RATE FOR FINISHED PRODUCTS AND RAW MATERIALS (IN VALUE)  
→ UNCHANGED FROM 2021

**100%** OF RAW MATERIAL LOSSES REVALORIZED AS ANIMAL FEED  
→ UNCHANGED FROM 2021

**100%** OF LOSSES ON FINISHED PRODUCTS THAT CAN STILL BE CONSUMED ARE REVALORIZED BY DONATING THEM TO CHARITABLE ORGANISATIONS

## Social

### Workforce and job creation

**64 ETP** AT 31/12/2022

**3%** WOMEN IN MANAGERIAL POSITIONS  
→ 5% IN 2021

### Employability and skills evolution

**52%** OF EMPLOYEES HAVE RECEIVED PAID TRAINING  
→ 33% IN 2021

### Pay equity and value creation sharing

**100%** OF EMPLOYEES EARN MORE THAN THE MINIMUM WAGE  
→ UNCHANGED FROM 2021

**100%** OF EMPLOYEES BENEFIT FROM A PROFIT-SHARING AGREEMENT  
→ UNCHANGED FROM 2021

### Health and well-being at work

**2** ACCIDENTS AT WORK WERE RECORDED IN 2021  
→ 3 IN 2021

**100%** OF EMPLOYEES FOLLOW AN INTERNAL TRAINING COURSE ON SAFETY AT WORK

## Governance

### Gender diversity

**25%** WOMEN ON THE MANAGEMENT COMMITTEE  
→ 20% IN 2021

**33%** WOMEN ON THE BOARD OF DIRECTORS  
→ UNCHANGED FROM 2021

**50%** INDEPENDENT MEMBERS WITHIN THE BOARD OF DIRECTORS  
→ 0% IN 2021

## Consumers

**96%** OF SALES LABELLED ORGANIC  
→ UNCHANGED FROM 2021

**22%** OF TOTAL BULK SALES

## Supply chain

**92%** OF CONTRACTS STRUCTURED IN SUSTAINABLE SUPPLY CHAINS, INCLUDING :

- FRENCH FLOUR
- CAMARGUE AND ITALIAN RICE
- TOMATO
- BOLIVIAN QUINOA
- WALNUT KERNELS
- CHESTNUTS
- SOYA AND RICE (VEGETABLE DRINKS)
- EXOTIC FRUITS - SRI LANKA
- OLIVE OIL FROM SPAIN

## Territories

### Economic impact on the region

**43%** OF TOTAL PURCHASES ARE MADE IN FRANCE (IN VALUE)  
→ 40% IN 2021


PARTICIPATION IN GROUPS OF LOCAL ENTREPRENEURS / ECONOMIC LEADERS (EXECUTIVE ASSOCIATE MEMBER OF THE DRÔME CCI AND VP OF THE RHÔNE-ALPES BIO CLUSTER)


### Preservation of traditional know-how


TRADITIONAL BULGUR-MAKING TO PRESERVE ITS NUTRITIONAL VALUE


# Class'croute

Founded in 1987, Class'croute is a long-established fast-casual restaurant for working people in offices and business parks. in France and Luxembourg. The brand has 130 restaurants, most of them franchises.

- 

LOCATION  
**Paris**
- TOTAL NETWORK REVENUES 2022  
**€60M**
- 

RESTAURANTS  
**130**
- 

FRANCHISOR'S STAFF AT 31/12/2022 (IN FTE)  
**50**
- 

INVESTMENT DATE  
**2019**

## An ambitious innovation programme to meet corporate restauration new needs

- MORE THAN 600 E-CANTINES SET UP AND A NEW DIGITAL EXPERIENCE OFFERED TO OUR CUSTOMERS
- FLEXIBLE IN SITU CATERING SOLUTIONS TO BRING CLASS'CROUTE CLOSER TO CONSUMERS IN THE WORKPLACE, WITH CORNERS AND CONNECTED FRIDGES THAT CAN BE ADAPTED TO THE NEEDS OF CORPORATE CUSTOMERS

## Tighter support for 70 franchisees

- FINANCIAL
- OPERATIONAL
- MARKETING
- DIGITAL
- ESG

## Digitalisation of the brand

## Community on social networks

- FACEBOOK  
**38 564** FOLLOWERS
- INSTAGRAM  
**6 130** FOLLOWERS

## Contribution to SDGs

**5** GENDER EQUALITY



**11** SUSTAINABLE CITIES AND COMMUNITIES



**12** RESPONSIBLE CONSUMPTION & PRODUCTION



# Impact Business Plan

A strategy in line with the **4 pillars of the food transition**, integrated with the company's development ambition.

## Ambition

TO BE THE PREFERRED MULTI-LOCAL CATERING BRAND FOR COMPANIES AND THE PEOPLE WHO WORK FOR THEM.

## Mission

EAT WELL AT WORK THANKS TO LOCAL ENTREPRENEURS COMMITTED TO THEIR TERRITORY AND COMMUNITY.

### IMPACT BUSINESS PLAN LEVEL OF ACHIEVEMENT\*

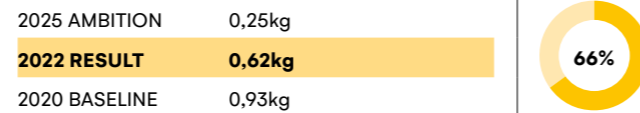


## 01. Climatic

**Responsibility: limiting the environmental impact of our activities**

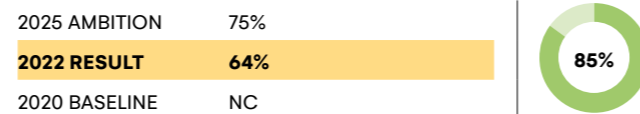
### Reducing disposable packaging

WEIGHT OF DISPOSABLE PACKAGING USED PER €100M OF TOTAL NETWORK REVENUES



### Developing sourcing from France

PERCENTAGE OF TOTAL VALUE OF RAW INGREDIENTS\* FROM FRANCE



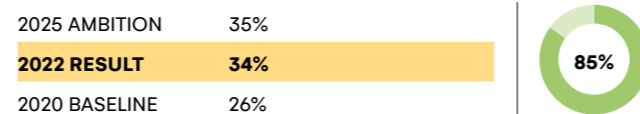
\* All ingredients except sauces.

## 02. Health

**Culinary: honouring quality, expertise, sharing and creativity**

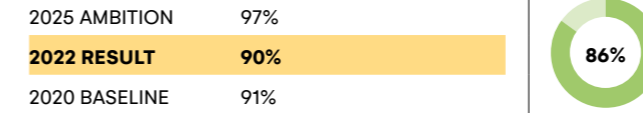
### Animal protein reduction

PERCENTAGE OF RECIPES WITHOUT MEAT PROTEIN (ON THE LUNCH BREAK AND THE MEAL PACKS)



### Elimination of controversial products

PERCENTAGE OF INGREDIENTS THAT DO NOT CONTAIN THE 50 CONTROVERSIAL ADDITIVES AND 7 CONTROVERSIAL OILS

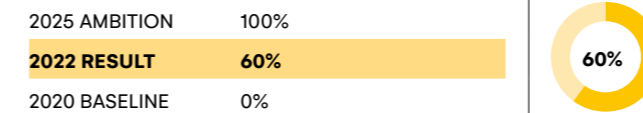


## 03. Social et economic

**Proximity: being close to people and places**

### Transmit know-how

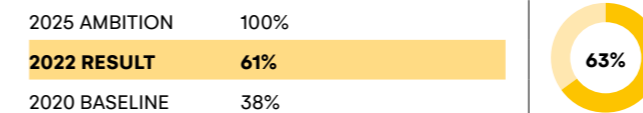
PERCENTAGE OF NETWORK EMPLOYEES WHO HAVE COMPLETED 100% OF THEIR CLASS'ROUTE ACADEMY TRAINING COURSES



\*Class'route Academy: training centre created by Class'route and dedicated to passing on the franchisor's know-how to franchisees and all their employees.

### Buy French

PERCENTAGE OF PURCHASES FROM FRENCH SUPPLIERS (IN VALUE)



\*The level of achievement of the Business Plan is calculated as follows: (result - baseline) / (ambition - baseline).

# Impact business plan, looking back to 2022



**MATHIEU RABAUD**  
Managing Director

## HIGHLIGHTS OF THE YEAR

In 2021, Class'route has launched a number of ambitious and pioneering initiatives in :

- packaging, with a reduction in the weight of our packaging and the elimination of plastic from 65% of our packaging
- supply, with work on the origin of our animal protein supplies in particular and the elimination of 50 controversial additives and 7 controversial oils. Today, 100% of our chicken is of French origin.

In 2022, it was more a question of maintaining what had been achieved, particularly in terms of the quality of supplies.

**Despite a 13% cost increase in this inflation period, the company has maintained its share of supplies in France and has developed a vegetarian offer.**

33% of "à la carte" dishes are vegetarian, compared to 20% in 2021.

On the subject of packaging, we have gradually introduced re-use for on-site consumption in all our restaurants in order to set an example in the application of the new regulations.

## A SUCCESS

Delicious vegetarian recipes with animal protein substitutes. We cook the vegan schnitzel Milanese! It's a commitment we want to develop in 2023. More plant-based products will meet the challenges of decarboning

and reducing our environmental footprint, as set out in our Impact Business Plan.

## A POINT OF ATTENTION

We have 72 laboratories across the country.

We produce all our dishes on a daily basis to supply our restaurants or deliver directly to our customers in the workplace.

In this way, we work on a short circuit and for customers who work 15 km from our manufacturing laboratories.

Thanks to the E-Cantine, we can maximise the number of lunch breaks delivered to our customers for each journey made between our laboratories and the customer companies. But Class'route uses a lot of internal combustion vehicles and not enough electric ones, because there are few electric refrigerated lorries that can maintain the temperature and have sufficient range. Our objective for the future is to ensure the transition of the delivery fleet to carbon-free delivery.

To achieve this objective, the development of the E-Cantine as an alternative to individual delivery is a major area of work in order to further accelerate our decarbonation of delivery. In addition to the environmental challenge to which this action plan is designed to respond, there is also a strong ecological challenge for the operating accounts of our franchisees, giving the network the means to act on other aspects of our environmental impact.

## Support from FrenchFood Capital

FrenchFood Capital had strong ambitions on the subject of ESG, which led us to make the following decision. They helped us to structure a strategy to reduce the environmental impact of our business. This was in line with Class'route's DNA, but the fact that we set ourselves a measured ambition year after year helped us to share this ambition internally and with our franchisees in order to accelerate. The subject is now discussed by the Management Committee and a dedicated Franchise Committee.



# ESG 2022 dashboard

A roadmap to monitor progress on each of the six pillars of the French Food Capital reference framework.

## Environment

### Packaging reduction and eco-design

**65%** OF PACKAGING IS 0 PLASTIC  
→ 51% IN 2021

### Reducing the packaging weight

- 20% PAPER / CARDBOARD
- 23% PLASTIC
- 21% BIO MATERIALS

**96%** OF PACKAGING ON SITE IS REUSED

### Food waste

**16 306 baskets** DISTRIBUTED THROUGH THE TOO GOOD TO GO PLATFORM  
→ 16 550 IN 2021

## Social

### Workforce and job creation

**+ 25 jobs**

CREATED AT FRANCHISOR LEVEL, SINCE THE BEGINNING OF THE INVESTMENT PERIOD (NET FTE CREATION)

**657 jobs**

FOR THE ENTIRE CLASS'CROUTE NETWORK (NET FTE CREATION)

### Diversity and inclusion

**22%** WOMEN IN MANAGERIAL POSITIONS AT FRANCHISOR LEVEL  
→ 29% IN 2021

**24%** OF FRANCHISEES ARE WOMEN  
→ 23% IN 2021

**16 INDIRECT JOBS** FOR DISABLED WORKERS VIA THE ESAT PARTNER WHICH MAKES THE MEAL PACKAGES (Esat: establishment and service for assistance through work)  
→ 8 IN 2021

### Employability and skills evolution

**22%** OF EMPLOYEES HAVE BENEFITED FROM AN INTERNAL TRAINING PROGRAMME  
→ 17% IN 2021

### Pay equity and value creation sharing

**58%** OF EMPLOYEES EARN MORE THAN THE MINIMUM WAGE

## Governance

### Gender diversity

**33%** WOMEN ON THE BOARD OF DIRECTORS,  
→ UNCHANGED FROM 2021

### ESG steering

- MANAGEMENT WITHIN THE ORGANISATION BY A DEDICATED MEMBER OF STAFF
- ESG POLICY TRAINING ON THE CLASS'CROUTE ACADEMY E-LEARNING SITE FOR FRANCHISEES
- PRESENTATION OF THE ESG POLICY TO TEAMS

### Risk prevention, ethics and business loyalty

PARTICIPATION IN THE SNARR WORKING GROUP (ENVIRONMENT AND FOOD SAFETY)  
SNARR: National Union of Food and Fast Food

## Consumers

### Health and nutritional quality

- CLEAN LABEL CHARTER BANNING THE USE OF 50 ADDITIVES AND 7 CONTROVERSIAL OILS
- EGGS FROM FREE-RANGE HENS ONLY BY 2025
- DISHES TO SUIT ALL DIETS

**33%** VEGETARIAN DISHES  
→ 20% IN 2021

### Transparency and sincerity of information

- LIST OF ALLERGENS INDICATED ON THE PACKAGING OF EACH PRODUCT
- ORIGIN OF RAW MATERIALS INDICATED FOR MEAT

## Supply chain

**77%** OF SUPPLIERS ARE OVER 3 YEARS OLD  
→ 75% IN 2021

**5%** OF PURCHASES MADE CONCERN OF LABELLED PRODUCTS (ORGANIC, MSC, RED LABEL...) (IN VALUE)  
→ 10% IN 2021

## Territories and local development

**61%** OF TOTAL PURCHASES ARE MADE IN FRANCE  
→ 63% IN 2021

RESTAURANTS ACT AS VENUES OF LIFE AND SOCIAL COHESION IN BUSINESS PARKS



# Maintaining our supply specifications despite inflation



**FRANÇOIS-RÉGIS SALZAC**  
Head of supply

2022 was a very complicated year for oils, particularly rapeseed oil. Many manufacturers have switched back to coconut and palm oils, which we have been promoting. Even in the midst of a rupture on rapeseed oil, we did not give in on this point. For us, palm and coconut oils are synonymous with deforestation and malnutrition. We've even replaced nutella in our madeleines to have 0% palm oil in our products. We want to put doughnuts on the menu and only one product on the market meets our specifications of 0% palm and coconut oils. We systematically analyse all our references against this charter. Pastry is a family product in which it is complicated to find products that do not contain palm and/or coconut oil.

On the negotiation side, we have seen increases in chicken and pork prices. In 2022, we decided to go 100% French for these two meats at the same time. We now work with a French cooperative, Terrena, which controls the entire chain from rearing to chicken processing in France, which has led to a 30% increase in our purchase prices. The poultry is reared and slaughtered in Brittany/Pays de la Loire and processed in Central Brittany. It was essential for us to maintain this commitment despite the rise in prices. We remain committed to 'standard' chickens reared between 38 and 42 days. Our aim is to move on to free-range, organic or Label Rouge chickens at a later stage.

As far as pork is concerned, we have issued a call for tenders to offer nitrite-free products. We will be switching to standard nitrite-free French ham in 2023.



# Experimenting with re-use

**THOMAS BARENFELD**  
Head of marketing

We carried out tests on re-use. We have analysed the customer journey and the downstream part, i.e. container cleaning. We now know that the cost of cleaning a glass container is €0.55, compared with €0.20 for a cardboard container. We are pioneers in this field.

We quickly realised that our customers were not yet ready to accept deposits. So we opted for glass for onsite catering and cardboard for take-away sales. Packaging has an environmental impact, but it also represents a cost for franchisees, so we had to come up with a model that was as economical as possible for our franchisees and our customers.



NEW COMPANY FINANCED IN 2022

# Chapon

Created in 1986 by Patrice Chapon and a pioneer of the bean-to-bar approach, the Chocolaterie Chapon is a recognised brand in the world of top-of-the-range handmade chocolate. Patrice Chapon makes his creations in his factory, mastering all the stages of production while respecting the specific characteristics of the different cocoa beans used.



LOCATION

**Chelles**



2022 REVENUES

**€5M**

(CLOSING ON 30/06/2022)\*



STORES

**6**



STAFF AT 31/12/2022 (IN FTE)

**29**



INVESTMENT DATE

**2022**

## Chocolate expert working the chocolate **from the bean to the bar**

PRESERVING THE CHOCOLATE CRAFTMANSHIP

## A fabrication workshop in Chelles

IN WHICH ALL THE STAGES OF CHOCOLATE CREATION ARE CARRIED OUT

## A relocation approach

FOR ELIGIBLE PRODUCTS SUCH AS SUGAR

## Community on social networks

INSTAGRAM

**21,8 K** FOLLOWERS

TRIP ADVISOR RATE

**4,5/5**

\*figures correspond to Chapon's accounting data at 30/06

## Contribution to SDGs

**8** DECENT WORK AND ECONOMIC GROWTH



**10** REDUCED INEQUALITIES



**12** RESPONSIBLE CONSUMPTION & PRODUCTION





# 2022, a first year of management transition



**CÉDRIC TARAVELLA**  
Chairman

## A LOOK BACK AT THE FIRST YEAR OF TAKING OVER THE COMPANY

When we took over the company, Chapon was already involved in ESG without knowing it. In fact, it was paying particular attention to the quality of its sourcing and the origin of the cocoa used in its products. The unconscious ESG approach was due to a search for taste quality. Today, we can see that responsible production that is good for the environment results in higher quality finished products. And it works both ways. 2022 was the year in which we reaffirmed and structured the company's ESG commitment.

Firstly, the social pillar. It's a year in which I've endeavoured to enhance the status of our employees internally through skills development and career advancement. Most of our managers and supervisors have been promoted in-house. It's a very strong social success that galvanises and strengthens the entrepreneurial spirit.

**We then wanted to anchor our ESG commitments in our strategy by making it an indissociable pillar of our brand platform.**

It's an opportunity for us to show our customers that we really do care about all our stakeholders and all our products, from beans to tablets. The idea of the Impact Business Plan driven by FrenchFood Capital is part of this drive to demonstrate the reality of our commitments. We want to deliver a strong, authentic

and transparent message to our customers. This is essential for an artisan chocolate-maker, in a context where cocoa is rare, synonymous with deforestation and human rights violations. Our chocolate has always been delicious, and our customers know that when they taste it, but we want to assure them that it is also virtuous. My philosophy as a consumer, and not just as a business owner, is to consume less but better.

Tasting a Chapon chocolat means choosing quality in every respect. Our raw material loss rate is very low, only 2%, and 99% of this loss is recycled for re-use. We have almost 0 food waste and we're proud of that.

The relocation of our sugar supply chain to Seine-et-Marne is one of our flagship initiatives in 2022. France is a prosperous area in this respect, since in 2020 it was the European Union's leading sugar producer. Re-locating this production makes a lot of sense from both an environmental and a social point of view. It helps to revitalise the region and create local jobs. We've also launched honey production with the installation of beehives at the factory. They produce the nectar we use in our products. It's fun, it's good for the environment and it's a cost-saving measure for us.

To make our products, we have to buy products that are sensitive in terms of human rights, such as cashew nuts. To ensure that the nuts are harvested without burning the hands of the workers (who are mainly women), we work with a partner in Vietnam who is certified as an organic partner, an associative label controlled by an

independent third-party organisation that is 100% fair trade and organic. Finally, as far as our production chain is concerned, we make it a point of honour to ensure that cocoa farmers are paid more than the manufacturers, so that they can earn a decent living rather than just surviving. This has an impact on the price of our products, but once again, quality is better than quantity. Chocolate without human suffering is just that much better!

## A POINT OF ATTENTION

When FrenchFood Capital arrived, we were aware that efforts needed to be made to address the issues of packaging and waste, but there was a certain amount of inertia because we didn't know where to start. Our collaborators were already on board, but we lacked the necessary hindsight to structure the issues and resolve them. The FrenchFood Capital teams helped us quantify the challenges and structure our action plan. This gave us a new impetus internally.

## ACTIONS PLANNED FOR 2023

In 2023, we're going to carry out a carbon audit of our entire bean-to-bar process. This will feed into our new brand image initiative. The carbon footprint is a state-of-the-art assessment that will enable us to identify the areas of our business that have the greatest impact on the 3 scopes (upstream, production, downstream). We sometimes think that the impact of cocoa is concentrated upstream, but I think we can be surprised by the results! In fact, our cocoa supplier, Hacienda Victoria, which accounts for 10% of our purchasing volume and is located in Ecuador, is carbon neutral. Most of our cocoa suppliers practise agroforestry. Planting cocoa trees not only produces beans, but also represents a carbon sink, since the plants have the capacity to capture CO<sub>2</sub> and transform it. We're also going to work on the recyclability of our packaging, which is not currently recyclable for quality reasons. We need to use aluminium to protect the tablets. However, we are committed to ensuring that all our bags and boxes are recyclable.

Finally, we are going to launch a detailed audit of our cocoa lines to identify our margins for progress in terms of environmental and human impact.

## Support from FrenchFood Capital

FrenchFood Capital's support gives us the energy and pace we need to address ESG through audits, KPIs, concrete implementation and a holistic approach.

FrenchFood Capital provides the know-how and the right connections to ensure that our ideas are implemented quickly and effectively. It is an investor and partner convinced of the need to invest in ESG.

They understand and are familiar with our challenges and issues, particularly health and supply issues, and provide us with close, pragmatic support to address them from a ESG perspective. As a result, we have frequent exchanges and working meetings, and we are jointly developing the impact business plan for the next 5 years.

# ESG 2022 dashboard

A roadmap to monitor progress on each of the six pillars of the French Food Capital reference framework.

## Environment

### Energy savings and water protection

TOTAL ELECTRICITY CONSUMPTION

**668 303 kwh**, OR 136,388 KWH PER MILLION EURO REVENUES

TOTAL GAS CONSUMPTION

**77 008 kwh**, OR 15,716 KWH PER MILLION EURO REVENUES

### Packaging reduction and eco-design

**100%** OF PACKAGING IS RE-USED IN SHOP

**100%** OF BAGS ARE PLASTIC-FREE (CARDBOARD AND PAPER)

**80%** OF BOXES ARE PLASTIC-FREE (CARDBOARD)

### Food waste

**2%** LOSS RATE OF RAW MATERIALS AND FINISHED PRODUCTS AT THE FACTORY

**99%** OF FOOD WASTE AT THE FACTORY REVALORIZED INTO PRODUCTS

## Social

### Workforce and job creation

**+ 10 jobs**

CREATED SINCE THE BEGINNING OF THE INVESTMENT PERIOD (NET FTE CREATION)

**61%** WOMEN IN THE WORKFORCE (IN FTE)

**75%** OF WOMEN IN MANAGERIAL POSITIONS

### Employability and skills evolution

**10%** OF EMPLOYEES HAVE BENEFITED FROM AN INTERNAL TRAINING PROGRAMME

### Pay equity and value creation sharing

**71%** OF EMPLOYEES EARN MORE THAN THE MINIMUM WAGE

### Health and well-being at work

**4%** RATE OF WORK-RELATED INJURIES

**4%** ABSENTEEISM RATE

## Governance

### Gender diversity

**75%** WOMEN ON THE MANAGEMENT COMMITTEE

### ESG steering

- FORMALISING AN IMPACT BUSINESS PLAN
- APPOINTMENT OF AN INTERNAL ESG COORDINATOR AMONG THE MEMBERS OF THE EXECUTIVE COMMITTEE

## Consumers

### Marketing and communication

INFORMATION ON THE ORIGIN OF THE COCOA BEANS, THE ROASTING METHOD AND THE CONCHING PROCESS ON ALL THE CHOCOLATE BARS

### Nutrition, health and food safety

**100%** OF OUR CHOCOLATES ARE ROASTED AND CONCHED IN FRANCE

**0%** ADDITIVES AND LECITHIN IN OUR BARS, WHICH CONSIST SOLELY OF COCOA, COCOA BUTTER, COCOA MASS AND SUGAR

PRALINES MADE THE OLD-FASHIONED WAY

BETWEEN **74** AND **76%** MINIMUM COCOA CONTENT FOR DARK CHOCOLATES

## Supply chain

**10%** OF SUPPLIERS OF FOOD RAW MATERIALS WITH WHOM THE RELATIONSHIP IS CONTRACTUALIZED

**78%** OF OUR SUPPLIERS HAVE BEEN WITH US FOR MORE THAN 3 YEARS

### Structuration of sustainable supply chains

**22** DIFFERENT CACAO **origins**

REMUNERATION OF OUR COCOA PRODUCERS ABOVE PRICES CHARGED BY MANUFACTURERS

**90%** OF OUR COCOA IS GROWN UNDER AGROFORESTRY SCHEMES

**100%** OF OUR HAZELNUTS COME FROM THE PIEDMONT REGION

**100%** OF OUR ALMONDS COME FROM SICILY

"BIOPARTENAIRE" LABEL\* FOR CASHEW NUTS IN VIETNAM  
\* Associative label controlled by an independent third-party organization 100% fair trade and organic

## Territories and local development

**50%** OF PURCHASES MADE FROM FRENCH SUPPLIERS WHOSE ADDED VALUE IS IN FRANCE

**100%** OF OUR SUGAR COMES FROM SEINE-ET-MARNE

**100%** OF THE HONEY USED COMES FROM OUR BEEHIVES AT THE FACTORY

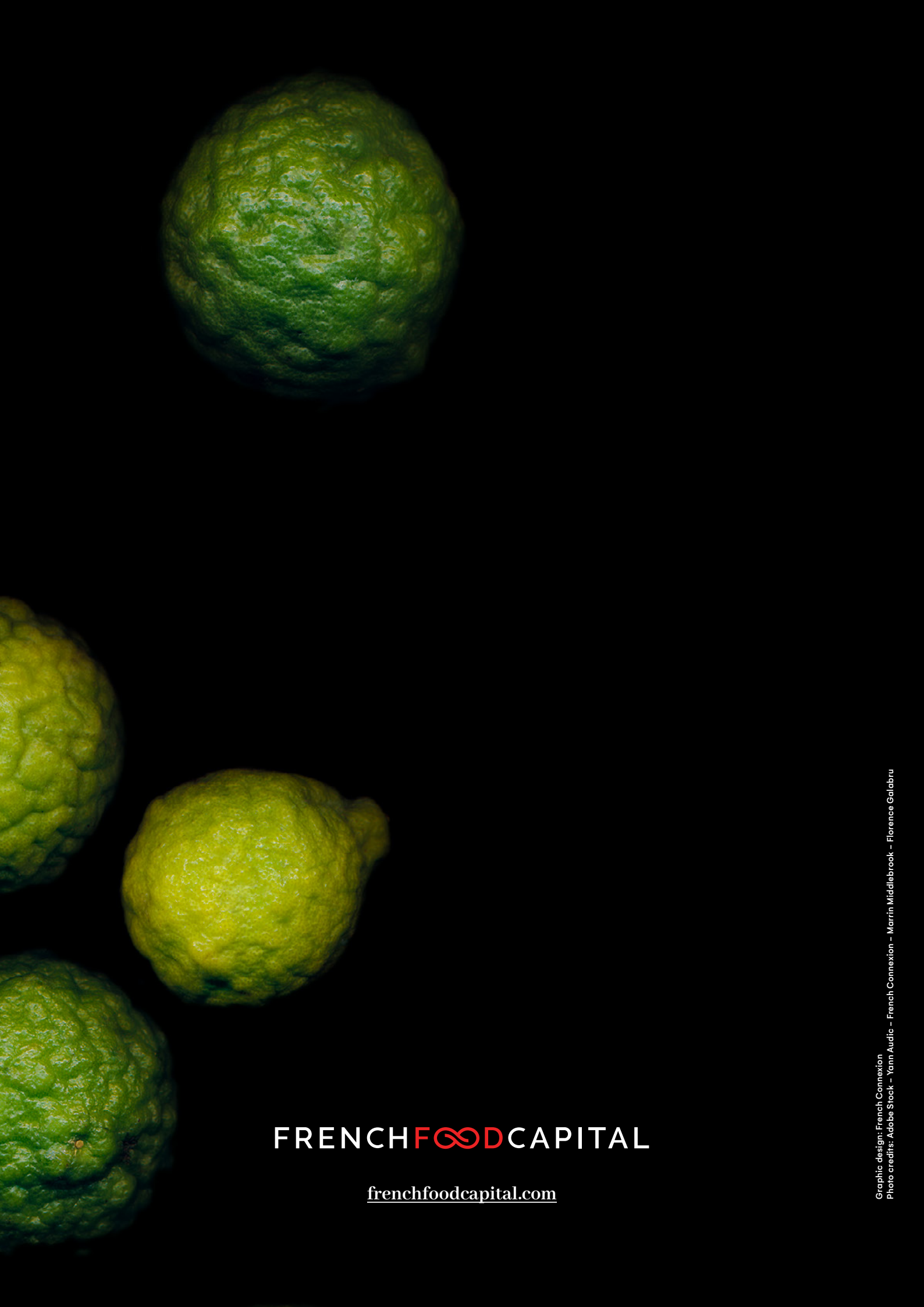
## Preservation of traditional knowhow

A ROASTING WORKSHOP THAT ENABLES MAISON CHAPON TO MAKE EACH CHOCOLATE WITH A UNIQUE RECIPE USING COCOA BEANS FROM 22 DIFFERENT ORIGINS

**We would like to extend our warmest thanks to all the managers of our portfolio companies and their teams for their collective implication in this ESG and Impact report. They shared with us their vision and the results of their actions with conviction and sincerity year after year.**

This report, which aims to improve year on year, illustrates their commitment to a transition towards more sustainable food for everyone: producers, suppliers, consumers and territories.

**Thank you  
for your  
time.**



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[frenchfoodcapital.com](http://frenchfoodcapital.com)