

“Statement on Extra-Financial Performance”

2021 ANNUAL REPORT

**GROUPE
LE DUFF**





“ ”

**Louis LE DUFF, Chairman and
Maryvonne GUILLOU, Group Managing Director**

Each year, when it's time to write the "extra-financial" report, we are asked what we remember from the past months.

We are convinced that adopting our "mission statement" is an innovation that will help us to be even more in tune with our customers' expectations and to make even more relevant strategic choices for our future!

In this respect, 2021 marks an important step in the structuring of our Group CSR approach. From now on, our corporate life should be inspired by "Making every moment of consumption a moment of healthy and delicious enjoyment".

It's a promise for the consumer and a mission for each of our employees.

This course, which will now be that of the Louis Le Duff endowment fund, the Group, and its companies, is the perfect response to what we expect from a "mission statement". There is no recipe for developing a "real" mission statement, but it should start with the customer's need (not satisfied or poorly satisfied by our competitors) and looking for what really makes our originality, our specificity.

We have found it, and as Seneca would say, "if one does not know where to go, no wind is favourable". This is the same for the CSR policy.

The commitments we make daily are essential for continuing to produce while reducing our environmental impact.

These commitments include fighting the waste of resources, protecting our culinary heritage and taking animal welfare into account.

This extra-financial statement records our progress, as well as our approach to structure our CSR actions.

We hope you enjoy reading it!

Let's stay on



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“ Our mission ”

2021 was the year in which LE DUFF Group's mission statement was launched

In 2021, the mission statement
"Eat so good" was launched to employees.

*"Make every moment of
consumption a moment of
healthy and delicious enjoyment"*

It translates our everyday mission, which is to offer moments of healthy and delicious enjoyment to all our customers worldwide.

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

LE DUFF Group's mission statement is carried by the Louis LE DUFF endowment fund, LE DUFF Group and its companies worldwide

Louis LE DUFF, who dedicated his life to food, created the Louis LE DUFF endowment fund with the purpose of promoting, in France and abroad, all actions of general interest contributing to good nutrition, health through food and the influence of French know-how in food and any other not-for-profit action.

“Eat
so good”



“ Our manifesto ”

Our manifesto describes the Group's commitments

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 all the continents.

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.

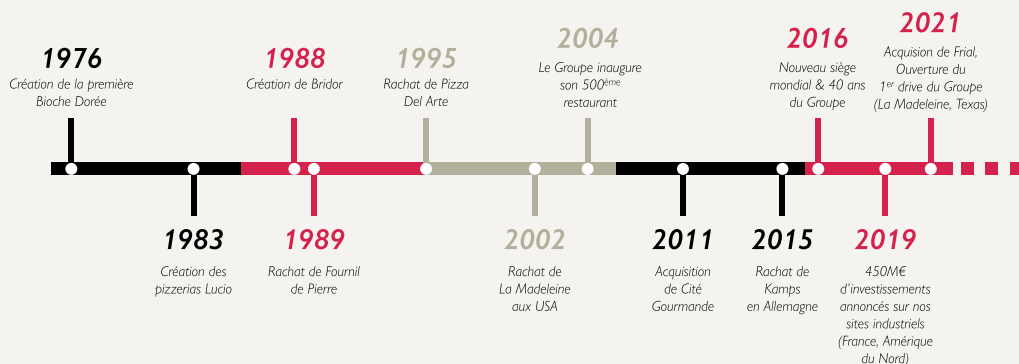
It's so good to give a new generation of employees a fair chance, as they proudly defend our colours.

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.

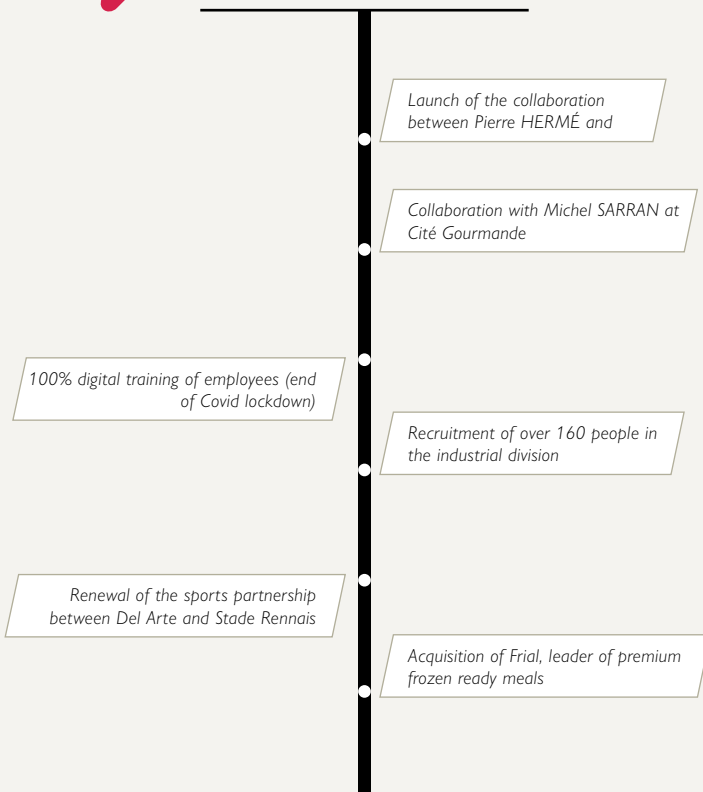
It's so good to give our best in order to achieve the best.

It's so good!

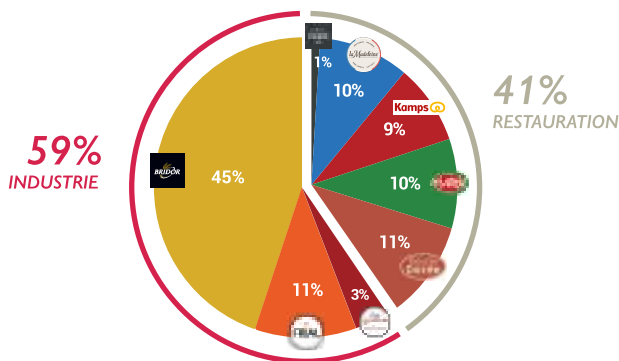
« The Group in brief »



Focus on 2021



“ Business model ”



INDUSTRY 59%

Les ressources

Approvisionnement en valeur :

- Alimentaire > 90%
- Non-alimentaire < 10%

Répartition des achats alimentaires en volume :

- Farine (58% au total)
- Beurre (19% au total)
- Sucre (<5%)
- Chocolat
- Œufs
- Légumes

Les enseignes



Produits de Boulangerie,
Viennoiseries et
Pâtisseries surgelés

8 usines
dans le Monde



Légumes cuisinés surgelés
2 sites
de production en France



Plats cuisinés surgelés
3 sites
de production en France

Les produits ou segments de marché

**PAINS
VIEUNOISERIES
PÂTISSERIES**

**PLATS
PRÉPARÉS**

Distribution



Grossistes

Présence dans 100
pays : France, Europe,
Moyen Orient, Afrique,
États-Unis, Asie

Les clients

- Artisans
- Grande distribution
- Food service :
hôtellerie,
restauration
- Filiales de
restauration
LE DUFF

FOOD SERVICE 41%

Les ressources

Approvisionnement en valeur :

- Alimentaire > 90%
- Non-alimentaire < 10%

Les 9 premiers postes d'achat :

- Baguette parisienne
- Eau minérale en bouteille
- Farine
- Crème
- Ciabatta
- Lait
- Sauce tomate
- Poulet rôti

L'approvisionnement

Logistimax
LE DUFF

- Achats alimentaires
et non-alimentaires
- Logistique
- Qualité

Filiale exclusivement tournée vers les
enseignes françaises de Restauration
du Groupe : Del Arte, Brioches Dorées,
Fournil de Pierre, Tablapizza, Ginger's
et Restauration des Loges

Les enseignes



1105

restaurants ou points de vente
dans le Monde

22% de succursales
78% de franchisés

Les produits

Des millions
de repas
servis chaque mois
pour nos clients
en 2019
par le Groupe

“ Ethics and CSR Governance ”

The Group's ap-

The social and environmental footprint as well as ethical business conduct are major issues for LE DUFF Group. Multi-disciplinary in-house teams build and implement systems to reach the targets set by the Governing Body. In addition to regulations which provide a necessary frame, LE DUFF Group is fully aware of the virtuous mechanism of an approach like this.

In 2021, the second Group "Compliance Day" took place. This event allowed the Governing Body to reaffirm its commitment to this approach by recalling our zero-tolerance policy for situations of corruption and conflicts of interest in line with our Code of Business Ethics. This global event was the opportunity to continue training our employees in these various risks.

This second meeting also reinforced the evaluation of the integrity of our third parties by integrating our vigilance from the very start of our relationship with our partners.

Despite the impacts of the health crisis which continued in 2021, the teams remained involved to perpetuate the four focuses that make up the Compliance function within LE DUFF Group:



CSR



ANTI-CORRUPTION



DUTY OF
VIGILANCE



PERSONAL DATA

LE DUFF Group Code of Business Ethics

The LE DUFF Group's Code of Business Ethics recalls the Group's values and the rules to follow in the exercise of its business (in particular fighting harassment and discrimination, preventing conflicts of interest and situations of corruption).

So that each employee can apply the principles of the Code of Business Ethics, it has been translated into four languages (English, Spanish, German and Mandarin) and made available in digital format.

This Code defines how to behave when making everyday decisions internally and externally with the Group's external participants (third parties, consultants, customers, suppliers, service providers).



Whistleblowing

The Group's Governing Body has opted for an external secure platform to guarantee the confidentiality of the content of the report and the anonymity of the whistleblower, if they want it. Wispeek can be accessed by all employees 24 hours a day, 7 days a week. Developed by a young Brittany-based company, Wispeek also allows the Group to take part in local economic development.

The whistleblowing system was rolled out across the whole Group on the 1st Compliance Day and is a tool that allows any internal employee to reveal certain facts or situations that go against the Code of Business Ethics, the law or that constitute a breach that needs to be brought to the attention of the Governing Body.



Vigilance plan

Companies in France with over 5,000 employees or companies in the world with over 10,000 employees have to formalise a transparent, complete and honest vigilance plan. This document must be used to identify and prevent the risks related to a company's supply chain in three categories: health and safety, human rights and fundamental freedoms, the environment.

The Vigilance Plan complies with French Law 2017-399 of 27 March 2017, known as the "duty of vigilance" law on the duty of vigilance of parent companies and ordering companies.

Developed by LE DUFF Group's Compliance Team and assisted by an external consulting firm, the Vigilance Plan and the related risk map have identified five key risks:

1 Negative impacts to the health of crop producers and their local populations

2 Undermining farmers' rights and fair remuneration for producers

3 Resource appropriation (land and water) to the detriment of local communities

4 Ecosystem pollution from industrial and agricultural practices (through pesticides, inputs and waste)

5 Contribution to climate change through greenhouse gas emissions

Personal data protection

The LE DUFF Group has made it a compliance priority to implement a programme to meet the requirements of the EU Regulation 2016/679 of the European Parliament and Council of 27 April 2016. This regulation relates to the protection of individuals with regard to processing personal data and free movement of such data, referred to more generally as the General Data Protection Regulation (GDPR).

Over the course of 2021, the teams, guided by the Data Protection Officer (DPO), continued to implement the data protection approach, in particular:



Reporting personal data breaches at a local level



Raising awareness among our employees



Monitoring our personal data processing (records, audits, etc.)



Updating outsourcing contracts with our service providers and intermediaries to ensure compliance with the GDPR directive



Following up requests to exercise rights

In the subsidiaries

In addition to these measures relating to ethics and transparency taken at LE DUFF Group level, the brands and industrial units are setting up and developing CSR policies in line with their challenges and specificities:

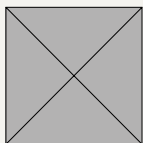


As a Global Compact signatory, Bridor is committed to ensuring the quality of ingredients, the health and well-being of consumers, protecting the environment and treating people with respect.

Quality is a top priority for the Bridor teams, which are made up of bakers, engineers and quality specialists. Production sites are IFS & BRC certified. Raw materials are primarily sourced from local suppliers based in close proximity to our production sites. Starting in 2019, and as part of an initiative to integrate environmental and social issues into the overall global strategy, the company has defined its mission statement as "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 There is nothing more important than people: promoting a culture of human values within the business and a culture of environmental conservation.



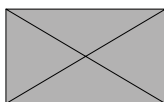
The CSR approach is supported by the various business lines which use DIAG 3D, a CSR performance development and improvement approach supported by COOP de France and AFNOR. Following the creation of a CSR committee in 2020, the company undertook dedicated CSR recruitment in September 2021.



Frial, acquired in December 2021, does not come within the scope of this statement. However, these are its specificities: Frial is committed, through the naturalness of its products, to responsible and sustainable sourcing, particularly for its seafood (from sustainable fishing or breeding practices, and guaranteed with the MSC-ASC-BIO label and national standards). The actions undertaken also concern streamlining production facilities and its social and societal commitment.



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



The brand builds its approach around four main fields of action: French sourcing, product quality, respect for the planet and care for employees. The approach is followed by all internal teams.



The subsidiary's CSR approach is organised around its two ISO certifications, its product offer and its social partnerships. The production site is certified for quality and energy efficiency (ISO 9001 & ISO 5001).



Del Arte's programme "Ensemble Contribuons à une restauration engagée" programme [Together let's contribute to a more Sustainable Food Service] is based on sustainable chains, skills development, product quality and more responsible practices.



The CSR topics covered internally concern product health and quality, safety and internal staff promotion.

“ Our

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Our approach

In 2018, LE DUFF Group identified a list of the main extra-financial risks generated by its industrial and food service activities. Our previous Statements of Extra-Financial Performance described the policies and actions implemented in our various branches, and the results obtained for all of these risks.

For this 2021 financial year, we wanted to stay focused on the risks identified during this initial inventory. This year, we are providing a more homogeneous structure with our new mission statement, which makes our Corporate Social Responsibility performance easier to read. To do this, we reorganised the risks into 10 issues, themselves divided into four pillars.

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

“ Our pillars ”



“ Our ”



Focus on the health and well-being of our consumers



Propose delicious recipes



Responsible procurement



Fight the waste of resources



Take animal welfare into account



Employment and diversity



Skills development



Our employees' health and safety



Protect bakery and culinary heritage



Promote the French Café-Bakery concept

*“ Offer
moments of
healthy and delicious
enjoyment ”*



Focus on the health and well-being of our consumers



Propose delicious recipes



Focus on our consumers' health and well-being

Consumer expectations are moving towards recipes with natural and healthy ingredients. The food safety of our products meets a high quality requirement to which consumers are sensitive, right from the origin of the products. For the consumer, transparent information is a commitment needs to be considered as early as the recipe design phase.

As a major player in the food and catering sector, LE DUFF Group controls the food traceability of the ingredients, used both in its restaurant kitchens and processed in production sites across the world. To do this, it deploys rigorous procedures to guarantee product quality and traceability.

The Group strives to satisfy its customers by providing healthy food without any secrets thanks to clear nutritional information. The Group is surrounded by experts in nutrition and health (CHU, INRA) to focus on our consumers' health and well-being.

Our ambitions

Assure our customers of our commitment to nutritional balance, product quality and traceability. Nutritional information must be accessible and maintained in our entire customer catalogue.

Our performance

98.6%

of our references have
accessible nutritional
information



Our aim is for all nutritional information to be available on our packaging, customer catalogues and/or our sites.

966

Number of "hygiene" audits
conducted in our restaurants
in France in 2021
(474 restaurants)

85%

of Bridor products meet the
requirements of the Bridor
"Clean Label"

3

products from the "Yummy"
organic range at Cité Gourmande
were voted "2021 Product of
the year"



Achievements of the year

In December 2021, two Yummy references received the "Gold medal" by UFC Que Choisir, which judges the nutritional profile and the presence or not of food additives.

Two other references of Yummy and Pom Bistro fries developed by Cité Gourmande were selected among the "Top" products in the publication "Le bon choix au supermarché" (ed. Thierry Souccar, May 2021).

This rewards the choice to only use 100% natural ingredients.

Bridor R&D and Quality teams revealed their Naturalness and Nutrition Charter, which is based on three commitments:

- Offer easy-to-understand recipes that contain essential ingredients
- Do our bit to promote healthier eating
- Act for the nutritional quality of our products

This charter reveals three ambitious goals concerning Clean Label products, reducing sugar and salt, and the digestibility of flour.

In autumn 2021, employees took part in a cookery workshop on the subject "prepare a healthy and tasty meal". It was facilitated by the R&D manager Laurent Cellerier at the Culinary Academy of LE DUFF Group in Rennes.

Let the experts

Isabelle DUSSOUS
Bridor Quality Director



What are you doing to improve your offer?

For four years, a "Clean Label" programme has been deployed in Bridor, in France, Canada and the United States. The aim of the programme is to improve the nutritional quality of our products without compromising on taste! We work continuously to reduce the sugar and salt content of our products.

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

Did you know?

- Logistimax gives precedence to suppliers with IFS, BRC or ISO 22000 certification. Failing this, a referencing audit is systematically carried out.
- In France, as part of the health control plan of the Group's French food service, hygiene and food safety audits are carried out in all restaurants.
- At Kamps, in Germany, Quality and Hygiene audits are carried out twice a year in every point of sale, representing over 800 yearly visits conducted by the Quality department.



Propose delicious recipes

Research, dynamism, innovation and the development of new recipes are essential elements to keep our customers satisfied. LE DUFF Group has to constantly innovate by offering authentic and generous products, consistent with the positioning of its subsidiaries and customer expectations.

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



Our ambitions

- Propose unique recipes and ensure a constantly evolving offer, in compliance with our commitments.
- We want to continue our efforts and keep at least 30% of recent (less than three years) recipes in our product catalogue Group-wide.

Our performance

44.8%

of our references sold are
less than three years old



The menus of Kamps and Del Arte were entirely renewed during this latest three-year period.

100%

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

183

recipes created in the past
three years at Bridor

50

new recipes per year at Del Arte



Achievements of the year

Kamps rose to the challenge of developing delicious, fibre and protein-rich recipes for athletes. The "Strong and Healthy" range was launched in the spring and is a reminder that innovation is central to the concerns of the Kamps teams.

Driven by their shared values and deep respect for know-how, Bridor and Pierre Hermé Paris have concocted a unique collection of Viennese pastries in terms of flavour and the finesse of the ingredients. Pierre Hermé applied the same high standards as he applies to his own creations, with demanding and precise specifications. Each ingredient has been carefully selected, with particular attention to the origin of the ingredients in this range: French wheat, Brittany butter, pure origin Madagascar chocolate, Californian almonds, Sicilian lemon juice, etc.

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

Let the experts

Fabrice COMBROUZE
Chef at Cité Gourmande



How do you come up with new and tasty recipes?

Making new and tasty recipes is teamwork involving several steps. First, the idea. It is inspired by our culinary experiences, professional cookery books and a lot of Internet monitoring. We seek quality ingredients that are tasty, have French origin and, if possible, from the South-West of France. Another essential step: cook! We work on the vegetables to find the right cuts, the right cooking methods and, above all, the right seasoning. Finally, this approach allows us to make healthy, good and delicious products accessible!

The Bridor North America team joined "Meilleur Ouvrier de France" Sébastien Canonne to create the Ready-Made Bakery concept. Innovation is on the agenda with the creation of a range of ready-made breads that meet consumer expectations by offering a balanced, delicious recipe made with talent and precision.

Did you know?

- Since November 2021 in our Del Arte restaurants, you can select your pizza ingredients yourself for a unique result. But you can also continue to enjoy one of our 18 pizzas offered on the menu: in 2021, 13,000 customers assessed the taste and quantity of our dishes, resulting in a score of over 4/5!
- Kamps is one of the best bakeries and pastry shops in Germany! That's the result of a vast survey conducted by "Deutschland Test" (2020) in collaboration with the economic magazine "Focus-Money" and the institute of research in management and the economy (IMW)
- At Brioche Dorée, the quality, generosity and taste of the products also received a score of over 4/5!

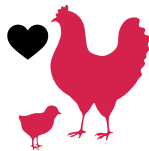
“ Share
the love of the
Earth ”



Responsible procurement



Fight the waste of resources



Take animal welfare into account



Responsible procurement

The catering sector, and more generally the food sector, must limit 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.

In fact, LE DUFF Group is attentive to promoting products from local farming and concerned about more sustainable food. LE DUFF Group also attaches importance to offering its consumers seasonal food. The procurement policies steered by the purchasing divisions of the Group's various companies focus on national or regional, and seasonal products. The Group is involved in building and developing more sustainable sectors, by maintaining relationships based on transparency and ethics with its stakeholders, employees, suppliers, service providers and customers. These risks were identified within the framework of the duty of care (available on the Group's website).

Our ambitions

Stay above 60% for our supplies in volume from countries in which our companies are based or specialise

Our performance

83.2%

of supplies are from
countries in which our
companies are based or
specialise

Tension on a number of markets due to the health crisis is in danger of worsening and supply sources will continue to be a challenge closely monitored by the Group's purchasing teams.

84%

of Brioche Dorée products
are from French producers

100%

of conventional flour, eggs,
sugar and yeast used by
Bridor comes from France

96%

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

Achievements of the year

Bridor launched a range of Viennese pastries and breads exclusively made in France for Accor Group.

Cité Gourmande is moving part of its potato purchases around its production site in the South-West. 2021 was the second trial year with the partner producer, which delivered 600 tonnes of regional potatoes. Purchasing teams are also working to switch all garlic supplies to France.



La Brioche Dorée launched a range called "Les Authentiques" with an exclusively French supply of raw materials: eggs and flour from Côtes-d'Armor, chicken from Vendée or Brittany and ham produced in Ille-et-Vilaine or Morbihan. This range was developed in collaboration with the Master Baker, Laurent Guibaud, and chef Laurent Cellerier in the Group's Culinary Academy.

Share our love for the earth with our farmer, miller and producer partners

Did you know?

- In France, Del Arte and Brioche Dorée offer menus that promote seasonal fruits. Some fruits are only proposed when they are in season: strawberries (mid-March to end June), apricots (July-August), cherries and melons.
- For several years, Bridor has been developing channels (with labels) and partnerships to give priority to French sourcing. For example, in 2021, 23.8% of butter has the PDO Poitou-Charentes appellation.
- Bridor primarily uses labelled and certified flour to make its breads, in particular "Label Rouge" flour or flour from sustainable agricultural sectors (such as CRC and organic) grown using techniques that protect biodiversity.
- Cité Gourmande has developed specifications for its procurement policy that demand sustainable agriculture (90% of potato purchases are Global Gap certified).
- For chocolate at Bridor, 17.6% of volumes are from fair trade or UTZ-labelled.

Let the experts

Olivier GROUET
Director of Logistimax



How do you set up sustainable supply chains locally?

Logistimax, an entity dedicated to the supply chain of the food service brands, strives to create and maintain direct links with producers. The current context has highlighted the need to have an efficient, agile and resilient supply chain.



Fight the waste of resources

Fighting against the waste of resources is at the heart of consumers' expectations. Optimising water, energy and raw material consumption, as well as waste management, must be controlled in order to reduce costs and avoid contributing to wasting or even depleting resources.

Through its companies, 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 procurement stage. The Quality-Hygiene-Safety-Environment teams organise sorting and recycling for all waste produced by its activities: both at Group head office and in the different subsidiaries. From product design to the construction of new restaurants, the Group strives to design solutions to optimise consumption and improve its energy performance. A major food service player, LE DUFF Group is also committed to reducing its food packaging.

Our ambitions

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

Our performance

1.35 Kwh/C

Electricity consumption per place setting (food service)

489 Kwh/T

Electricity consumption per tonne produced (industry)

90%

Of industrial waste produced is recycled

Due to the health crisis, consumption recorded for the food service sector (consumption per place setting) was particularly low in 2021 (compared to 2.4 Kwh/C in 2019)

97%

of waste is recycled at Bridor France

15.7%

Reduction of electricity consumption per tonne between 2020 and 2021 at Cité Gourmande

20%

Amount of self-generated electricity consumed by the Kamps production sites

Achievements of the year

All LE DUFF Group employees in Rennes received a kit to make it possible to ban the use of disposable plastic plates, cups and cutlery.

Once again this year, LE DUFF Group renewed its commitment with Reforest'Action. Head office teams are widely aware of the need to reduce paper consumption and savings made will make it possible to fund the planting of trees in Peru this year. In 2021, 5,500 trees were planted thanks to these savings. Cité Gourmande has joined this initiative with its organic brand, "Yummy!" and planted 12,000 trees in 2021. In total, 17,500 trees will have been planted!

*Let's take initiatives today to
reduce our impact tomorrow*

Let the experts



Géraldine GUILLOUX
Brioche Dorée
Communication Manager

What does this partnership with Too Good To Go provide

This partnership, in place since 2019, allows food waste to be reduced. We have saved over 290 tonnes of food from the bin! And that's not all! It raises the awareness of all customers and employees to these major issues.

Did you know?

- In advance of regulations, since January 2020, Brioches Dorées and Fournil de Pierre in France have used lids made of bagasse (sugar cane pulp), wooden stirrers and cutlery, and straws made of biodegradable cardboard in their outlets.
- At Bridor in 2021, 9,305 tonnes of organic waste were resold to a recycling company to be processed into animal feed.
- In France, Logistimax is working on increasing the quantity transported in each box to reduce the quantity of packaging. For example, in 2021, Carpaccio and semolina was significantly increased, from 2.25 kg to 4.5 kg per box for the first, and 1 to 5 kg per box for the second. These actions help to reduce the delivery frequency and the carbon footprint related to logistics.
- Cité Gourmande reduced the equivalent of 16 tonnes of plastic by reducing the thickness of its food packaging, without modifying its properties.
- After receiving standard ISO 50001 in December 2021 for its two production sites in France, in October 2021 Bridor also made important investments, making savings of 400m3 of water consumption per week!



Take animal wel- into account

Animal welfare is a major concern of consumers. Opting for sustainable sourcing and developing channels more respectful of animal welfare helps to improve farming conditions.

Always keen to innovate in order to meet consumers' needs, LE DUFF Group has been working for several years on developing sectors that are more respectful to the living conditions of animals.

Since January 2019, 100% of the eggs purchased by Bridor France are from barn hens. This makes the company one of the first manufacturers in the bakery-pâtisserie sector in France to provide this guarantee. This initiative extends beyond the French borders too, as our international brands are also committed to ensuring that 100% of eggs used come from cage-free farms by 2025.

Our ambitions

100% of our egg supplies to be from barn hens or free-range hens by 2025.

Our performance

70.1%

of our egg supplies from
barn hens or free-range
hens

We are continuously increasing this ratio to guarantee conditions that are more respectful of animal welfare. Our foreign companies are working to reach to goals that we have collectively set.

81%

cage-free egg supplies at
Brioche Dorée

100%

Cage-free egg supplies at
Kamps

100%

Supply of cage-free eggs at
Bridor France



Achievements of the year

At Brioche Dorée, the "Authentiques" sandwich ranges have been filled with free-range eggs since October 2021. In 2021, Brioche Dorée introduced free-range chicken into its sandwich offer.

Cité Gourmande gives precedence to free-range eggs for its recipes and maintained its 100% goal for its Pom Bistro brand in 2021.

For sustainable consumption, Brioche Dorée's supply of chicken consists of 50% fillet and 50% thigh.

Let the experts

Said OMARY
Catering Quality Manager



How do you ensure that your suppliers respect animal welfare?

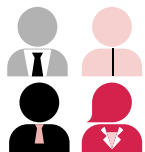
To strengthen the lasting relationships built with suppliers, the Group works with them to build channels where animal welfare is central to priorities. Currently, these commitments are mainly focused on egg-laying hens and broiler chickens, two priorities in terms of the animal's well-being.

*Engage upstream
with farmers to encourage
new practices*

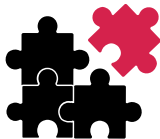
Did you know?

- The European Chicken Commitment is a voluntary approach supported by over 30 European Non-Governmental Organisations (NGO) which aims to improve the farming conditions and welfare of hens by 2026 by:
 - > Reducing livestock density and improving the animals' living space,
 - > Better controlling the air quality of the farms thanks to adjustments at several levels
 - > Having external audits carried out by independent institutions.
- In 2026, all LE DUFF Group companies in Europe will be supplied exclusively with chicken from suppliers that comply with all of the ECC standards.

“ *Support
and develop
our talents* ”



Employment and



*Skills
development*



*Our employees'
health and safety*



Employment and diversity

Creating jobs in the regions boosts the local economy. Integrating new employees without discrimination corresponds to LE DUFF Group's ethical values. By promoting diversity and complying with regulations in force, this constitutes a performance lever for the Group.

LE DUFF Group's human resources departments are committed to recruiting their staff based only on objective criteria of qualifications, skills and professional experience. These criteria are also applicable to pay, working conditions, promotion, mobility and training. The Group's diversity policy incorporates 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 gives precedence to permanent contracts.

Our ambitions

- Obtain a minimum score of 75/100 on the gender equality index for all of our subsidiaries subject to the regulations.
- Maintain a permanent employment rate above 80%.

Our performance

88 Gender equality index score

89.6% of the workforce employed on a

In 2021, the Group continued its efforts in employment and diversity.

55%

of management positions in
La Madeleine occupied by
women

33

Number of disabled
employees at Bridor in 2021

100

Gender equality index at Brioché
Dorée

Achievements of the year

For "European disability employment week", employees at LE DUFF Group head office took part in disability simulation workshops, an interactive game and a digital escape game. The aim was to raise participants' awareness of the various forms of disability.

At Bridor, 100 employees took part in specific training to learn sign language in order to better welcome deaf or hearing-impaired colleagues. This training plan is accompanied with yearly awareness-raising.

Cité Gourmande has opened a new production site in Lot-et-Garonne. It is the opportunity for the brand to continue to increase its production capacity, and above all to create 15 additional jobs locally.

LE DUFF Group head office in Rennes uses an association to reply to job application letters. This action employs people with disabilities, who prepare the letters and send them out to the candidates.

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

Let the experts



Stéphane BOISCOURÉ

Group Social Relations
Director

Which measures does the Group take for people with disabilities?

The Group has set up a number of measures to welcome and train employees with disabilities. For European disability employment week, we promote awareness of the issues associated with disabilities.

Did you know?

- At Del Arte and Brioches Dorées, 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 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 Code of Business Ethics.



Skills development

The development of employees' skills is a vector for better technical and operational control of their functions. Training also contributes to attracting and keeping talented people. Career development and internal and international mobility helps to improve employee loyalty and to bring new skills into our subsidiaries.

The Human Resources departments of the various LE DUFF Group companies support their employees in their projects and development throughout their career. Internal promotion and international mobility are central to the Group's human resources strategy. All Group companies have introduced structured integration and training paths. 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 every year in order to maintain skills.

Our performance

59.3%

of employees took at least
one training course in 2021



*In 2021, over half of our employees
followed a training course.*

94%

of Brioche Dorée employees
followed an e-learning
course in 2021

10

Social and Economic
Committee meetings took
place for GIE GLD Services

5,753

Face-to-face training hours for
head office and food service in
France in 2021

Achievements of the year



A series of training courses was organised for Kamps employees to reinforce technical knowledge in real estate management, data protection and other legal themes.

In 2021, LE DUFF Group received Happy Trainees® accreditation! This label rewards companies in which interns and apprentices are the happiest and most motivated: 93.7% of positive opinions!

Cité Gourmande, in partnership with the Institut de Formation Régionale des Industries Alimentaires d'Aquitaine, partner companies and local authorities, developed a maintenance technician and vocational Production Line Pilot training course to train future employees and ensure their rapid professional insertion.

Let the experts



Pascale CLOSSON-DUQUETTE
Administrative Manager Industry North
America and Food Service Canada

Can you give us some examples of mobility

We work with all LE DUFF Group companies to offer qualifying courses in our subsidiaries in the United States and Canada. We also welcome young talents (work-study contracts, overseas secondment, internship, etc.) who want to be trained in our food industry and food service professions.

Our training offer allows each employee to acquire the skills they need to reach the company's targets

Did you know?

- The Duff Talent Academy, in charge of Group training and recruitment, is a signatory of the Accessibility and Disability charter in Brittany. Adhering to this charter is proof of its willingness to commit to an ongoing improvement process in order to offer trainees with disabilities qualitative training courses that are adapted to their needs.
- The Group offers work-study opportunities in partnership with schools, in the form of apprenticeships or professional training contracts, with a view to obtaining a diploma or certificate: vocational training certificate (BTS) or vocational degree in the field of Business Unit Management or other areas such as management, marketing, IT and human resources.



Our employees' health and safety

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

LE DUFF Group employs over 6,200 employees worldwide and over 18,000 taking into account its franchised restaurants around the world. This is why it is the Group's duty to guarantee the health and safety of everyone in their workplace. This takes the shape of preventive actions such as training, raising awareness and continuous and rigorous accident monitoring to help reduce them. Policies and actions, tailored to the specific needs of each business and brand, deployed by the human resources or safety division, are formalised in Single Risk Assessment and Risk Prevention documents.



Our ambitions

Limit our accident frequency rates and stay below the average in our sectors.

Our performance

32

Median frequency rate in
2021



The Group remains below the median of the sectors in which it operates. (source: Assurance maladie)

689

Employees trained in health
and safety

99

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

470.5

health and safety training
through e-learning

Achievements of the year

Bridor set up the "Safety Dialogues" programme enabling exchanges between the manager and a member of their team to identify and eliminate risks. Each manager organises two dialogues per month.

Logistimax purchases no corrosive cleaning agents for restaurants and is currently working with its supplier to source more concentrated or solid products that save on packaging and are less heavy to lift.

Bridor and **Bridor North America** received ISO 45001 certification in 2021. In addition, they have introduced a weekly factory management committee to correct accidents.

Cité Gourmande is working in partnership with the Caisse d'Assurance Retraite et de la Santé au Travail (CARSAT) to improve workstation ergonomics, reduce the risks associated with carrying loads, falls and MSDs, and increase workstation flexibility.

Let the experts

Rainer WIRSEN

Production and logistics manager at Kamps

Which preventive actions have been introduced this year?

Nothing we do justifies putting our own health or other people's health in danger. This is why our employees and management staff are trained each year in occupational health and safety, fire safety, first aid, risk assessments and handling hazardous substances.

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 outlining this analysis is presented to the Social and Economic Committee and investigations are conducted in the event of serious accidents by two members of this same committee.

- At **Bridor**, the sites work with ergonomic consultants, in particular to develop reflexology solutions through workstation design. Innovative means are deployed with employees and then

made available to them to reduce the risk of MSDs, such as exo-skeleton programmes or support in protecting health on a daily basis (soundproof panels, dust extraction systems, etc.).

- At the Group head office in Rennes, employees have the possibility to take part in sports sessions in the morning, at lunchtime and in the evening. These sessions take place in the sports hall in the head office building, or in the neighbouring park. All of the activities are supervised by a certified coach. These sessions take place in small groups, thus enabling personal monitoring.

“ *Develop
culinary
know-how
worldwide* ”



*Protect bakery and culinary
heritage*



Promote the French Café-Bakery concept



Protecting bakery and culinary heritage

The 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 the protection of local culinary culture, the Group is committed to working with chefs from the catering and bakery sectors.

To protect this heritage, we have to pass on our vocation to the younger generations and to people who want to learn our professions. We work every day in our subsidiaries to conserve traditional recipes and pass them on to the next generations.



Promote the French Café-Bakery concept

The wealth of French know-how in the Café-Bakery sector, with its conviviality and excellence, deserves to go beyond the borders. The promotion of this universe is a showcase for France and also makes it possible to meet consumers' expectations worldwide.

Our subsidiaries, which found their creation of value on this concept, contribute to this with the development of their activity.

+1 000

Number of "Café-Bakeries" in the world

+1M

Customers per day that LE DUFF Group welcomes into its restaurants

+100

Le Duff Group is present with its products in over 100 countries worldwide



Achievements of the year

As a tireless champion of learning, every year LE DUFF Group awards a prize to the "Best Apprentice of France" winners at the official ceremony at Théâtre du Chatelet in Paris.

LE DUFF Group and its companies work with the Meilleurs Ouvriers de France (MOF) to select ingredients and products and to design new recipes. For many years, the Group has worked in particular with two chefs, Jean-Jacques Massé (MOF Cookery) and Frédéric Lalos (MOF Bakery).



The same passion for transmission

Did you know?

- LE DUFF Group is highly committed to supporting learning and to promoting French artisanal heritage. Since its creation, it has trained over 2,500 apprentices.

- 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 local schools.

- The culinary heritage in the German bakery sector is very rich (Bretzel, Roggenmischbrot made with rye, etc.). Kamps tailors its offer locally by offering specific recipes from each region.

- Bridor's mission statement is to "share the bakery cultures of the world".

- Del Arte restaurants regularly renew their menus with recipes designed by Group R&D and tested and approved by an internal panel.

Let the experts

Pierre KOCH
Executive chef, EMEA



Can you tell us about the Bridor Bakery's Culture Club (BBCC)?

We set up the BBCC with expert bakers and chefs to discuss the subject of local trends and to share the bakery cultures specific to each region. Videos and recipe sheets are disseminated on social media and on Bridor.com. In 2021 we organised our first creativity competition!

Achievements of the year

LE DUFF Group set up a Culinary Academy in Rennes and trains its customers in the food service industry, in partnership with chefs and culinary experts. In 2021, several employees took part in cookery workshops.

After the launch of its new French café-bakery concept in September 2020, La Madeleine made a staggering entry into the top 10 best American restaurants (Consumer Picks rating). This rating was made by consumers themselves and it materialises 30 years of Presence in America.

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

Since its creation, Le Duff Group has been committed to defending French culinary heritage and lifestyle around the

Let the experts

Christine JOHNSON
COO La Madeleine



How do you adapt the Café-Bakery concept to the American market?

In terms of the product, with a new bread range, hot sandwiches, salads and our classics which have been the success of La Madeleine since 1983: croque-monsieur, Cesar salad, basil and tomato soup and fresh croissants. In terms of the customer journey, to meet the expectations of American consumers, we launched the first Group Drive-In and a selection of grab'n'go products.

Did you know?

• LE DUFF Group is now 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, and Kamps, leader of the 'café bakery' in Germany. The Group is based on a concept of sandwiches, Viennese pastries and patisseries, focusing on food safety and quality.

• Since its creation, Le Duff Group has been committed to defending French culinary heritage around the world.

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



“

”

Appendix 1

Context

In France, Ordinance No. 2017-1180 of 19 July 2017 requires companies that report 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 Statement on Extra-Financial Performance (SEFP). This Statement must be published on the company's 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 in the statement on extra-financial performance, along with the associated performance indicators, relate to the financial year commencing on 1 January 2021 and ending on 31 December 2021. LE DUFF Group has extended the scope worldwide. The scope does not take into account Frial, which was acquired at the end of the financial year.

Indicator selection

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

- Particularities of the laws in some countries,*
- Changes in local definitions that may affect comparability.*

Compulsory information

Ordinance No. 2017-1180 of 19 July 2017 on the publication of extra-financial information requires 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

CHALLENGES	RISKS
<i>Focus on the health and well-being of our consumers</i>	<i>Nutritional balance of products and ingredients</i>
<i>Propose delicious recipes</i>	<i>Dynamism - Customer satisfaction</i>
<i>Responsible procurement</i>	<i>Relations with producers and sources of supplies</i>
<i>Avoid wasting resources</i>	<i>Reduction, recycling and recovery of waste Energy performance</i>
<i>Take animal welfare into account</i>	<i>Animal welfare issues within the sectors</i>
<i>Employment and diversity</i>	<i>Equal opportunities and non-discrimination Maintain local employment</i>
<i>Skills development</i>	<i>Training and skills development</i>
<i>Our employees' health and safety</i>	<i>Occupational health and safety</i>
<i>Protect bakery and culinary heritage</i>	<i>Preserve and pass on culinary heritage</i>
<i>Promote the French Café-Bakery concept</i>	

Risks concerning governance and business ethics are covered in the Governance presentation in the business model and the vigilance plan. As last year, the issue of protecting biodiversity is covered within the framework of the Vigilance Plan.

Appendix 3

Methodology

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

- Global scope of the statement on extra-financial performance: 98% in turnover and 95% in workforce (see exclusions below and detail by indicator)
- Due to the non-availability of data, the following were excluded from the report: Gourming, Hôtellerie, Bridor Asia, North America catering except La Madeleine and Brioche Dorée Argentina, representing 2.1% of consolidated turnover and 5.3% of the workforce on 31/12/2021.
- Detail of the Group scope on which each indicator is calculated:

		Pondération Volume Industrie/ Couvert Restauration	Pondération Chiffre d'affaires	Médiane	Pondération effectifs	Unité	Périmètre
1	Présence des informations nutritionnelles		x			%	CA consolidé
2	Références récentes (< à 3 ans) dans notre portefeuille d'offre produits		x			%	CA consolidé
3	Approvisionnements en volume issus des pays d'implantation ou de spécialité de nos filiales		x			%	CA consolidé
4	Valorisation de nos déchets d'ici 2025 (industrie)	x				%	Volume Industrie
5	Consommation électrique par tonne (Industrie)	x				KWH/Tonnes	Volume Industrie
6	Consommation électrique par couverts (restauration)		x			KWH/Couverts	CA consolidé Restauration
7	Approvisionnements en oeufs issus d'élevage au sol ou plein air		x			%	CA consolidé
8	Index égalité femme/homme de nos filiales soumises à la réglementation			x		Note / 100	Effectifs
9	Taux d'emplois permanents				x	%	Effectifs
10	Formation de nos collaborateurs chaque année				x	%	Effectifs
11	Taux de fréquence d'accident du travail			x		nb. > 1 jour (pour 1 million d'h. travaillées)	Effectifs

Additional notes on methodology:

Indicators / NOTES

1 This indicator excludes Group entities in the "Services" category (i.e. head office and Logistimax, the latter supplying the food service entities accounted for in the scope)

2 This indicator excludes Group entities in the "Services" category (head office and Logistimax, as well as FB Solution, of which the references are the same as those of Bridor, accounted for in the scope)

3 The head office is excluded from the scope for this indicator as it does not source food. We have not received information for Bridor North America explaining the percentage of coverage of the scope.

4 Only the industrial entities are included in the scope.

5 Only the industrial entities are included in the scope. We have not received information for Gourmet Cuisine in Dallas explaining the percentage of coverage of the scope.

6 Only the catering entities are included in the scope. We have not received information for Kamps explaining the percentage of coverage of the scope.

7 The head office is excluded from the scope for this indicator as it does not source eggs.

8 This indicator excludes entities that do not calculate the gender equality index using French methodology (i.e. Kamps, La Madeleine, Bridor NA). We have not received information to calculate the index for FB Solution.

9 All Group information was able to be collected for this indicator, including the entities excluded for the other indicators.

10 For this indicator, we have not received information for Restauration des Loges and Ginger's.

11 For this indicator, we have not received information for Restauration des Loges and Ginger's.

% de couverture du périmètre	Détail périmètre 2021
93,6%	Brioche Dorée France, Del Arte, Tablapizza, Kamps, La Madeleine, Bridor France, Bridor North America, FB Solution, Cité Gourmande
93,1%	Brioche Dorée France, Del Arte, Tablapizza, Kamps, La Madeleine, Bridor France, Bridor North America, Cité Gourmande
80,1%	Logistimax, Brioche Dorée France, Del Arte, Tablapizza, Kamps, La Madeleine, Bridor France, FB Solution, Cité Gourmande
98,9%	Kamps, Bridor France, Bridor North America, FB Solution, Cité Gourmande
98,9%	Kamps, Bridor France, Bridor North America, FB Solution, Cité Gourmande
62%	Brioche Dorée France, Fournil de Pierre, Gingers, Del Arte, Tablapizza, La Madeleine
97,7%	Logistimax, Brioche Dorée France, Del Arte, Tablapizza, Kamps, La Madeleine, Bridor France, Bridor North America, FB Solution, Cité Gourmande
96,8%	GIE GLD Services, Logistimax, Brioche Dorée France, Del Arte, Tablapizza, Bridor France, Cité Gourmande
100%	Groupe LE DUFF
92,4%	GIE, Del Arte, Tablapizza, Kamps, La Madeleine, Bridor France, Bridor NA, FB Solution, Cité Gourmande
88,7%	Brioche Dorée France, Tablapizza, Kamps, La Madeleine, Bridor France, Bridor NA, FB Solution, Cité Gourmande



«Eat
so good»

/ groupeleduff.com
in     