

Our CSR commitments

2022 ANNUAL REPORT

**GROUPE
LE DUFF**

Declaration of extra-financial performance.





“ Editorial ”

Louis LE DUFF, Chairman Founder
Maryvonne GUILLOU, Group CEO

The inflation that the majority of developed economies are experiencing shows us the extent to which sustainable growth can no longer be achieved without responsible growth. We are very confident in our ability to build solid and lasting growth, but we also want this growth to be responsible and supportive.

When we talk about the ambitions of a company like ours in a globalised world, we maintain our order of priorities: good, healthy and tasty food; the promotion of French food know-how and the defence of our culinary heritage.

"Eat so good" is the raison d'être of LE DUFF Group. The same applies to our subsidiaries' commitments to work towards improving the quality of the products and services we offer. But we want to go even further to meet the societal, environmental and social challenges of our time.

This is why, in autumn 2022, LE DUFF Group's management bodies decided to create a CSR department in charge of giving structure to the approach.

Our subsidiaries have been committed for many years to improving quality in our products and services, in France and abroad. With this drive, our ambition is to achieve a roadmap common to all entities. LE DUFF Group is getting ready for the new provisions of the CSRD (Corporate Sustainability Reporting Directive), adopted in December 2022, which reinforces the role of sustainable development issues in corporate strategy, governance and risk management.

As the famous proverb goes, while we may be able to go faster alone, together we will go far.

We are all involved, and we are all careful.

We hope you enjoy reading this report!

Stay on track!



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“ Eat so good ”

"Make every instant of consumption a wholesome, delicious and enjoyable one"

Our raison d'être conveys our everyday mission, which is to provide all our customers worldwide with healthy yet indulgent moments of pleasure.

This is a promise to the customer and a mission for the employee.

The raison d'être of LE DUFF Group is backed by the Louis LE DUFF endowment fund, LE DUFF Group and its brands worldwide

Louis LE DUFF, who has devoted his life to food, set up the Louis LE DUFF endowment fund. Its purpose is to carry out any action of general interest, in France and abroad, that contributes to good nutrition, health through food, the promotion of French food know-how and any other non-profit activity.

With this in mind, we want to dedicate the main mission of this endowment fund to promoting and educating young people in good nutrition.

"Eat so Good" fits in with our Group's raison d'être and perfectly reflects all the CSR activities of our brands.

“ Our manifesto ”

Our manifesto which describes the Group's commitments

“ Eat so good ”



It's so good!

It's so good to bring you great products to enjoy with confidence at any time of day.

It's so good to do our best each day in order to satisfy over a million customers on every continent.

It's so good to see the pride in the eyes of our chefs, bakers, pastry chefs, and all our team members.

It's so good!

It's so good to love our businesses, our brands and our products, embodying our values of authenticity, high standards and generosity.

It's so good to share the same love of the earth with our partner farmers, millers and producers.

It's so good to benefit from the talent of Meilleurs Ouvriers de France award-winning artisans, who happily dedicate their greatest recipes to us.

It's so good!

It's so good to receive valuable advice from doctors, researchers and nutritionists, so our products are as healthy as they are tasty.

It's so good to give a new generation of employees a fair chance, as they proudly defend our colours.

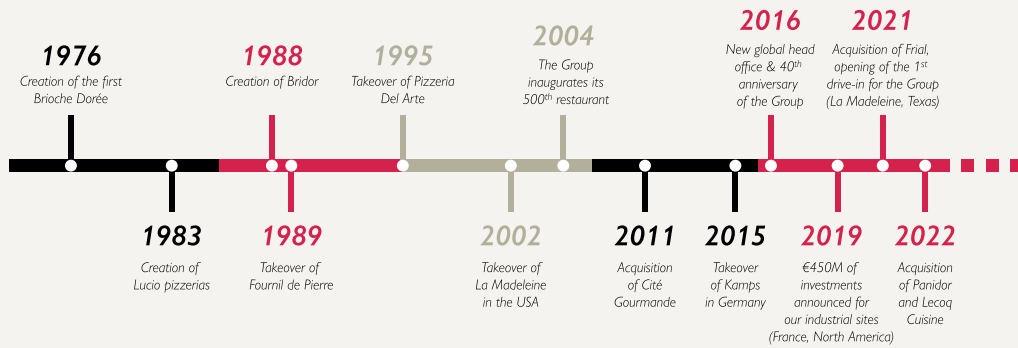
It's so good to make every instant you spend with us a wholesome, delicious and enjoyable one, whether you're online, buying to take away or at a restaurant.

It's so good to give our best in order to achieve the best.

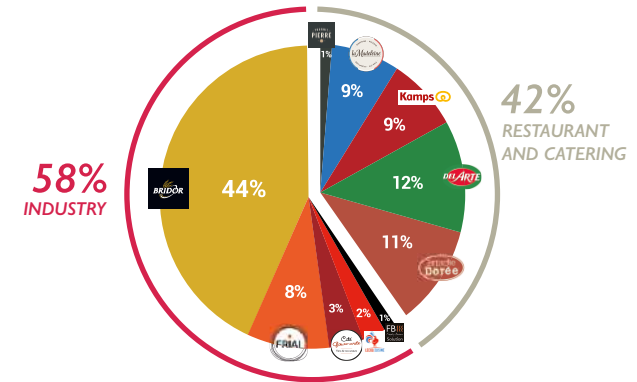
It's so good!

Eat so good!

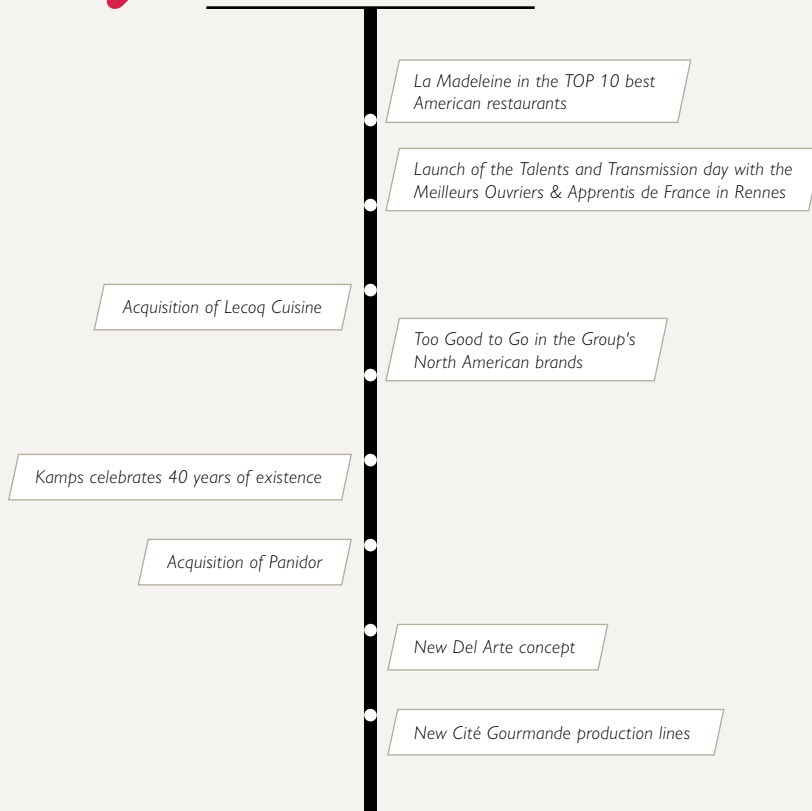
« The Group in brief »



« Business model »



Focus on 2022



INDUSTRY 58%

Resources	Brands	Products or market segments	Distribution	Customers
Supplies in value: <ul style="list-style-type: none"> Food > 90% Non-food < 10% breakdown of food purchases by volume: <ul style="list-style-type: none"> Flour (58% in total) Butter (19% in total) Sugar (<5%) Chocolate Eggs Vegetables 	Bakery, Viennese Pastry and Frozen Pastry Products 9 plants in the World Frozen Viennese pastries 1 site of production in the US Frozen cooked vegetables 2 sites of production in France Frozen cooked meals 3 sites of production in France	BREADS VIENNESE PASTRIES PÂTISSERIES READY MEALS & COOKED VEGETABLES	 Wholesalers Present in 100 countries: France, Europe, Middle East, Africa, United States, Asia	<ul style="list-style-type: none"> Artisans Retail Food service: hotels, restaurants LE DUFF food service subsidiaries

RESTAURANT AND CATERING 42%

Resources	Procurement	Brands	Products
Supplies in value: <ul style="list-style-type: none"> Food > 90% Non-food < 10% The top 8 purchasing items <ul style="list-style-type: none"> Plain baguettine Bottled mineral water Flour Brown flax baguettine Ciabatta Tomato sauce Plain baguette Whole milk 	Logistimax GROUP LEDUFF <ul style="list-style-type: none"> Food and non-food purchases Logistics Quality Subsidiary exclusively focused on the Group's French food service brands: Del Arte, Brioches Dorées, Fournil de Pierre, Tablapizza, Ginger's and Restauration des Loges	 1055 restaurants or sales outlets in the World 80% Franchise 20% Corporate	Millions of meals served every month for our customers by the Group

“Governance of Ethics and CSR”

The Group's approach

The social and environmental footprint, as well as ethical business conduct, are a major issue for LE DUFF Group.

The multi-disciplinary and international teams concerned develop and implement the programmes inherent to our ethical approach, the objectives of which are set by the Managing Body. Beyond existing regulations, the Group is fully aware of the virtuous mechanisms of an approach like this.

During the 2022 financial year, the Group reinforced its approach. In a difficult economic environment, the teams remained mobilised throughout 2022 to ensure the continuity of the four areas of the LE DUFF Group Compliance Programme:



CSR



ANTI-CORRUPTION



DUTY OF VIGILANCE



PERSONAL DATA

Whistleblowing system

Since 2020, the LE DUFF Group whistleblowing system has rested on a secure external platform to ensure confidentiality of the alert content and the anonymity of the whistleblower, if they wish so.

Any employee can, 24/7, disclose certain facts or situations that go against the Business Code of Ethics, the law or that constitute a breach deserving to be brought to the attention of the Managing Body.

Duty of vigilance

Although LE DUFF Group has written several Vigilance plans in recent years, this is no longer a legal requirement. However, the Group remains sensitive and vigilant in identifying and preventing risks related to its supply chain.

To this end, it continues to pay close attention to new obligations in terms of human rights and fundamental freedoms, the environment and health and safety, which is the subject of the future European CSDD directive.

Anti-corruption system

Committed to the fight against corruption for many years, in 2022 LE DUFF Group strengthened its system for the prevention, detection and remediation of corruption and influence peddling, in compliance with the requirements of the French law named Sapin II.

The Compliance team, under the supervision of the Ethics Committee, is improving the implementation of the programme and recommendations in order to strengthen its approach to fight corruption.

Aware of the evolution of our organisation and the improvement of our programme, in 2022 it was decided to update the corruption risk map and to continue to roll out our training programme.

This approach thus provides all employees with the necessary resources to act in compliance with the principles of integrity defined by the Group's Business Code of Ethics.

LE DUFF Group Business Code of Ethics

LE DUFF Group has adopted a Business Code of Ethics setting out its values and the rules to follow in the conduct of its business: in particular, the fight against bullying and discrimination, the prevention of conflicts of interest and situations of corruption, the fight against forced labour, fair competition, etc.

This Code defines the conduct to be adopted in day-to-day decision-making, both internally and externally with outside stakeholders (third parties, consultants, customers, suppliers, service providers).

Due to the essential nature of this charter, the Business Ethics Code has been translated into four languages: English, Spanish, German and Mandarin. It is also available in digital format so that all employees all over the world can read and apply it.

To bring this Code to life, the Group Ethics Committee introduced a Compliance Day. The third edition of the Group's Compliance Day took place on 9 December 2022. This event allowed the Managing Body to reiterate its commitment to its zero tolerance policy for situations of corruption and conflicts of interest as stated in our Business Code of Ethics. This global event was also the opportunity to continue training our employees in these various risks through an interactive quiz.

Personal data protection

LE DUFF Group has put at the heart of its Compliance priorities the introduction of a programme to meet the requirements of regulation EU 2016/679 of the European Parliament and of the Council of 27 April 2016 concerning the protection of individuals with regard to personal data processing and the free circulation of such data, generally known as the General Data Protection Regulation (GDPR).

In 2022, the Compliance team launched a number of approaches to reinforce the personal data protection programme in place for several years.

Within the subsidiaries

In addition to these ethics and transparency measures taken at LE DUFF Group level, the brands and industrial units structure and develop CSR policies tailored to their own challenges and specificities:



Bridor, signatory of the Global Compact, is committed to the quality of ingredients, consumer health and well-being, environmental protection and respect for women and men.

Constantly high quality standards are central to the priorities of Bridor teams, consisting of bakers, engineers and quality experts. The bread and French Viennese pastry production sites are IFS & BRC certified. The sourcing of raw materials gives priority to local supplies situated close to our production sites. Since 2019, and as part of an approach to incorporate environmental and social challenges into its overall strategy, the company has defined a raison d'être: "Share the bakery cultures of the world".

This pledge is based on three strategic areas:

- 1 Cultivating baking expertise by promoting the culture of quality ingredients while protecting the health and well-being of the consumer.
- 2 Enriching and sharing bakery cultures: by maintaining and developing a vibrant global bakery sector and an innovative culture of baking.
- 3 People are our greatest asset: promoting a culture of human values within the company and environmental protection with the development of an environmental sobriety culture.



The CSR approach is backed by the different professions which lean on DIAG 3D, an approach to structure and improve CSR performance backed by COOP de France and AFNOR. After the CSR committee was set up in 2020, the company embarked on a recruitment campaign dedicated to CSR in September 2021.



Through the naturalness of its products, Frial is committed to responsible and sustainable sourcing, in particular for its seafood (from sustainable fishing or breeding and guaranteed by the MSC ASC Organic labels and national reference standards). The actions taken also include streamlining production tools and its social and societal commitment. Frial decided to structure its CSR approach by initiating an initial diagnosis based on the Diag 3D method using the additional skills of well-known consultants.



The company's CSR approach is organised around the quality of its products and its purchasing policy.



The brand bases its approach on four main areas of action: French supplies, product quality, respect for the planet and care for employees. The approach is supported by all internal teams.



The subsidiary organises its CSR approach around its ISO certifications, its product range and its social partnerships. The production site is certified for quality, energy efficiency and the international occupational health and safety standards (ISO 9001, 50001, 45001 & "Safety with a System" label).



Del Arte is building its approach around four pillars: the co-construction of sustainable channels, skills development, product quality and the implementation of more responsible practices in terms of communication and consumption.



La Madeleine's CSR achievements focus on offering its customers a safe, healthy and amazing gastronomic experience, while creating a positive working environment for employees through training and development.

“ Our commitment ”

Our approach

In 2018, LE DUFF Group identified a list of the main non-financial risks generated by its industrial and food service activities. Our previous Extra-financial Performance Declaration described the policies and actions implemented in our different subsidiaries, as well as the results achieved for all of these risks.

In 2021, work was carried out internally to reorganise the risks within 10 challenges, themselves split into four pillars.

For 2022, we wanted to continue with this structure. It provides a better understanding of our Corporate Social Responsibility performance and allows us to prepare for the future sustainability report.

This document does not present the exhaustive list of actions implemented within LE DUFF Group, but focuses on the main responses we are providing to the social, environmental and societal challenges we have identified.

“ Our pillars ”



PROVIDE HEALTHY YET INDULGENT MOMENTS OF PLEASURE



SHARE THE LOVE OF THE EARTH



SUPPORT AND DEVELOP OUR TALENTS




DEVELOP CULINARY KNOW-HOW THROUGHOUT THE WORLD


“ Our ambitions ”



Focus on consumer health and well-being



Responsible supplies



Employment and diversity




Protect bakery and culinary heritage



Propose tasty recipes



Fight against the waste of resources



Develop skills




Our employees' health and safety



Take animal welfare into account



Our employees' health and safety



Promote the French-style Café-Bakery

“ Provide
healthy yet
indulgent moments
of pleasure ”



Focus on consumer
health and well-being



Propose tasty
recipes



Focus on consumer health and well-being

Consumer expectations are evolving towards recipes with natural and healthy ingredients. The food safety of our products meets high quality standards, which consumers appreciate right from the product origin. Transparent information for the consumer is a commitment to be taken into account from the recipe development phase.

As a major player in the agri-food and food service sector, LE DUFF Group controls the food traceability of ingredients used in its restaurants' kitchens and processed in its production sites worldwide. To do this, rigorous procedures are applied to ensure product quality and traceability.

The Group strives to satisfy customers by offering them healthy and transparent food, by providing access to nutritional information. The Group surrounds itself with nutrition and health experts (CHU, INRA) to focus on consumer health and well-being.

Our ambitions

Ensure our customer of our commitment to nutritional balance, quality and traceability of our products. The nutritional information must be accessible and maintained across our entire customer catalogue.

Our performance

98.4%

of our references have accessible nutritional information

-0.2% compared to 2021



Our goal is to keep all nutritional information available on our packaging, customer catalogues and/or on our websites.

1,608

Number of "hygiene" audits conducted in our restaurants in France in 2022 (466 restaurants)

86%

of Bridor products meet Bridor "Clean Label" requirements

1

product from the PomBistro range at Cité Gourmande voted "2022 product of the year"

The year's best achievements

Bridor continues its commitment to wellness and healthier eating, in particular through its Bleu-Blanc-Coeur bread range. French government recognised approach monitors the improvement of the nutritional content of our food. It incorporates nutritional targets for humans, while respecting animal welfare and our environment. At Bridor, this Bleu-Blanc-Coeur commitment is reflected in the production of a bread roll and baguettine containing flax, selected for its natural richness in Omega 3.



A new **Frial** laboratory was built in 2022 to secure flows and implement innovative analytical techniques to analyse raw materials and finished products.

In autumn 2022, employees benefited from a cookery workshop based on the theme "prepare a healthy and delicious meal with carrots". This workshop was hosted by R&D managers, Laurent CELLERIER and Jérémie VINCENT, at the LE DUFF Group Culinary Academy in Rennes.

What the experts say



Sandra LEGIER
R&D Director, Del Arte

How do you develop your offer?

Del Arte is the perfect example of a multi-generational brand that everyone likes to visit, regardless of their age and the moment of consumption. Our goal is to develop a varied, balanced, delicious and qualitative menu to offer a memorable experience for a cheerful weekend meal as a family, or almost daily for working people at lunchtimes.

All our teams are committed to guaranteeing the quality and safety of our products

Did you know?

- All Cité Gourmande products currently being developed are certified as preservative and additive free, without artificial flavours or colours.
- In France, as part of the health control plan for the Group's French restaurant chains, food health and safety audits are conducted in the restaurants.
- La Madeleine strives to offer its customers a unique culinary experience while promoting good food. Over 70% of the dishes on the permanent menu of La Madeleine have 600 calories or less.



Propose tasty recipes

Research, dynamism, innovation and the development of new recipes are essential elements for keeping our customers satisfied. LE DUFF Group needs to innovate constantly by offering authentic and generous products, in line with the positioning of its subsidiaries and its customers' expectations.

Hundreds of recipes are created every day in our Culinary Academy and our nine R&D laboratories worldwide. Our brands' menus are regularly updated with recipes approved by an internal judging panel. We develop these recipes in partnership with nutritional experts and culinary chefs to guarantee the taste quality of our products. LE DUFF Group works with Meilleurs Ouvriers de France (MOF), symbol of French gastronomy, to select ingredients and products to create delicious recipes.

Our ambitions

- Propose new recipes and provide a constantly evolving range in compliance with our commitments.
- We want to pursue our efforts and maintain at least 30% of recent references (< 3 years) in our product catalogue across the Group.

Our performance

47.9%
of our marketed references are less than three years old
+6.9% compared to 2021

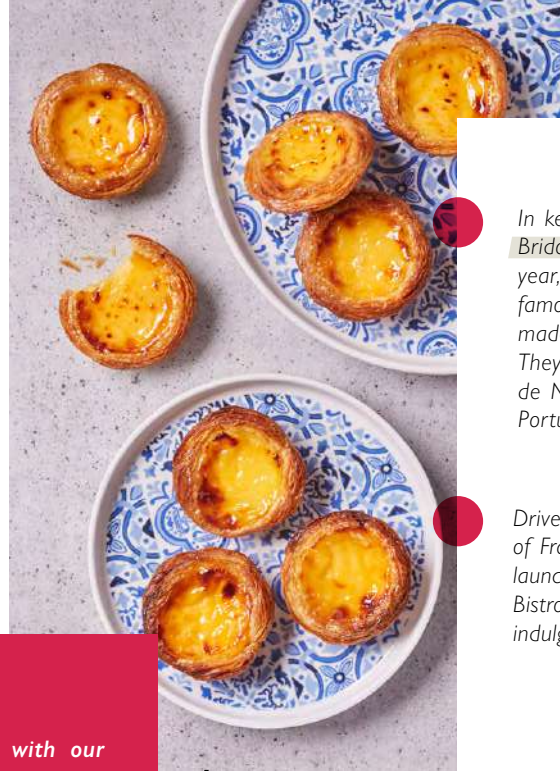


The menus of Kamps and Del Arte have been entirely renewed over this latest three-year period.

100%
of Brioche Dorée recipes are created by chefs from the LE DUFF Group Culinary Academy

192
recipes created in the past three years at Bridor

78
new recipes every year at Del Arte



The year's best achievements

In keeping with its raison d'être "Share the bakery cultures of the world", Bridor proposes typical products inspired by local bakery traditions. This year, two new arrivals joined Bridor collections: the Rustikal Brot and the famous Pastel de Nata! With strong flavours, the Rustikal Brot breads are made in the Kamps workshops, a subsidiary of LE DUFF Group, in Germany. They are proud representations of the Germanic culture! As for the Pastel de Nata, this Portuguese delight made by Panidor, our production site in Portugal, it is now available in a mini and maxi version.

Driven by the ambition to honour the tradition and terroir of the South-West of France, in 2021 Cité Gourmande and star-awarded chef, Michel Sarran, launched a signature range of three recipes based on gnocchis under the Pom Bistro brand. The partnership continued in 2022 with work on innovation, indulgence and the quality of Cité Gourmande products.

What the experts say



Samuel GUILLOUX
R&D & Sourcing Director, Frial

How do you develop new and tasty recipes?

Developing recipes is a tasty blend of several ingredients.

First, inspiration. It can come from anywhere: a book, a journey, everyday life, etc. The next step is sourcing, which is very important in creating a recipe. We are constantly looking for raw materials to satisfy the demanding taste buds of our consumers. Finally, we cook, which is the central element of our know-how. We play with textures and tastes, looking for unique and tasty combinations between our various ingredients.

Seeing the pride in the eyes of our chefs, bakers, pastry chefs and all our team members

Did you know?

- In October 2022, Del Arte launched its monthly subscription. For €34.99 (excluding the first month at €29.99), subscribers can taste one of the seven tasty recipes proposed in the offer per day. This innovative initiative is being trialled in 17 Del Arte restaurants in France. The perfect way to treat yourself!

- Brioche Dorée strives to offer its customers more and more moments of indulgence through its products. After the classic pain au chocolat, our brand launched the Giga pain au chocolat with a third chocolate stick and an ever crispier puff pastry.

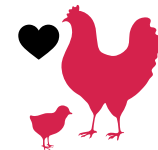
“ Share
our love
for the
earth ”



Responsible
supplies



Fight against
wasting resources



Take animal welfare
into account



Responsible supplies

The food service and, more generally, the agri-food sector, must minimise its environmental impact and contribute to developing local and seasonal supply chains. This is why LE DUFF Group is present in these sectors through long-term cooperation with local producers.

LE DUFF Group is keen to promote products from local farming and is committed to more sustainable food. LE DUFF Group is also committed to offering its customers seasonal foods. The supply policies managed by the purchasing divisions of the Group's various brands give preference to national or regional products and seasonal products. The Group is taking part in building and developing more sustainable sectors by maintaining relationships based on transparency and ethics with its stakeholders, employees, suppliers, service providers and customers.



The year's best achievements

Brioche Dorée has chosen to promote French heritage by showcasing the south of the country with the almond and orange blossom galette. To achieve this, the brand sourced 100% French ingredients: French butter and eggs, wheat flour from the Surgères mill, orange blossom from Tignet in the Alpes-Maritimes, and almonds from the south of France from the "Sud Amandes" cooperative in Garons.

Cité Gourmande is investing to relocate its potato purchases close to its production site. Supplies of potatoes from the South-West have multiplied by six, from 600 tonnes to 3,264 tonnes. The subsidiary expects to double its volumes in 2023 to reach 7,000 tonnes.

In 2022, 47% of the volume of seafood purchased by **Frial** was from sustainably-certified fishing and aquaculture sectors (MSC, ASC or organic).

Our ambitions

Maintain above 60% of our supplies in volume from countries of establishment or speciality.

Our performance

82.5%

of supplies are from countries of establishment or speciality

-0.8% compared to 2021

The tension on various markets following the health crisis is liable to worsen and supply sources will continue to be an issue that is closely monitored by the Group's Purchasing teams.

88%

of Brioche Dorée products are from French producers

100%

of the conventional flour, eggs, sugar and yeast used at Bridor are from France

94%

of the products used in Del Arte restaurants are from France or Italy

Share the same love of the earth with our partner farmers, millers and producers

What the experts say



Vincent MARIE
Purchasing Director, Bridor

How do you set up sustainable local sectors for your French sites?

We work hand-in-hand with our suppliers to build lasting and trusting relationships.

Right from the start of our relationship, we ensure that these suppliers can accompany us in the long-term while respecting four parameters: our technical, economic and logistics requirements and compliance with the Bridor Ethics Charter.

Did you know?

• At Fournil de Pierre, the flour is from the Culture Raisonnée Contrôlée CRC® standard: an approach that guarantees 100% traced French cereals, without storage pesticides, and grown following good practices favourable to biodiversity.

• 100% of Bridor's conventional flour used for its French production sites are from France, i.e. from French wheat¹ and are processed by millers situated less than 300 km from the production sites. The organic wheat flour used for breads made on the French sites are also from French organic wheat¹.

(1) With the exception of weather conditions making it impossible to supply 100% French wheat.



Fight against the waste of resources

The fight against wasting resources is central to consumer expectations. Optimising water consumption, energy, raw materials, and waste management must be organised to reduce costs and to avoid contributing to the waste or even depletion of resources.

Through its brands, LE DUFF Group is committed to an approach to reduce its energy consumption, both in its restaurants and in its factories. Thanks to the marketing and logistics teams, it is also committed to an approach to reduce packaging from the supply phase. The Quality-Health-Safety-Environment teams organise sorting and recycling for all waste produced by its activities: at Group head office and in its various subsidiaries.

Our ambitions

- Continue our efforts to increase the proportion of recycled waste and reach 95% by 2025 (industry).
- Maintain a goal to reduce our electricity consumption from year to year (industry, restaurants and catering).

Our performance

1.4 KwH/C

Electricity consumption per cover (catering)

+4% compared to 2021

524 KwH/T

Electricity consumption per tonne produced (industry)

+7% compared to 2021

96%

of industrial waste produced is recycled or recovered

+6.9% compared to 2021

Increased electricity consumption due to new acquisitions, efforts are planned to reduce consumption subsequently.

100%

of waste is recycled at Bridor France

4.6%

Reduction in electricity consumption per tonne between 2021 and 2022 at Cité Gourmande

18%

Proportion of self-generated electricity consumed by Kamps production sites

The year's best achievements

- On Frial's industrial sites, gas consumption per tonne produced reduced by 11% over the year 2022 thanks to optimising the operation of a heat pump and the installation of a heat recovery system on our new refrigeration facilities to pre-heat hot hygiene water.
- Cité Gourmande eliminated 19 tonnes of plastic in 2022 by reducing the thickness of plastic film from 70 µm to 60 µm (initial reduction of 16 tonnes in 2021).



What the experts say



Estelle GOLETTO
Head of Marketing
Café Bakery North America

What has your partnership with Too Good To Go brought you?

We are really proud that we set up Too Good To Go in almost all of our shops in Canada in 2022! Thanks to this, we have reduced or eliminated food waste in our bakeries. It also represents a real commitment from our teams.

Let's take initiatives today to reduce our impact tomorrow

Did you know?

- 88% of production waste at Cité Gourmande is recovered. 100% of food waste is recovered by local partners.
- Kamps now bakes with green electricity. Since 1 January 2022, our German subsidiary has been covering its electricity needs by purchasing green electricity whenever technically possible. By moving to renewable energy, Kamps avoided the emission of over 6,000 tonnes of climate-damaging CO2!



Take animal welfare into account

Animal welfare is an important concern for consumers. Opting for sustainable supplies and developing supply chains that are more respectful of animal welfare helps to improve rearing conditions.

Wanting to innovate to meet consumer expectations as closely as possible, LE DUFF Group has been working for many years to support and develop channels that are more respectful of animals' living conditions.

Since January 2019, 100% of the eggs purchased by Bridor France are barn eggs, making the brand one of the first manufacturers in the bakery-pastries sector in France to provide this guarantee. This approach also extends beyond the borders of France, as our foreign brands are also committed to ensuring that 100% of the eggs used are from cage-free hens in 2025.



The year's best achievements

At Brioche Dorée, the "Authentiques" sandwich ranges have been filled with free-range eggs since October 2021. Since 2021, Brioche Dorée has been using free-range chicken in its sandwich range.

Cité Gourmande gives priority to the purchase of free-range eggs for its recipes and has met its goal of 100% for its Pom Bistro range in 2021.

For mindful consumption, the chicken supply for Brioche Dorée consists of 50% fillet and 50% thigh.

Our ambitions

Ensure that 100% of our egg supplies are barn laid eggs or free-range eggs by 2025.

Our performance

70.3%

of barn laid eggs or free-range eggs

+0.2% compared to 2021

We are working to improve this ratio in order to guarantee conditions that are more respectful of animal welfare. Our foreign brands are also working towards reaching the targets we have set collectively.

What the experts say



Said OMARY
Food Service Quality Manager

How do you ensure that suppliers respect animal welfare?

To strengthen the lasting relationships developed with its suppliers, the Group works with them to build channels where animal welfare is central to priorities. Currently, commitments mainly concern laying hens and chicken meat, two priority types of livestock farming in terms of improving animal living conditions.

By working with farmers from the upstream to encourage new practices

Did you know?

- The European Chicken Commitment is a voluntary approach backed by over 30 European Non-Governmental Organisations (NGOs) which aims to improve the farming and welfare conditions of chickens by 2026 by:
 - > Reducing the density of farms and improving animals' living space,
 - > Better controlling the air quality of farms thanks to regulations at several levels,
 - > Conducting external checks by independent institutions.
- In 2026, all LE DUFF Group brands in Europe will be supplied exclusively in chicken from suppliers that respect all ECC standards.

100%

Supply of cage-free eggs at Frial

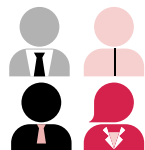
100%

Supply of cage-free eggs at Kamps

100%

Supply of cage-free eggs at Bridor France

“ Support
and develop
our talents ”



Employment
and diversity



Develop
skills



Our employees'
health and safety



Employment and diversity

Creating jobs in the regions boosts local economic activity. Recruiting new employees without discrimination corresponds to the ethical values of LE DUFF Group. Promoting diversity and complying with regulations in force is a performance lever for the Group.

LE DUFF Group's human resources divisions are committed to recruiting employees based only on objective criteria of qualifications, skills and professional experience. These criteria also apply to pay, working conditions, promotion, mobility and training. The Group's policy in terms of diversity integrates criteria of equality, non-discrimination and inclusion of people with disabilities. Its aim is, above all, to develop bonds between the brands, the regions where they are located and their local communities. As a provider of jobs, LE DUFF group encourages hiring with open-ended contracts.

Our ambitions

- Achieve a minimum gender equality index score of 75/100 across all our subsidiaries that have to comply with the regulation.
- Maintain a permanent rate of employment of above 80%.

Our performance

88.5% **Gender equality index**
+0.6% compared to 2021

88.4% **of the workforce have open-ended contracts**
-1.3% compared to 2021

In 2022, the Group continued its efforts in employment and diversity.

54%
of management positions at La Madeleine are held by women

34
Number of disabled workers at Bridor in 2022

99
Gender equality index at Brioche Dorée

The year's best achievements

- In 2022, the LE DUFF Group's Talent Academy launched the "Women leadership" programme. Thirteen female Group employees took part in collective and individual sessions on a variety of subjects, such as team leadership, agility, etc. It was the opportunity to speed up their acquisition of skills and to remove any remaining career development barriers.
- During "European Week for the Employment of People with Disabilities", Brioche Dorée organised DuoDays in several restaurants. During this day, participants were welcomed by our teams to discover different food service professions. It was the opportunity to see things differently and to overcome our prejudices about disability together.
- As part of its recruitment policy, LE DUFF Group signed a partnership with a recruitment firm specialised in employing disabled people.

Give a new generation of employees a fair chance, as they proudly defend our colours

What the experts say



Delphine MARIA
Cité Gourmande human resources manager

Which actions are you developing in favour of disabled people?

In particular, we work with ESATs (sheltered employment centres) to carry out activities within our production site. Cité Gourmande also took part in the 5th edition of DUODAY in 2022 with the Methods/ Safety Division by forming a duo. We want to extend this action to several divisions in 2023.

Did you know?

- At Del Arte and Brioche Dorée, to overcome discrimination during the recruitment process, the French National Employment Agency (Pôle Emploi) Simulation Recruitment Method (SRM) is adopted. It does not take into account qualifications, experience or CVs, but instead focuses on the ability to do the job. This approach helps to ensure a recruitment process that is responsible, reliable and promotes diversity.
- Each La Madeleine employee is given a handbook outlining how to ensure there is no discrimination on the grounds of race, religion or ethnic origin. These commitments are also displayed in the sales outlets, and highlighted at each training session.
- A whistleblowing system is available for all Group employees to report inappropriate behaviour or that goes against our values and the Group's Business Ethics Code.



Develop skills

Developing employees' skills improves the technical and operational command of their functions. Training also helps to attract and hold on to talented people.

The Human Resources departments of the various LE DUFF Group brands support their employees in their projects and development throughout their career. Internal promotion and international mobility are at the heart of the Group human resources strategy. All brands have set up structured induction and training pathways. In France, the Group's head office is acknowledged as an Organisme de Formation (approved training centre), and as such is registered with the Préfecture d'Ille-et-Vilaine, allowing it to provide training leading to qualifications.

Our ambitions

Train half of our employees each year in order to maintain the skills of our talented workforce.

Our performance

62.7%
of Group employees
took at least one
course in 2022

+ 5.7% compared to 2021



In 2022, over half of our employees received training.

58%

of Brioche Dorée employees took an e-learning course in 2022

11

Social and Economic Committee meetings took place for the GLD Services EIG in 2022.

5,218 hours

classroom training hours for head office and food service in France in 2022



The year's best achievements

In 2022, Bridor's expert bakers from Europe and the Middle East came together for two days of training in Brittany. They took part in personalised theory-based and practical Master Classes organised by the Marketing and R&D teams. The chefs also had the pleasure of sharing ideas with Frédéric LALOS, Meilleur Ouvrier de France in the Baking category.

In 2022, LE DUFF Group received the Happy Trainees® accreditation for the second year in a row! This label rewards companies where trainees and apprentices are the happiest and most motivated: a 100% recommendation rate!

La Madeleine constantly encouraged the growth and development of its employees in 2022. Through reinforcing opportunities for top-performing hourly-paid employees to join our deputy manager training programme. This role accounted for 43% of our management-level staff in 2022, i.e. a significant increase of 19% compared to 2019.

What the experts say

Anna FILINOVA
Group training manager



What are the Group's priorities for training?

We develop our training programmes around four areas: service quality, product quality, team management and profit centre management. These areas are in line with the Group's growth strategy and nourish our team's raison d'être: to allow each employee to develop their skills and talents.

Our training programmes enable each employee to acquire the necessary skills to achieve the company's objectives

Did you know?

• Le Duff Talent Academy, in charge of Group training and recruitment, is a signatory of the Accessibility and Disability commitment charter in Brittany. Adhering to this charter demonstrates our commitment to a process of continuous improvement in order to offer disabled trainees qualitative training courses that are adapted to their needs.

• The Group offers work-linked training in partnership with schools, in the form of apprenticeships or work-study contracts, with a view to obtaining a diploma or certification: BTS (vocational training certificate) or professional degree in the field of Management of Commercial Units or other areas such as management, marketing, IT and human resources.



Our employees' health and safety

The Group's activities present accident risks both for the industrial division (musculoskeletal disorders, loss of hearing, slips, etc.) and the food service division (slips, cuts, MSD, etc.). Ensuring the safety of employees helps to maintain an efficient operational organisation.

LE DUFF Group employs over 7,600 employees worldwide and over 19,000 taking into account its franchised restaurants all over the world. This is why the Group must ensure the health and safety of everyone in their workplace. This is reflected in prevention activities such as training, raising awareness and ongoing and rigorous accident monitoring in order to reduce them. Policies and actions, tailored to the specific needs of each business and brand, are formalised in Single Risk Assessment and Risk Prevention documents.



The year's best achievements

Thanks to the HUMAN project initiated in 2022, **Bridor** employees can now benefit from a personalised sports programme and an exercise room to help them prevent the risk of injury and musculoskeletal disorders (MSD).

Frial has introduced training in the prevention of musculoskeletal disorders (MSD) and lumbago for 12 senior employees. This training, provided by a physiotherapist, aims to improve quality of life at work and to preserve health.

For **Octobre Rose**, dozens of **LE DUFF Group** and **Bridor** female employees took part in workshops to raise awareness of breast cancer screening and to learn to self-check, led by the Centre Régional de Coordination des Dépistages des Cancers.

Kamps is now the first German bakery certified according to international health and safety at work standards.

Our ambitions

Minimise our frequency rates by staying below the averages in our sectors.

Our performance

23.1

Median frequency rate in 2022

-28% compared to 2021



The Group remains below the median for the sectors in which it operates, thanks to efforts made to reduce our frequency rate. (source: French health insurance)

436

employees trained in health and safety for Food Service and the EIG

134

Management-level staff trained in "safety dialogues" at Bridor

450 hours

of health and safety training via e-learning for Food Service and the EIG

What the experts say

Kristi WENDEL
Dispute and risk manager, LE DUFF America



Which prevention actions have been set up this year?

Every month, the risk management team draw our restaurants' attention to a different safety topic, thus training 764 employees each month. The aim of this programme is to encourage our employees to make safety a priority. Since it was launched, the total number of workplace accidents reported has reduced by nearly 25%.

Did you know?

• At **Brioche Dorée**, the Health, Safety and Working Conditions Commission (HSWCC) meets on a quarterly basis to assess accidents that have occurred in the branches and to put specific remedial actions in place. An annual report setting out this analysis is presented at the Social and Economic Committee and investigations are conducted in the event of serious accidents by two members of this committee.

• At **Bridor**, the sites work with ergonomic consultants to develop reflexology around workstation design. Innovative methods are deployed with employees and then made available to them to reduce the risk

of MSD, such as exoskeletons or programmes to help maintain health on a daily basis (soundproof panels, dust extraction systems, etc.).

• At the Group head office in Rennes, employees have the possibility to benefit from sports sessions at three moments of the day (morning, midday and evening). These sessions take place in the sports hall in the head office building or in the adjoining park. All activities are supervised by a certified coach. The sessions take place in small groups, allowing for personalised monitoring.

“ Develop
culinary know-how
throughout
the world ”



Protect
bakery and culinary
heritage



Promote the
French-style
Café-Bakery



Protect heritage bakery and culinary heritage

LE DUFF Group is the custodian of a culinary heritage, which it strives to conserve and promote, both through its industrial Bakery - Viennese pastry - Pâtisserie business as well as its food service operations. Aiming to combine global expansion with local culinary culture, the Group is committed to working with food service and bakery chefs.

To protect this heritage, we have to transmit our vocation to the young generations and to people who want to learn our professions. In our subsidiaries, we work each day to protect traditional recipes and pass them on to the new generations.



The year's best achievements

LE DUFF Group welcomed fifteen Best Apprentices in France and Meilleurs Ouvriers de France for the first edition of its "Talents & Transmission" day. On the programme: tour of Bridor, meeting with our chefs, practical workshops and product tasting in the Group's Culinary Academy. A day of discovery focused on transmission and learning.

Since 2021, Bridor has organised a culinary creativity competition. This competition pits all Bridor's expert bakers against each other based on a theme and invites them to propose a recipe containing one ingredient from their region.

The same passion for transmission

Did you know?

• Fournil de Pierre promotes the bakery world's products and expertise through a range of special breads and white loaves kneaded, shaped and baked on site by bakers recruited in partnership with several local bakery schools.

• The culinary heritage in the German bakery sector is very rich (Bretzel, rye-based Roggenmischbrot, etc.). The Kamps brand adapts its range locally by proposing recipes specific to each region.

• Bridor's raison d'être is "Share the bakery cultures of the world".

• La Madeleine restaurants regularly refresh their menus with around thirty time-limited recipes based on seasons produce.

• The baguette is officially on Unesco's intangible cultural heritage list! This a wonderful recognition for this staple of French gastronomy. A tasty and quality product, the French baguette perfectly reflects our brands' commitments: to innovate in the service of taste and quality.



Promote the French-style Café-Bakery

The wealth of French Café-Bakery know-how, due to its conviviality and its excellence, deserves to transcend borders. The promotion of this universe is a showcase for France and also meets consumer expectations worldwide.

Our subsidiaries, which found their creation of value on this concept, contribute to this through developing their activity.

844

Number of "Cafés-Bakeries" in the world

+1M

Customers per day welcomed by LE DUFF Group in its restaurants

+100

LE DUFF Group is present in over 100 countries, on five continents with its products

What the experts say

Nicole COEN

Kamps product development manager



How do you make your products respecting bakery traditions?

We lean on the experience and know-how of our master bakers and our sourdough is prepared by us. We also rigorously select our ingredients. For us, quality is a priority, such as our most recent bread roll, Primo Grano, which requires a proofing time of 12 hours to perfect its crumb, freshness and great taste.



The year's best achievements

In Rennes, LE DUFF Group has created a Culinary Academy and trains its employees and customers in the food professions, in partnership with chefs and culinary experts. In 2022, several employees took part in cookery workshops.

After launching its new French-style café-bakery in September 2020, La Madeleine made a sensational entrance in the top 10 best American restaurants (Consumer Picks rating). The rankings are compiled by consumers themselves and reflect 30 years of presence in America.

The book "MOF : recettes et témoignages" (Éditions Groupe LE DUFF, 2017) was voted Best French cookery book of the past 25 years by the panel of the "Gourmand World Cookbook Awards" in December 2021.

Since its creation, LE DUFF Group has defended French culinary heritage and its lifestyle worldwide

What the experts say



Éric WAUTHIER
EMEA Café & Bakery
Director of Operations

How do you adapt the café-bakery concept to the international market?

We have a modular approach based on a common range of Viennese pastries & drinks. We adapt our recipes to local specificities in other product categories, such as sandwiches, salads and hot dishes. For example, you can enjoy chicken with peri-peri sauce sandwiches in India, or table dining in Qatar and Egypt.

Did you know?

• LE DUFF Group is a global leader in the café-bakery sector. Founded over 40 years ago by Louis LE DUFF, the Group has developed several brands: Brioche Dorée, Del Arte, Le Fournil de Pierre, La Madeleine, as well as Kamps, café-bakery leader in Germany. The Group relies on a concept of sandwiches, Viennese pastries and pastries, based on food safety and quality.

• Since its creation, LE DUFF Group has defended French culinary heritage worldwide.

• For four consecutive years, Brioche Dorée, the forerunner of the Café-Bakery, won the "Best Sandwich Shop" award thanks to its ongoing innovation.

“ Appendices ”



Appendix 1

Context

In France, Ordinance No. 2017-1180 of 19 July 2017 requires companies reporting consolidated accounts with an average workforce of over 500 employees and whose balance sheet total or turnover excluding tax is in excess of €100 million, to publish a Extra-financial Performance Declaration (EFPD). This Statement must be published on the company website for a period of five years.

Scope

The reporting scope aims to be representative of LE DUFF Group activities. The policies and actions described throughout the Extra-financial Performance Declaration (EFPD), along with the associated performance indicators concern the financial year starting on 1 January 2022 and closing on 31 December 2022. LE DUFF Group has extended the scope worldwide. The scope does not take into account Lecoq Cuisine and Panidor, subsidiaries acquired at the end of the financial year.

Selection of indicators

The methodologies used for certain indicators may have limitations due to:

- Particular features of laws in certain countries,
- Changes in local definitions that may affect comparability.

Compulsory information

Ordinance No. 2017-1180 of 19 July 2017 on the publication of non-financial information provides for mandatory information. Some elements have not been identified as a priority by LE DUFF Group, such as:

- Collective agreements and their impact on economic performance.

Appendix 2

Risk analysis

AMBITIONS	RISKS
Focus on consumer health and well-being	Nutritional balance of products and ingredients
Propose tasty recipes	Dynamism - Customer satisfaction
Responsible supplies	Relations with producers and sources of supplies
Avoid wasting resources	Reduction, recycling and recovery of waste Energy performance
Take animal welfare into account	Animal welfare issues in the sectors
Employment and diversity	Equal opportunities and non-discrimination Maintain local employment
Develop skills	Training and skills development
Our employees' health and safety	Occupational health and safety
Protect bakery and culinary heritage	Protect and transmit a culinary heritage
Promote the French-style Café-Bakery	

Appendix 3

Methodology

Methodology for calculating KPIs (averages weighted by turnover, workforce, volume of each subsidiary or the median)

- Due to data not being available, the following have been excluded from the report: Gourming, Hôtellerie, French Food Factory, North America food service excluding La Madeleine, Brioche Dorée Argentina, Gingers, Restauration des Loges and Gourmet cuisine representing 2.2% of consolidated turnover and 4.8% of the workforce as at 31/12/2022.
- This year, the following entities were added: Frial and FB Solution UK. Some entities have been grouped together to facilitate reporting (Logistimax, GIE).
- Information on water consumption and the impact on climate change of the business and use of the goods and services that the company produces will be studied and published in the future.
- The statement of extra-financial performance is verified by an independent third-party organisation, Dauge Fideliante.

• Detail of the Group scope on which each indicator is calculated:

	Industry Volume / Restaurant Cover Weighting	Turnover Weighting	Median	Workforce weighting	Unit	Scope	% coverage of scope	Detail of 2022 scope
1	Presence of nutritional information	x			%	Consolidated turnover	93,2%	Brioche Dorée France et Suisse, Del Arte, Kamps, La Madeleine, Frial, Bridor France, Bridor North America, FB Solution, Cité Gourmande
2	Recent reference (< 3 years) in our product range	x			%	Consolidated turnover	87%	Brioche Dorée France et Suisse, Del Arte, Kamps, La Madeleine, Frial, Bridor France, Bridor North America, Cité Gourmande
3	Procurement in volume from countries in which our subsidiaries are located or specialise	x			%	Consolidated turnover	93,7%	Logistimax, Brioche Dorée France, Del Arte, Tablapizza, Kamps, Frial, La Madeleine, Bridor France, Bridor North America, FB Solution France, Cité Gourmande
4	Recovery of our waste by 2025 (Industry)	x			%	Industry Volume	99,4%	Kamps, Bridor France, Bridor North America, FB Solution, FB Solution UK, Cité Gourmande, Frial
5	Electricity consumption per tonne (Industry)	x			kWh/tonne	Industry Volume	99,8%	Kamps, Bridor France, Bridor North America, FB Solution, Cité Gourmande, Frial
6	Electricity consumption per cover (restauration)	x			KWh/cover	Consolidated turnover Food Service	91,4%	Brioche Dorée France et Suisse, Fournil de Pierre, Gingers, Del Arte, La Madeleine, Frial
7	Procurement of barn or free range eggs	x			%	Consolidated turnover	93,8%	Brioche Dorée France, Del Arte, Tablapizza, Frial, Kamps, La Madeleine, Bridor France, Bridor North America, FB Solution, Cité Gourmande
8	Gender equality index of our subsidiaries subject to regulations		x		Score / 100	Workforce	100%	GIE GLD Services, Brioche Dorée France, Del Arte, Frial, Tablapizza, Bridor France, Cité Gourmande
9	Rate of permanent jobs			x	%	Workforce	100%	Groupe LE DUFF
10	Employee training each year			x	%	Workforce	92%	Brioche Dorée France et Suisse, GIE, Del Arte, Tablapizza, Kamps, Frial, La Madeleine, Bridor France, Bridor NA, FB Solution, Cité Gourmande
11	Work accident frequency rate		x		No. > 1 day (for 1 million hours worked)	Workforce	91%	Brioche Dorée France et Suisse, Tablapizza, Kamps, La Madeleine, Frial, Bridor France, Bridor NA, FB Solution, Cité Gourmande

Additional notes on methodology:

Indicators / NOTES

- 1 Excluded from this indicator are Group entities in the "Services" category (i.e. head office and Logistimax, the latter entity supplying food service entities included in the scope).
- 2 Excluded from this indicator are Group entities in the "Services" category (head office and Logistimax and Kamps in view of its activity, as well as FB Solution whose references are the same as Bridor, included in the scope).
- 3 For this indicator, the head office is excluded from the scope because it does not source any food
- 4 Only the industrial entities are included in the scope.
- 5 Only the industrial entities are included in the scope.
- 6 Only the food service entities are included in the scope.
- 7 For this indicator, the head office is excluded from the scope because it does not source eggs.
- 8 Excluded from this indicator are the entities that do not calculate the gender equality index following French methodology (Kamps, La Madeleine, Bridor NA).
- 9 All Group information was able to be collected for this indicator, including the entities excluded for the other indicators.



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