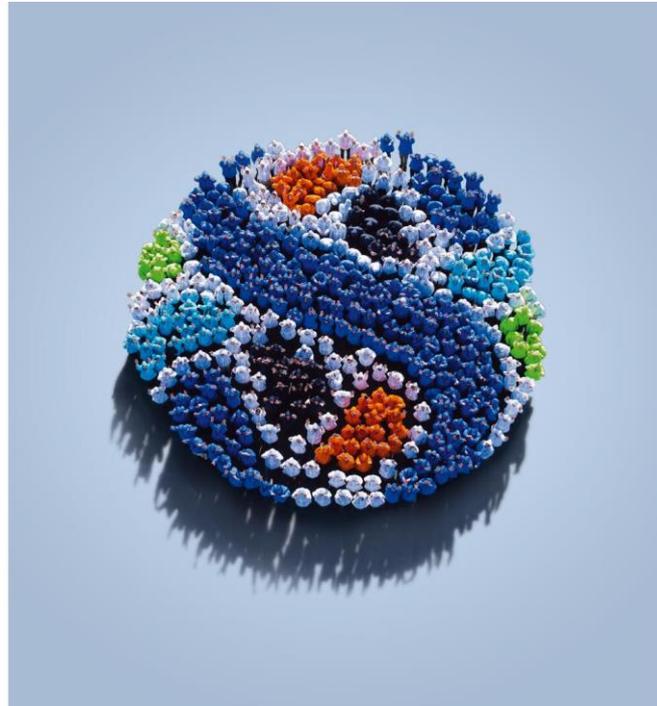


GROUPE SAVENCIA



VIGILANCE PLAN 2022

In accordance with Law No. 2017-399 of March 27, 2017 relating to the Duty of vigilance of parent companies and contracting companies, the Vigilance Plan below presents the approach to vigilance and the report on the actions implemented within this framework at the level of the Group represented by SAVENCIA Holding (hereinafter referred to as “SAVENCIA Group,” “SAVENCIA” or “the Group”) for all its activities. It covers not only the activities of its subsidiary SAVENCIA Fromage & Dairy (as well as subsidiaries and sub-subsidiaries thereof), but also those of SAVENCIA Gourmet (as well as subsidiaries and sub-subsidiaries thereof).

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1. Introduction

SAVENCIA Group is an independent family agri-food group made up of close-knit companies. The Group strives to reconcile its international agri-food business with a deep-rooted attachment to local regions, as well as the many stakeholders that contribute to value creation for sustainable and high-quality food.

Everywhere SAVENCIA Group operates, it takes care to conduct its business with respect for human rights and the environment, whether these activities are carried out directly or as part of its commercial relations.

SAVENCIA's values profoundly influence our way of working and the goals we set for ourselves: consumer satisfaction, encouragement and support for producers, suppliers and partners in implementing best practices, and a safe, ethical and sustainable environment for workers. These values guide the Group's approach to protecting and promoting human rights, as well as its commitment to the environment. They also underpin the Group's ever-more concerted action for the common good: the way we rally teams around our shared values, everywhere and every day, is a perfect illustration of this pledge.

Reference framework

As part of our quest for constant improvement, consumer and customer satisfaction stands out as a keystone of our strategy, alongside the overall satisfaction of all those who work within and for the Group. As such, respect for human rights and the environment, food safety and the fight against corruption stand out as indispensable and exacting principles that are both compatible with and contribute to optimal and lasting economic performance.

This commitment is expressed in the Group's Code of Ethics: distributed to all employees and available on the Group's internal website, this Code guides the behavior and decisions of all employees with a view to working harmoniously, ethically, and responsibly within SAVENCIA.

Legal context

The SAVENCIA Vigilance Plan meets the requirements of the French law on the Duty of vigilance of parent and contracting companies.

This plan must include "reasonable vigilance measures to identify risks and prevent serious violations of human rights and fundamental freedoms, personal and environmental health and safety" that may result from the activities of the Group and its subsidiaries, as well as those of suppliers or subcontractors with which SAVENCIA has an established business relationship.

This obligation is based on five measures:

- ▣ risk-mapping;
- ▣ procedures for the regular assessment of the situation of subsidiaries, suppliers and subcontractors;
- ▣ appropriate actions to mitigate risks or prevent serious harm;
- ▣ a whistleblowing and report-processing system relating to the existence or realization of risks;
- ▣ a system to monitor the measures implemented and assess the effectiveness thereof.

The report on effective implementation for 2022 is incorporated in the Vigilance Plan, in particular through operational illustrations and monitoring indicators.

Initiatives to promote the Duty of vigilance

Beyond compliance with the law, the Vigilance Plan represents an opportunity for the Group to formalize and coordinate initiatives already in place at its various sites, subsidiaries and business partners. The Group has long exhibited an awareness of its social and environmental responsibilities towards its customers, employees and suppliers, as well as other relevant stakeholders. It considers that the requirements of the law on the Duty of vigilance are fully integrated into its ethical and societal commitments and takes care to ensure compliance with these obligations in its operations and value chain.

Since 2003, the Group has been a signatory of the United Nations Global Compact, the world's largest sustainable development initiative, thus demonstrating its commitment to adopting an approach grounded in impact measurement and sustainable development across its entire value chain. In consonance with UN initiatives, SAVENCIA Group's principles of responsibility are based on international reference texts that set out the commitments to be respected, particularly in terms of human rights:

- ▣ the Universal Declaration of Human rights, the Sustainable Development Goals (SDGs) and the Principles of the United Nations Global Compact;
- ▣ the OECD Guidelines for Multinational Enterprises;
- ▣ the International Labor Organization (ILO) Tripartite Declaration on Multinational Enterprises;
- ▣ national legislation, particularly regarding the Due diligence to respect human rights and the environment.

As part of a growth strategy designed to reconcile meaning and performance, SAVENCIA Group has developed its approach to corporate social responsibility (CSR) on the basis of the Oxygen Plan, a roadmap focused on collaboration and innovation for an ethical and sustainable world. The Oxygen Plan incorporates the expectations expressed by the Group's stakeholders, as reflected in a materiality analysis, and strengthens the Group's CSR efforts across four major areas of progress, with global ambitions and local, subsidiary-led actions (see Chapter 2 of the Annual Report - Non-Financial Performance Statement).

2. Governance and stakeholders

2.1. Governance

Building on SAVENCIA Group's commitment to respect human rights and the environment, Management has entrusted the Risk Management and Compliance Department with the responsibility of implementing the Group's vigilance approach.

Its responsibility particularly includes coordinating the structure and content of the Vigilance Plan and issuing recommendations to the various departments involved. The Risk Management and Compliance Department regularly reports to Group Management regarding its progress. The Communication, CSR, Human Resources, Purchasing, Legal, Quality, Operations, Control and Internal Audit Departments have participated in monitoring actions and contributed to drafting the Vigilance plan. The bodies responsible for issues relating to the Duty of vigilance have their own internal steering mechanisms.

Progress in implementing the Vigilance Plan is monitored by the Group Ethics and Culture Committee, which incorporates issues relating to the Duty of vigilance. The Committee is

chaired by the Group Corporate Secretary and comprises the Group's Chairman, Chief Financial Officer, General Counsel, Human Resources Director and Compliance Director. It meets at least twice a year in plenary session, and as often as required by current events. In 2022, it continued to review the progress of measures relating to the Duty of vigilance.

The Audit and Risk Committee is one of the specialized Board committees dedicated to compliance and vigilance issues. Established in 2017, it meets at least four times a year, and ensures implementation of the Vigilance Plan.

The CRS Committee, on which the Compliance Director sits, also addresses vigilance issues, consistent with its responsibility of overseeing CRS initiatives and the Oxygen Plan.

Finally, the Compliance Steering Committee is the body tasked with carrying out and monitoring vigilance actions. It meets at least twice per year and as often as required by current events and its risk monitoring responsibilities.

2.2. Relations with stakeholders

Firm in the belief that a collaborative approach is instrumental in building and implementing its approach to vigilance, SAVENCIA Group strives to strengthen risk prevention by ensuring the involvement of all people, structures and organizations potentially affected by its activities.

As such, stakeholders are regularly consulted, both locally and nationally, regarding the implementation of action plans and priority measures aiming to prevent risks related to the Group's activities in the fields of human rights and the environment.

Consultation with trade unions

Quality of life at work and social relations are an absolute priority for the Group, which considers them a source of fulfillment and sustainable performance. Social dialogue is thus ensured through employee representation at all levels of the Group:

- ▣ within the employee representative bodies of each subsidiary,
- ▣ through the Group Works Council for France, a representative body that meets twice a year,
- ▣ through joint committees in France, which manage systems put in place pursuant to agreements (personal risk insurance, healthcare expenses, collective pension savings plan, Group profit-sharing plan);
- ▣ and finally through the organization of a European Works Council (EWC), which meets once a year and is governed by an operating agreement in accordance with the provisions set out in Directive 2009/38/CE of the European Parliament and of the Council of May 6, 2009 and transposition thereof into French law by Order No. 2011-1328 of October 20, 2011.

In October 2022, the obligations associated with the Duty of vigilance, the risk mapping approach and the Group Vigilance Plan were presented to employee representative bodies at the annual EWC meeting.

Relations with stakeholders at the operational level

To prevent and effectively manage the impacts of its activities on human rights and the environment, SAVENCIA Group institutes and maintains dialogue with stakeholders at the operational level. These discussions reflect the Group's desire to build a lasting relationship with its ecosystem, and include concrete actions furthering its commitment to global initiatives.

To help prepare the future of the dairy industry and to share its practices, SAVENCIA Fromage & Dairy works with all the players in the value chain in France: the National Federation of Dairy Industries (FNIL), the French Milk Processors' Association (ATLA), and the French National Association of Food Industries (ANIA).

SAVENCIA Fromage & Dairy sits on the Boards of Directors of the CNIEL (French Dairy Interprofessional Organization for cow's milk), ANICAP (National umbrella organization for the French goat milk industry), France Brebis Laitière (Interprofessional Organization for sheep milk - FBL) and associated regional bodies.

At the international level, SAVENCIA Fromage & Dairy is also a signatory of the Pathways to Dairy Net Zero Declaration and an active member of the International Dairy Federation (FIL-IDF), the Sustainable Agriculture Initiative (SAI) and the Dairy Sustainability Framework (DSF).

In 2021, SAVENCIA Fromage & Dairy also became a member of the Roundtable on Sustainable Palm Oil (RSPO).

In addition, SAVENCIA Gourmet is participating, together with the companies Valrhona, Weiss and Révillon, in the Cacao Forest project, which brings together partners from a variety of backgrounds to develop a more responsible and sustainable cocoa sector.

3. Scope and business model

3.1. Value chain

Active in 120 countries on all five continents and employing more than 25,000 workers, the Group offers a portfolio of premium brands as well as a range of products and services for professionals in the F&B and industrial markets (agri-food, dietetics, health, etc.). Through its subsidiaries located throughout the world, it operates mainly in the fields of dairy and cheese (SAVENCIA Fromage & Dairy) as well as in the Charcuterie, Seafood and Chocolate sectors (SAVENCIA Gourmet).

SAVENCIA Fromage & Dairy is a major player in dairy processing and the world's fifth largest cheese group. Its portfolio of unique brands, including Caprice des Dieux, St Morêt, Tartare and Elle&Vire, brings together cheese specialties, butters and creams for the retail market, as well as creams, butters, cheeses and cheese sauces for the restaurant and bakery industries. Nutritional solutions and technical butters are also specially developed for industrial players.

SAVENCIA Gourmet is a leading international player in the field of dessert gastronomy in the F&B sector, and is present in supermarkets and hypermarkets in France with charcuterie and seafood brands. Brands include Valrhona, a top name in the Premium chocolate market serving professionals, as well as other brands such as Bordeau Chesnel and Coraya.

3.2. *Scope of application of the Duty of vigilance*

The vigilance measures set forth in this plan are implemented within the SAVENCIA Group value chain for:

- ▣ operations: all activities carried out by Group subsidiaries prior to the sale of products, essentially production or processing activities, as well as any upstream or downstream activities (e.g. transportation). All brands combined, the sites concerned are mainly located in France, although there are also sites in the United States, South America, Central Europe and Asia. The identified rights holders are the Group's employees, but rights can also extend to the environment surrounding subsidiaries' business sites, particularly local residents.
- ▣ supply chains: the activity of all suppliers and subcontractors. Within the supply chain, rights holders are the workers employed by suppliers. Externally, rights holders are the populations and the environment potentially impacted by supplier activities.
- ▣ sale and consumption: direct sales to consumers (BtoC or Business-to-Consumer activities) as well as sales to professionals (BtoB or Business-to-Business activities).

4. Risk analysis

Our activities and operations have an impact on our ecosystem. SAVENCIA Group, as well as its subsidiaries, takes care to monitor these impacts and to remedy the negative effects generated. The Group has thus developed a risk assessment process that takes into account local specificities and emerging issues.

In line with other risk assessment procedures carried out at Group level, the Duty of vigilance focuses specifically on the risks that SAVENCIA poses to its environment and ecosystem.

In 2022, an assessment of the risks specific to the Duty of vigilance was carried out with the support of an expert consultancy firm. With a view to complementing the insight gained through the 2018 risk analysis on the Group's five main raw materials, lines of research were identified for the 24 categories studied according to SAVENCIA's impact on rights holders throughout its value chain.

Through a documentary analysis by category based on available and relevant public resources (e.g. BHRRC, FAO, CCFD, OXFAM, etc¹), the risks inherent to the Group's activities and sector were identified and qualified in terms of human and environmental rights, integrating the geographical areas concerned.

¹ BHRCC: Business and Human rights resources Center; FAO: Food and Agriculture Organization; CCFD: Comité Catholique Contre la Faim et Pour le Développement; OXFAM: Oxford Committee for Famine Relief.

The following risks have thus been analyzed in depth for the categories studied:

Issues relating to the Duty of vigilance			
Human rights and fundamental freedoms	Personal health and safety	Environment	Local communities
Associated risks			
Union rights	Employee health and safety	Contribution to climate change	Living and housing conditions and land grabbing
Discrimination and harassment	Consumer health and safety	Use of natural resources, harm to biodiversity and animal well-being	
Forced Labor		Water, air and soil pollution	
Child labor			
Compensation and working			
Other working conditions (formal work relationship, employer-organized housing and commuting conditions)			

The inherent risks thus identified were compared with the measures and practices in place within the Group and its subsidiaries.

This analysis made it possible to determine the Group's material risks, considering the most serious potential negative impacts of the Group's activities on human rights and the environment.

The measures to be implemented on a priority basis to mitigate and prevent the potential damage caused by these risks are reviewed together with the Group's stakeholders. All representative internal stakeholders, in particular the HR, CSR, Purchasing, Quality, Health and Safety and Environment teams, as well as employee representatives, members of the Group Works Council for France and the SAVENCIA European Works Council (EWC), were consulted in 2022 to provide input for this analysis.

Furthermore, the obligations associated with the Duty of vigilance, the risk mapping approach and the Vigilance plan were presented to employee representative bodies at the annual EWC meeting in October 2022.

5. Regular assessment regarding risk analysis

In accordance with the provisions of the law on the Duty of vigilance, the compliance process is updated on the basis of internal qualitative and quantitative indicators.

The Compliance Steering Committee, which is responsible for managing the compliance approach alongside the network of Compliance Officers, thus meets at least twice a year, and more often as necessary, to monitor implementation of the vigilance mechanism.

▣ Qualitative monitoring

Qualitative monitoring is carried out in collaboration with the network of Subsidiary Compliance Coordinators (SCC). These agents, whose position allows for full understanding of the Group's operational reality, report to the Compliance

Department any type of violation or risk of violation of human rights observed in the course of their duties. They may also report any concerns or issues raised by employees.

This continual link between the network of Compliance Coordinators and the Compliance Department allows for concrete assessments of the effectiveness of the measures taken. Feedback received from Coordinators thus serves as a primary basis for drawing up action plans and identifying areas for improvement.

▣ Quantitative monitoring

The various measures implemented internally are accompanied by monitoring indicators that make it possible to evaluate the effectiveness of the vigilance approach. SAVENCIA Group has at its disposal diverse tools and mechanisms to fulfill its Duty of vigilance.

Social reporting

The Group's social reporting data is analyzed in detail to assess the effectiveness of Group actions or policies, as well as to identify any changes to be made.

With respect to the Duty of vigilance, monitoring procedures focus particularly on the following:

- ▣ annual headcount (permanent and non-permanent), with details on new hires and departures,
- ▣ the age of the workforce,
- ▣ gender equality in the workplace,
- ▣ employment and integration of people with disabilities,
- ▣ working hours,
- ▣ absenteeism,
- ▣ training, as well as wages and expenses,
- ▣ social relations.

Detailed information concerning these actions and the corresponding follow-up are specified in Chapter 6 on risk mitigation and prevention of serious harm.

Direct employee input and measurement of well-being

The development of the #MySAVENCIA Human Resources Information System made it possible to extend the practice of Annual Employee Appraisal Interviews (AEA) to all managers as of 2022, and then gradually to all Group employees.

Furthermore, a concern for the well-being of its employees led the Group to put in place a tool intended to assess the workplace well-being of Group employees through periodic internal opinion surveys and implementation of improvement plans. This perception of well-being is monitored by way of an internal opinion survey carried out anew in June 2022 among 21,326 employees in almost all SAVENCIA subsidiaries with more than 50 employees. The survey uses the Great Place To Work (GPTW) methodology with the Trust Index questionnaire, which comprises 60 questions focused on five major factors of satisfaction: credibility, respect, fairness, pride and camaraderie (see the SAVENCIA Holding Non-Financial Performance Statement - "Employee well-being").

More generally, the various communication channels available to employees provide a means of exchanging and for expressing themselves, offering the possibility to report any difficulties, malfunctions or shortcomings.

In particular, employees have access to various mechanisms set up under an agreement with Stimulus, including an anonymous listening and support unit, and can report any problems via the Group's alert hotline (see Vigilance plan - 3.7 Whistleblowing and report-processing system).

Internal audit

In the performance of its duties, the SAVENCIA Group Internal Audit Department is required to review the resources and controls in place within the subsidiaries covered by the Vigilance plan.

The Internal Audit methodology is based on the internal control reference framework set out by the Committee of Sponsoring Organizations (COSO). The purpose of this internal control framework is to assess internal control based on 17 principles integrated into five components according to the 2013 model. These principles, assessed using a set of interview guides co-constructed with the relevant business line experts, serve to assess the risks associated with processes relating to the environment, social relations, ethics and responsible purchasing within SAVENCIA Group subsidiaries. These assessments:

- complement the audits carried out by the individual business lines (Quality, OHS, Insurance audits, etc.) and external audits;
- are cross-functional and therefore concern all subsidiary processes and activities;
- take place periodically, each subsidiary being audited every three to four years.

Nonetheless, the audit plan may be adapted according to the upstream risk assessment, including country risk assessments regarding respect for human rights and health, feedback from the Group Whistleblowing system, as well as any other relevant internal or external feedback. Feedback from audit visits is shared with the Group's Executive Management and the Compliance Department. Should particular attention be drawn to a specific point, the Compliance Department highlights uncontrolled risks that call for action plans and, in some cases, additional controls.

Group certification

SAVENCIA Group calls on an independent body to carry out an annual audit of its Human Resources processes, practices and tools, thus earning “Top Employer” certification. This certification is awarded to companies that apply best practices in the field of Human Resources. SAVENCIA is recognized for its policies and programs, particularly in terms of talent management, recruitment, onboarding, training and skills development. SAVENCIA Group has earned official Top Employer in Europe status for nine consecutive years.

The Group also boasts 2023 Top Employer certification in 14 countries: Belgium, Brazil, China, Czech Republic, France, Germany, India, Poland, Slovakia, South Korea, Spain and, for the first time, Argentina, Japan and the United States.

Finally, its subsidiaries Valrhona, República del Cacao and Rogue Creamery have earned B CORP certification, which highlights their societal and environmental commitments.

Employee health and safety

In the area of health and safety, precise indicators – number and frequency of work-related accidents, etc. – make it possible to monitor changes in the number and type of incidents at Group sites, in order to quickly plan new appropriate corrective measures (See Vigilance plan chap.6 for detailed actions relating to employee health and safety risks).

Quality audit

Performance indicators are incorporated into the third-party assessment process. This makes it possible to measure the effectiveness of the procedure in preventing risks to human rights, health and safety, and the environment. Regular verifications and audits by certification bodies provide a way of measuring the effectiveness of the compliance system. Scores and results offer insight for the establishment of an action plan indicating the corrective measures to be prioritized (see Vigilance plan – chap. 6 for detailed actions related to consumer health and safety risks).

Suppliers

The Group’s Responsible Purchasing approach includes assessing the positioning of suppliers regarding Vigilance risk mapping (see Vigilance plan – chap. 6.2 Responsible Purchasing).

6. Risk mitigation and prevention of serious harm

This chapter presents the main measures taken by SAVENCIA to reduce the material risks generated by its activities and which could lead to serious violations of human rights and fundamental freedoms, danger to personal health and safety and severe environmental damage. It also provides information on the monitoring of corresponding results.

In addition, this chapter presents the vigilance measures regarding the activities of suppliers working with the Group and its subsidiaries in the context of an established commercial relationship.

The risks presented are not exhaustive and reflect a priority-based selection according to our detailed risk analysis.

Finally, a fundamental cross-cutting measure has been implemented throughout the Group with the roll-out of a mandatory e-learning course on the Duty of vigilance. Launched in late 2022 and translated into 17 languages, this program aims to raise employee awareness of the risks of serious harm in the fields of human rights, health and safety and respect for the environment due to the actions of the Group's subsidiaries, suppliers or subcontractors in France and throughout the world.

This training course presents the issues addressed by the measures making up the Vigilance plan, in particular the alert system concerning the actual or presumed existence of risks.

6.1. Group actions

This chapter presents the actions taken to prevent and remedy serious harm potentially resulting from the activities of the Group and its suppliers. For each risk identified, the measures taken and the monitoring of results are presented. Where appropriate, this monitoring includes references to the corresponding chapters and indicators of the 2022 Non-Financial Performance Statement.

6.1.1. *Human rights and fundamental freedoms*

As part of its Duty of vigilance, SAVENCIA has identified the risks posed by its activity to the human rights of women and men.

Six risks were thus defined and analyzed according to the methodology previously presented in Chapter 3.4 of the Vigilance plan.

▣ Child labor

Risk of child labor (with the exception of the regulated framework of educational activities and apprenticeship)

In accordance with the ILO Minimum Age Convention (No. 138) of 1973 and the ILO Worst Forms of Child Labor Convention (No. 182) of 1999, the Group prohibits the employment of minors under the age of 15. Beyond a principled refusal to engage in child labor, SAVENCIA is committed to respecting the rights of children everywhere, as enshrined in the International Convention on the Rights of the Child of 1989.

Actions implemented	Results
<p>GROUP</p> <p>The commitments contained in the Group Charter for sustainable purchasing cover child labor.</p> <p>Subsidiary HR teams systematically monitor the age of job applicants.</p> <p>COCOA</p> <p>Child labor is a major risk faced by the cocoa sector as a whole, with production taking place mainly in countries in the Southern Hemisphere. Specific actions have been taken in SAVENCIA’s cocoa subsidiaries to respond to identified human rights risks, in particular the risk of increased child labor arising from changes in cocoa prices.</p> <p>As part of its Live Long program, the Valrhona subsidiary has established multi-year agreements (three years or more) with all its partner producers, with an average contract duration of more than eight years. These contracts make it possible to reduce child labor by maintaining high prices.</p> <p>In 2017, Valrhona joined the International Cocoa Initiative (ICI), a foundation dedicated to the protection of children in cocoa communities that works to ensure a better future for children and their families. In addition to implementing child protection systems at the local level, the International Cocoa Initiative Foundation has identified community development, women’s empowerment and access to education as key levers to prevent child labor.</p> <p>One of the pillars of the Rev'cacao program implemented by Group subsidiaries Révillon, La Maison du Chocolat and De Neuville is the fight against child labor on plantations. As access to quality education is key in this context, a “sustainable cocoa” premium paid to the producer goes toward paying children’s school fees.</p>	<p>At December 31, 2022, more than 1,045 Charters for sustainable purchasing had been signed, covering 66.8% of the Group’s expenditure overseen by the Purchasing Department and carried out with major suppliers (exceeding €1 million per year) excluding agricultural raw materials.</p> <p>In 2022, the minimum age of permanent Group employees was 16; people under the age of 18 are predominantly employed through work-study contracts.</p> <p>In 2021, partnerships in Belize, Peru and Sao Tome were renewed for 10 years and 100% of cocoa purchased comes from a partnership.</p> <p>Funding has been provided to schools in Côte d’Ivoire, Ghana and Venezuela by the Valrhona Solidarity Fund with a view to increasing school enrollment rates.</p> <p>On average, 60% of supplier groups have systems in place to prevent, monitor and remedy child labor.</p>

Actions implemented	Results
<p>NUTS</p> <p>The nut business faces complex supply chains, involving numerous intermediaries in fragmented and often delicate international sectors. A significant lack of distinction between work and family life (e.g. cracking nuts at home) contributes to the risk of child labor, particularly in certain Eastern European countries.</p> <p>The Group's subsidiaries, in both the cocoa and nuts sectors, call upon their suppliers to sign the Charter for sustainable purchasing.</p>	

▣ Forced Labor

Risk of resorting to permanent, temporary or interim forced labor.

In accordance with ILO Forced Labor Convention (No. 29) of 1930 and the ILO Abolition of Forced Labor Convention (No. 105) of 1957, the Group prohibits the use of forced labor by ensuring that all work is voluntary and that employees are free to leave their jobs at any time.

Actions implemented	Results
<p>GROUP</p> <p>The commitments contained in the Charter for sustainable purchasing cover forced labor.</p>	<p>At December 31, 2022, more than 1,045 Charters for sustainable purchasing had been signed, covering 66.8% of the Group's expenditure overseen by the Purchasing Department and carried out with major suppliers (exceeding €1 million per year)* excluding agricultural raw materials.</p> <p>See Vigilance plan - 3.6.2 Responsible</p>
<p>FISH</p> <p>Coraya sources wild Alaskan pollock and Pacific hake from the North Pacific. The sustainable fishing framework on which the sector's activities are based include criteria for suppliers and processors of certified seafood products, in order to ensure that products are not the result of forced or child labor.</p>	<p>In 2022, 100% of fish in the Coraya surimi product range came from sustainable fishing, monitored by an independent body.</p> <p>See the SAVENCIA Holding Non-Financial Performance Statement- "Sustainable agriculture."</p>

▣ Compensation and working hours

Risk of workers not being paid in accordance with ILO Conventions and local regulations.

In accordance with ILO Equal Remuneration Convention (No. 100) of 1951, the Group upholds worker rights, and its subsidiaries comply with applicable labor laws, in particular with regard to wages, which must be at least equal to the minimum wage in the country for equivalent work, with the objective of promoting a decent wage as envisaged by the ILO.

In line with this commitment, policies and associated action plans apply for the payment of raw materials to upstream agricultural producers.

Actions implemented	Results
<p>GROUP</p> <p>An annual framework memorandum sets out the principles for guaranteeing compliance with legal minimums in each country and acknowledgment of local economic conditions in establishing subsidiaries' compensation policies.</p>	
<p>MILK</p> <p>In 2022, SAVENCIA Fromage & Dairy continued its policy of promoting the dairy sector in the context of the French EGalim law.</p> <p>Among French cheese companies, SAVENCIA Fromage & Dairy practices milk prices among the highest in the industry and has been doing so for several years. In 2022, it continued to ensure that its partner dairy producers receive among the best remuneration packages for milk in France.</p> <p>As part of the roll-out of the Sustainable Milk Production diagnosis, the criteria of "Profitability of financial operations" and "Financial autonomy" are evaluated and monitored.</p> <p>Implementation of the plan to promote the establishment of young farmers and producer investments is continuing.</p>	<p>23.8% of the volume of milk collected is covered by the Sustainable Milk Production diagnosis (the volume of milk covered by the assessment is estimated on the basis of the average volume of milk collected per farm within the scope concerned, with the contractual milk supply of Compagnie des Fromages & RichesMonts - CF&R - at 37%)</p> <p>See the SAVENCIA Holding Non-Financial Performance Statement - "Sustainable agriculture."</p>
<p>MEAT</p> <p>Bordeau Chesnel develops sustainable partnerships with farmers, in particular by guaranteeing fairer remuneration, on average 20% higher than the average going rate for pork, and much higher for the best farms.</p> <p>The "Nos valeurs partagées" approach, which also applies to chicken, aims to guarantee fair compensation for farmers by taking into account production costs and ensuring long-term visibility thanks to a contractually-agreed system.</p>	<p>In 2022, the partnership with Bordeaux Chesnel for a sustainable pork sector brought together nearly 190 farmers. Gradual implementation of this program will continue until 2025.</p> <p>In 2022, 60% of the supply of pork rillettes came from the "sustainable quality" supply chain and 73% of the chicken supply came from a responsible supply chain in 2022.</p> <p>See the SAVENCIA Holding Non-Financial Performance Statement - "Sustainable agriculture."</p>

▣ Discrimination and harassment

Risk of discrimination in the SAVENCIA workforce on the basis of sex, race, age, ethnic origin, nationality, sexual orientation, state of health, political opinions or support for trade unions, and risk of any form of harassment in the workplace.

In accordance with Articles L1152-1 to L1152-6 of the French Labor Code on psychological harassment and Article 5 of the Declaration of Human Rights, the Group does not tolerate any form of harassment or violence in the workplace. In addition, with reference to ILO Discrimination (Employment and Occupation) Convention (No. 111) of 1958, the Group prohibits and rejects all forms of discrimination in employment relations, on any grounds whatsoever.

Actions implemented	Results
<p>The Group’s Ethics Charter sets out the values and principles of non-discrimination to be respected on a daily basis in all activities, particularly those relating to human resources (recruitment, promotion, management, etc.). The Charter also formally prohibits all forms of harassment.</p> <p>Harasement</p> <p>Employees undergo mandatory training on harassment upon joining the Group. Harassment officers have been appointed in each subsidiary in France (within the HR Department and the Social and Economic Committee).</p> <p>Disabilities</p> <p>The Group has established a “Disability Action” policy based on four main priorities to promote the recruitment and retention of people with disabilities: raising awareness to combat stereotypes; job security and stability; recruitment of people with disabilities; and partnerships with special facilities and support establishments.</p> <p>Through its network of Disability Officers, the Group implements various actions throughout the year to raise awareness and combat stereotypes.</p> <p>In 2022, a monthly information campaign was launched in France, focusing on a specific theme each month.</p> <p>For European Disability Employment Week (SEEPH) in November 2022, the Group called on its subsidiaries to raise awareness among their employees and combat stereotypes regarding disabilities through conferences, digital games, information meetings and awareness-raising workshops. During this week-long event, the subsidiaries also participated in the DUO-DAY program.</p>	<p>All employees are made aware of the Ethics Charter upon joining the Group.</p> <p>In 2022, 82% of Group employees had completed an e-learning course on harassment.</p> <p>HR and SEC harassment officers have received training to raise awareness of the risks of harassment.</p> <p>The Spanish subsidiary Arias was awarded national “Equality in the Workplace” certification in 2021. Follow-up audits will be carried out every year to ensure that the quality having led to this certification is maintained.</p> <p>In 2022, 13 subsidiaries had an employment rate of over 6% for people with disabilities. The overall rate within the Group is 3.3%.</p> <p>DUO-DAY brought together 38 people with disabilities, who teamed up with employees to discover the business lines and industrial or administrative activities of the Group’s subsidiaries.</p>

Actions implemented	Results
<p>Gender equality</p> <p>The Group strives to promote gender equality in terms of qualification, training, compensation and career development, driven by a commitment to achieving gender parity by 2025.</p> <p>A working group made up of HR teams has been set up to accelerate the development of women’s leadership. This body aims to establish an action plan based on analysis of internal and external quantitative data and interviews with employees (both men and women), as well as with the Group’s Management Committee.</p> <p>A specific budget allocation is planned to make up for any wage gaps observed between men and women in equivalent positions.</p> <p>Initiatives led by subsidiaries and shared within the Group are being implemented: the subsidiary SAVENCIA Cheese USA joined the United Nations global solidarity movement “#HeforShe.” This solidarity campaign aims to involve men in the fight for gender equality, encouraging them to take action against the inequalities faced by men and women. Mlekoprodukt, a Serbian subsidiary recognized last year among the companies most attentive to and involved in the fight for gender equality, is continuing to develop actions already in place and maintaining its high level of standards in this area.</p>	<p>In 2022, women accounted for 45.2% of the Group’s managers.</p> <p>On average, 69.1% of women of all socio-professional categories participated in at least one training session in 2022.</p> <p>The Group’s score on the 2022 Gender Equality Index in France is 89, and areas of improvement have been identified.</p> <p>see the SAVENCIA Holding Non-Financial Performance Statement - “Employee well-being”.</p>

▣ Union rights

Risk of workers being denied freedom of association and collective bargaining rights in accordance with ILO Conventions and local regulations.

In accordance with the ILO Freedom of Association and Protection of the Right to Organize Convention (No. 87) of 1948, the ILO Right to Organize and Collective Bargaining Convention (No. 98) of 1949, and the ILO Workers' Representatives Convention (No. 135) of 1971, in order to prevent any form of discrimination on the grounds of union activity, the Group is committed to strict respect for the freedom of association of all its employees, with regard to union membership and responsibilities, in every country where it operates. SAVENCIA is committed to respecting the principles set out in the 1998 ILO Declaration on Fundamental Principles and Rights at Work: freedom of association and effective recognition of the right to negotiate.

Actions implemented	Results
The Group's Ethics Charter recalls that freedom of association and collective bargaining are fundamental rights.	All employees are made aware of the Ethics Charter upon joining the Group.
In the event of an internal restructuring project giving rise to significant consequences for labor, employee representative bodies are systematically informed and, where appropriate, consulted in accordance with the regulations in force in the countries concerned.	
Promotion of social dialogue is encouraged through local employee representation bodies within each subsidiary.	In Group subsidiaries with more than 10 employees (threshold for the establishment of SECs in France), more than 81.4% of employees have the benefit of collective employee representation bodies such as labor committees, works councils or social and economic committees (SECs).
As part of the "Promoting the social protection floor" Roadmap project, negotiations were held with employee representative bodies in France in 2022 on the topic of "Recognizing the career paths of employee representatives."	All French trade unions have agreed to sign an agreement on this subject, scheduled for January 2023.

▣ Other working conditions

Risk of the absence of a formal employment relationship for permanent, temporary, seasonal and interim workers, in accordance with national regulations.

Risks related to workers’ living and housing conditions.

Actions implemented	Results
<p>MILK</p> <p>In France, “Dairy Resource Coordinators” support farmers in adopting new practices to facilitate their work. Coordinators also organize working groups aimed at fighting isolation. In addition, the Sustainable Milk Production diagnosis includes a “Producer Quality of Life” indicator that evaluates farmers’ workload and management responsibilities.</p> <p>In terms of the quality of production and breeding conditions, compliance with the Charter for Good Agricultural Practices is contractually required of all French suppliers of cow's milk. This charter sets out a monitoring indicator for the working conditions of employees on the farm. This requirement is gradually being extended to all milk collection systems worldwide.</p>	<p>23.8% of the volume of milk collected is covered by Sustainable Milk Production diagnosis (the volume of milk covered by the assessment is estimated based on the average volume of milk collected per farm within the scope concerned, with the contractual milk supply of Compagnie des Fromages & RichesMonts - CF&R - at 37%)</p> <p>In 2022, 86.8% of our worldwide milk supply in volume (compared to 85.8% in 2021) met the standards laid out in this Charter or alternative standards recognized as equivalent in the countries or sectors in question.</p> <p>See the SAVENCIA Holding Non-Financial Performance Statement - “Sustainable agriculture.”</p>

6.1.2. *Human health and safety*

As part of its Duty of vigilance, SAVENCIA Group is mapping the risks to which its own activity exposes its employees (permanent, temporary, seasonal and temporary workers), as well as consumers.

▣ Employee health and safety

Risk of workplace accidents leading to injury or incapacity for work, and risks to employee health (occupational diseases, psychosocial risks, etc.)

SAVENCIA Group brings together close-knit entities united by a strong business culture which guides their actions and those of their employees. Preservation of the health and physical integrity of the men and women working in and for the Group are an overarching priority at every level of the organization.

Actions implemented	Results
<p>A “SAFETY is OUR business” program, based on an Occupational Health and Safety Charter co-signed by the Chairman and Vice-Chairman of SAVENCIA Group, is in place in all subsidiaries. This charter champions the target of moving towards zero workplace accidents.</p>	<p>The OHS Charter was distributed to all subsidiaries worldwide in 2016, along with a ready-to-install aluminum poster. Copies are sent out every year as needed (new subsidiaries, new sites, etc.) It is available in all of the Group’s languages and accessible to all on the OHS digital platform</p>
<p>A health and safety management system known as the “OHS Framework” is applied in all Group establishments.</p> <p>The approach is organized through meetings of the network of OHS coordinators with accompanying support in the field: visits to several sites in France and abroad are organized to share best practices observed at the sites and to assess the extent to which the approach is integrated and followed in the field.</p> <p>Since 2020, the Group has been rolling out the “10 SAVENCIA Safety Essentials” in all subsidiaries. This initiative is complemented by a roll-out and facilitation kit, specially developed in all the Group’s languages, to set down all operational rules intended to prevent the risk of potentially serious accidents. Each Essential includes four clear and simple rules to be always followed by everyone.</p>	<p>An OHS audit plan is in place to assess sites’ compliance with the OHS Framework. These audits were suspended during the COVID-19 pandemic and are currently being resumed in two new formats: one focused on safety maturity (starting in 2022) and one focused on safety essentials (starting in 2023), based on the Dupont methodology with a particular focus on the Bradley pyramid.</p> <p>The following initiatives took place in 2022:</p> <ul style="list-style-type: none"> ▫ 2 “G20 summits” with the French-speaking OHS community ▫ 5 OHS seminars (in French and English) with the global OHS community. <p>In 2022, 47.2% of subsidiaries reported zero accidents resulting in sick leave (permanent and temporary workers).</p> <p>Behavioral Safety Visits (BSV) are conducted on-site or remotely. In 2022, 20,202 such visits were carried out.</p> <p>See the SAVENCIA Holding Non-Financial Performance Statement - “Employee well-being”.</p>

Actions implemented	Results
<p>Awareness-raising and training actions include:</p> <ul style="list-style-type: none"> ▣ The organization of Occupational Health and Safety Month, which involves all Group subsidiaries throughout the month of September; ▣ Mandatory training in accordance with regulations; ▣ Training required by the Group to meet the management needs of departments and subsidiaries, or carried out as part of specific OHS plans, ▣ Voluntary training in response to employee requests or scheduled to coincide with the World Week For Safety And Health At Work, ▣ Distribution of a monthly newsletter. <p>Since 2021, an Occupational Health and Safety e-learning program has been part of the mandatory onboarding process for new employees. This specific course on the risk of accidents within the Group is available in several languages. It consists of a module common to all Group employees entitled “Target: Zero accidents,” and a second module intended for managers.</p> <p>Employees receive a SAVENCIA Safety Passport upon achieving a score of 100% on the quiz taken at the end of the training program.</p>	<p>In 2022, Occupational health and safety training in subsidiaries accounted for 31.8% of the Group’s training initiatives.</p>
<p>Psychological support is available via a hotline for employees in France and certain European subsidiaries, together with on-site counseling in the event of a serious incident.</p>	
<p>Since 2021, the Group has been rolling out an Interim Action Plan aimed at reducing the frequency and severity of accidents. The plan, drawn up in conjunction with temporary employment agencies (TEAs), sets out the measures to be implemented upon selection and onboarding of temporary workers at each site, as well as during and at the end of their assignment.</p>	<p>In 2022, four quarterly reviews with national TEA management teams were organized, including a review of key performance indicators, highlights and corrective measures to be taken. These reviews are supported by site visits to monitor actions and results in the field.</p>
<p>Regarding the prevention of musculoskeletal disorders (MSD), a survey was carried out at the French subsidiaries to launch a far-reaching cross-functional program aimed at gradually adapting and mechanizing the most vulnerable positions. This program complements the in-depth initiatives already in place in many subsidiaries in France and is gradually being rolled out worldwide.</p>	

▣ Consumer health and safety

Risks to consumer health and safety, either directly (direct sale of Group products to consumers by a subsidiary) or indirectly (products purchased by consumers via resellers).

Risks to consumer health (excluding nutritional aspects) are generally related to the potential contamination of Group products by:

- pathogenic microorganisms responsible for food poisoning;
- foreign bodies;
- chemical contaminants (e.g. pesticides);
- food allergens (substances that provoke allergic reactions) identified by regulations.

SAVENCIA Group has established an organizational structure and operating procedures intended to help avoid any serious infringement of consumer rights, in line with its mission, “Leading the way to better food” and its desire to contribute to public health objectives.

Actions implemented	Results
<p>Consumer information</p> <p>In addition to strict compliance with regulations, the Group is careful to ensure that the information provided to consumers about its products is clear and truthful, does not suggest non-existent or exaggerated benefits, and does not mislead consumers regarding product characteristics. Responsible communication is an important part of the Group’s CSR commitments under the Oxygen plan, and formally required by the SAVENCIA Responsible Eco-Design Charter.</p> <p>Subsidiaries are responsible for ensuring regulatory compliance of labels and consumer communication media of any kind, and for ensuring compliance with responsible communication commitments.</p>	<p>Actions are monitored by regulatory compliance managers, quality control managers, or legal experts in certain markets, assisted if necessary by the Group’s Food Law department.</p> <p>See the Non-Financial Performance Statement - “Healthy, delicious and responsible eating.”</p>

<p>Consumer health</p> <p>The Group has laid out a policy focused on preventing consumer health risks and implements quality control procedures in all the Group’s production areas:</p> <ul style="list-style-type: none"> ▫ pre-delivery inspections: based on one or more microbiological food safety criteria, these inspections determine whether batches of SAVENCIA Group products can be released for marketing to customers; ▫ specific approvals: upon the launch of new products, significant modifications to an existing product, or the transfer of a product between two sites. <p>In terms of food safety, the Group’s certification policy specifies that each production site must be certified on the basis of an international standard recognized by the Group.</p> <p>Several food safety certification standards have been implemented:</p> <ul style="list-style-type: none"> ▫ international standard ISO 22000 (International Organization for Standardization); ▫ private standards, some of which correspond to the requirements of the Global Food Safety Initiative (GFSI), such as: <ul style="list-style-type: none"> - FSSC (Food Safety System Certification) 22000, based on ISO 22000; - BRCS (Brand Reputation Compliance Global Standards); - IFS (International Featured Standards); ▫ “country” certification, required in certain markets. 	<p>The Quality Department supports sites in implementing these foodstuff management systems on a case-by-case basis.</p> <p>It also keeps a record of food safety certifications granted or pending.</p>
<p>Managing supplier risks in terms of food safety</p> <p>The Group has developed audit procedures for strategic suppliers of raw materials and MICAÉ (<i>Matériaux Incorporables, Consommables, Additifs & Emballages</i>, i.e. additional ingredients, consumables, packaging and other supplies); These audits are performed by joint purchasing/quality teams on the basis of a checklist reflecting the Group’s specific requirements; The results of these audits are monitored over time.</p>	<p>The health-based constraints imposed by management of the COVID-19 pandemic (including a limitation on travel) were gradually phased out during the first half of 2022, allowing for resumption of supplier audits. Moreover, as was the case last year, the annual assessments carried out by subsidiaries and shared (remotely) with suppliers confirmed quality compliance for products delivered, with corrective measures implemented where necessary, thus making it possible to continue collaboration with these suppliers.</p>

6.1.3. Environment

The main environmental risks identified that are liable to impact the Group's ecosystems are presented below:

- ▣ Water, air and soil pollution

Risks of products being released into the environment in the event of accidental spills and discharge of non-standard organic waste into the natural environment (particularly into river system around the sites).

Materialization of these risks may be of internal origin (malfunctions at facilities, fire, human error, etc.) or external (weather phenomena in particular).

Actions implemented	Results
<p>To limit internal and technical causes, the Group has a policy of maintaining, renovating and adapting its wastewater production and treatment facilities, which takes into account:</p> <ul style="list-style-type: none"> ▣ planned production volumes; ▣ the age of the facilities and the structural audits performed; ▣ COD (Chemical Oxygen Demand) tests: <ul style="list-style-type: none"> - on the raw effluents entering the treatment system. Cross-checking this data with the site's production volume makes it possible to identify potential incidents affecting the facilities (rapid increase in COD), or a deterioration in their condition (slow increase in COD); - on effluents after treatment and before discharge into the natural environment when the Group is responsible for the treatment process. COD is regulated; should an analysis reveal non-compliance, corrective actions are implemented immediately. <p>To limit internal human causes, subsidiaries are responsible for implementing training plans suited to employees' duties and responsibilities.</p>	<p>In addition to organizational measures, the Group makes significant investments:</p> <ul style="list-style-type: none"> ▣ in wastewater treatment plants; ▣ in fire prevention and protection systems.
<p>The Group considers noise, olfactory and air pollution (particles in the atmosphere), which are generally decreasing.</p>	<p>Such pollution is handled on a case-by-case basis.</p>

▣ Use of natural resources, harm to biodiversity and animal well-being

Risk of excessive water use

Actions implemented	Results
<p>Water plays an important role in various processes implemented by the Group's industrial subsidiaries:</p> <ul style="list-style-type: none"> ▣ as a technological aid in the manufacture of products; ▣ for cleaning operations, to guarantee a high level of hygiene and product safety; ▣ as a heat transfer fluid or secondary refrigerant; ▣ in fire prevention and firefighting facilities. <p>Certain situations of water stress are expected to become more acute due to climate change, particularly in certain countries. Close attention is paid to such phenomena, to identify and prevent risks and, where necessary, reinforce the means available to limit water abstraction from the natural environment if possible.</p> <p>The Group has implemented measures to reduce water abstraction:</p> <ul style="list-style-type: none"> ▣ optimization, renovation or even complete renewal of existing cleaning equipment; ▣ training and awareness-raising on best practices for staff members in charge of manual cleaning; ▣ evaporation or reverse osmosis to recover part of the water contained in milk or whey. This water is used as a heat transfer fluid or, after treatment, for the external cleaning of facilities. <p>The Group is also working with the French dairy and cheese industry to devise more efficient practices and technologies for water use; this issue is considered as part of any project to renovate or renew the Group's production infrastructure.</p>	<p>Best-practice guides have been drawn up for industrial sites. Designed as theme-based internal guidelines, they enable production sites to optimize processes and make facilities safer and more efficient.</p> <p>Each subsidiary is required to comply with applicable regulations in its home country.</p> <p>The CSR/Industrial guide, the Energy/Water guide, the Damage Prevention guide and the PCS (Permanent Cleaning System) guide are implemented at all industrial sites.</p>

Actions implemented	Results
<p>In one of the Group's plants, implementation of a milk concentration process by reverse osmosis, combined with a system for recovering water from milk and a water filtration system using the water contained in milk, will eventually make it possible to avoid limiting abstraction of drinking water on the site. The estimated gains will amount to more than 200 m³/day.</p> <p>The CF&R site in Ducey (Normandy) has installed new equipment, including new washing machines and a more efficient cooling tower, thereby achieving significant savings: estimated water savings of 50 m³/d, as well as a reduction in the amount of detergents used, thus reducing the amount of phosphorus entering the treatment plant by nearly 20%.</p> <p>At the Hodonin site in the Czech Republic, the installation of a consumption monitoring system and the replacement of cooling pumps have resulted in significant savings (more than 40% in one year).</p> <p>Due to high temperatures during the summer of 2022, several of the sites experienced water stress. Thanks to the mobilization of the Group's experts in this field, immediate solutions were implemented to adapt to this constraint. Some of these measures have been made permanent to reduce water consumption outside of drought periods.</p>	<p>2022 Group water abstraction was down 2.3% compared to 2015, in m³/metric ton manufactured.</p> <p>It should be noted that development of products made from differentiated milks requires more frequent washing, which also results in an increase in water consumption.</p> <p>The working group devoted to controlling our water consumption, made up of both internal experts and operational staff, met several times in 2022. Its work focused mainly on reducing consumption and on the possibilities of reusing cow water (recovered from milk) with a view to preserving resources.</p> <p>See the SAVENCIA Holding Non-Financial Performance Statement - "Control water resources."</p>

Risk of harm to biodiversity and animal well-being

Preserving biodiversity and animal populations is a necessity for the development of a sustainable farming model. In accordance with its corporate social responsibility policy and with a view to developing sustainable agriculture, the Group is committed to preserving ecosystems and promoting the development of biodiversity.

Actions implemented	Results
<p>MILK</p> <p>One area for improvement identified as part of the Sustainable Milk Production diagnosis offered to all milk suppliers, is measured using the indicator developed by Céréopa (Study and Research Institute on the Economy and Structure of the Livestock Industry). The indicator in question takes account of the proportion of permanent pasture on the farm, areas of ecological interest (trees, hedges, bodies of water and ditches) as well as the diversity of animal and plant species on the farm.</p> <p>Compliance with the Charter for Good Agricultural Practices is contractually required for all French suppliers of cow's milk to guarantee the quality of production and breeding conditions.</p> <p>The charter was updated in 2022 and now serves as a vehicle for the roll-out of the France Terre de Lait social responsibility approach in the animal husbandry sector. The 2022 version includes an evaluation of animal welfare in dairy herds via an assessment followed by an individual progress plan established together with the producer.</p>	<p>At the end of 2022, 23.8% of our worldwide milk supply in volume (compared to 21.6% in 2021) came from farms that have carried out the Sustainable Milk Production diagnosis.</p> <p>In 2022, 86.8% of our worldwide milk supply in volume (compared to 85.8% in 2021) met the standards laid out in this Charter or alternative standards recognized as equivalent in the countries or sectors in question.</p> <p>See the SAVENCIA Holding Non-Financial Performance Statement - "Sustainable agriculture."</p>
<p>In 2022, SAVENCIA Fromage & Dairy drew up a worldwide Animal Welfare Charter for cattle, sheep and goats with a focus on four major issues:</p> <ul style="list-style-type: none"> ▣ High-quality, sustainable and local food; ▣ Guaranteed access to the outdoors; ▣ Comfortable shelter; ▣ Better consideration of health. 	<p>In 2022, 61.5% of the Dairy Supply employees at SAVENCIA sites have been trained in animal welfare. They will subsequently carry out audits of farms worldwide, based on recognized standards, and establish action plans jointly with the farmers concerned. The first audits took place this year and will continue on a gradual basis over the next three years.</p> <p>See the SAVENCIA Holding Non-Financial Performance Statement - "Sustainable agriculture."</p>

Actions implemented	Results
<p>MEAT</p> <p>For each canister of Bordeau Chesnel “Les Rillettes Engagées” purchased, €0.08 is donated to a support fund for projects to improve animal welfare or reduce the environmental impact of farmers who have signed on to the “Nos valeurs partagées” approach.</p> <p>The “Nos valeurs partagées” approach has also been extended to the chicken industry since 2021. It aims to bring about better breeding practices by improving animal welfare while championing implementation of an environmental progress plan based on several factors: blending buildings into the landscape, energy production on the farm (solar panels, methanization of waste, etc.), production of natural crop fertilizers derived from breeding practices.</p>	<p>In 2022, the support fund helped finance three projects aimed at improving animal welfare or reducing environmental impact. In April 2022, €25,000 was raised and distributed to three young animal farmers. First prize was awarded to a project to build a straw-floor farrowing building where sows remain at liberty 100% of the time, allowing for maximum replication of open-air conditions without the associated climate risks.</p> <p>See the SAVENCIA Holding Non-Financial Performance Statement - “Sustainable agriculture.”</p>
<p>FISH</p> <p>Surimi sticks are made exclusively from sustainable North-Pacific fish. Supplies are inspected by an independent organization, guaranteeing the use of fishing practices that demonstrate due regard for the sea bed, the environment, fish resources and species stocks.</p> <p>In addition, since 2021 Coraya has discontinued use of eggs from caged hens, in accordance with the commitments that earned the brand the 2020 “Oeuf d’or” prize from the NGO Compassion In World Farming (CIWF).</p>	<p>In 2022, 100% of the fish in the Coraya surimi product line came from sustainable fishing, verified by an independent body. Practices already exceed the commitments made for 2025.</p> <p>See the SAVENCIA Holding Non-Financial Performance Statement - “Sustainable agriculture.”</p>

Actions implemented	Results
<p>COCOA</p> <p>The long-term partnerships concluded establish a cross-cutting collaborative framework that serves to guarantee high-quality cocoa while highlighting local products and supporting local communities.</p> <p>In 2022, Valrhona, which boasts B Corp® certification, decided to re-launch a new three-year program in Haiti, set to run until 2024, together with the FECCANO (Federation of Cocoa Cooperatives in northern Haiti) and the French NGO Agronomes et Vétérinaires Sans Frontières. This plan aims to make cocoa crops at once ecological and profitable by reviving the creole gardens of partner producers while also outlining and spreading these approaches nationwide to allow as many families as possible to implement these actions in their plots.</p> <p>B Corp® certification has also enabled the Ecuadorian subsidiary República del Cacao to deliver on its commitments thanks to corporate governance evaluation criteria and actions benefiting workers, customers, communities and the environment.</p> <p>One of the pillars of the Rév'Cacao program, led by Révillon, concerns preservation of the environment and natural resources. It includes implementing good agricultural practices such as judicious use of pesticides, agroforestry, as well as awareness-raising in communities around environmental protection and biodiversity.</p> <p>Since 2015, subsidiaries Révillon, Weiss and Valrhona have participated in the Cacao Forest program for the promotion of sustainable agroforestry models for cocoa-producing countries.</p> <p>Finally, Swiss subsidiary Villars continues to participate in the Swiss Platform for Sustainable Cocoa, which is pursuing a target of sustainable sourcing for at least 80% of its cocoa supplies by 2025. The other main raw materials used to make Swiss chocolate, namely milk and sugar, are sourced locally in Switzerland.</p>	<p>Since 2021, the Group has met its objective of sourcing 100% of its cocoa from long-term partnerships.</p> <p>In 2022, 89 new producers signed on to this project, and 31 have already regenerated their plots.</p> <p>More than half of the funds provided by Rév'Cacao go to cocoa producers through professionalization activities and bonuses.</p> <p>70% of cocoa covered by the Rév'Cacao program is traced from the producer to the cooperative or the first stage of cocoa-bean processing (2020-2021)</p> <p>72% of plots are geolocated and mapped (2020-2021).</p> <p>The proportion of raw cocoa materials (beans, cocoa mass and cocoa butter) certified by UTZ (part of the Rainforest Alliance) has risen significantly, coming to 75.3% in 2022.</p> <p>Traceability to the plantation or cooperative has also been considerably reinforced and covered 76% of cocoa bean supplies in 2022.</p> <p>See the SAVENCIA Holding Non-Financial Performance Statement - "Sustainable agriculture."</p>

▣ Contribution to climate change

Risk of impact on climate change

Mindful of the global challenges posed by greenhouse gas emissions and the need to combat climate change and its consequences for society at large, the Group is working to reduce the environmental footprint of its activities to limit the risk of impact on climate change and adapt to a changing climate.

Actions implemented	Results
<p>Greenhouse gases</p> <p>As part of the Oxygen plan, SAVENCIA Group is committed to:</p> <ul style="list-style-type: none"> ▣ lessening the environmental impact of its activities by reducing greenhouse gas (GHG) emissions from production and transport by 20% per metric ton produced by 2025 (based on 2015 emissions); ▣ increasing the share of renewable energies; ▣ reducing the carbon footprint of milk collected by 300,000 metric tons of CO₂ by 2025 (based on 2010 emissions). 	<p>The projects initiated in 2021 continued in 2022: 13 factories have implemented various measures to reduce their energy consumption by installing energy-recovery devices or heat pumps to recover the heat produced by refrigeration equipment.</p> <p>Subsidiaries have also carried out other projects; see the SAVENCIA Holding Non-Financial Performance Statement - “Reducing GHGs” .</p> <p>As a% of change versus 2015, the Group has reduced its Scope 1 & 2 GHG emissions by 11.6% in metric tons of Co₂eq/metric ton manufactured.</p> <p>Direct emissions (Scope 1) include emissions related to the burning of fossil fuels, non-energy processes (linked to wastewater treatment) and refrigerant leaks.</p> <p>Indirect emissions (Scope 2) include emissions related to the production of electricity, steam, heat or cooling purchased and consumed by the sites, as well as line losses.</p> <p>Following the calculation of scope 3 (other indirect emissions) initiated in previous years for the SAVENCIA Fromage & Dairy scope, the Group has submitted its 2022 trajectory to the SBTi and is awaiting validation.</p>

Actions implemented	Results
<p><u>Energy consumption and decarbonization</u></p> <p>The Group is continuing its efforts to reduce GHG emissions through energy efficiency plans and major investments in the renovation of its facilities.</p> <p>Over the past three years, more than ten sites in France have become involved in highly significant investment programs to help reduce the Group's carbon footprint by renovating energy facilities, with a particular focus on refrigeration equipment.</p> <p>In 2022, the Group also continued to increase its use of renewable energies, seizing opportunities at the local or national level. As a result, the share of renewable energies in its energy mix is on the rise.</p> <p><u>Transportation</u></p> <p>Milk tanker fleets participate in the ADEME-certified "CO₂: Carriers Committed" initiative, and drivers receive regular training in eco-driving. In 2022, the Group's commitment to ADEME's "FREIGHT 21: Loaders Committed" approach was formally approved. In addition, the Normandie Bretagne Transports inter-plant transportation fleet has obtained "Objectif CO₂" certification in recognition of its energy and environmental performance.</p> <p>The fleet operates with alternative fuels, in particular thanks to trucks powered by BioGNV. For one such vehicle, this fuel comes from a partnership established with a local biogas-producing farm, thus contributing to the dual aim of building a circular economy and reducing environmental impact. Trials with trucks running on biofuel and synthetic biodiesel were carried out in 2022.</p> <p>In France, dairy transportation providers are actively encouraged to switch to alternative fuels. Several suppliers were referenced in 2022 with a view to building an offering at preferential rates.</p> <p>Since 2021, the entire fleet of trucks owned by the SAVENCIA Les Messageries Laitières logistics platform, i.e. 23 trucks, has been running exclusively on Oleo 100, a French-made 100% plant-based oil that is 100% biodegradable.</p> <p>Optimization of collection rounds thanks to a tool that makes it possible to pool milk volumes according to the geographic proximity of customers makes for improved loading procedures and a reduction in distances traveled, thereby reducing fuel consumption.</p>	<p>The reduction in the carbon footprint of milk collection (volume of milk collected, in metric tons of cumulative CO₂ compared to 2010, in France) comes to - 311,000, exceeding the 2025 target of - 300,000 metric tons of cumulative CO₂.</p> <p>CO₂ emissions from the Messageries Laitières logistics platform have been reduced by 59.6% thanks to the use of plant-based fuel.</p> <p>See the SAVENCIA Holding Non-Financial Performance Statement - "Environmental footprint."</p>

Actions implemented	Results
<p>In Spain, the Arias subsidiary was awarded the Lean&Green prize by AECOC, a leading Spanish association of multi-sector companies that brings together all the players in the value chain, from producers and manufacturers to logistics operators and distributors. The award recognizes Arias' commitment to reducing its CO₂ emissions by 20% over five years in its logistics activity.</p> <p>In France, the subsidiary Les Messageries Laitières participates in working groups on alternative energies and pooling of transportation flows as part of the Club Réseau Normand Hydrogène run by the Normandy Chamber of Commerce and Industry (CCI). Discussions within this structure examine topics such as the role of hydrogen in Normandy's energy transition, all while working to organize a full-fledged industrial ecosystem.</p> <p>Group sites also lead initiatives among employees, including Mobility Week, a yearly tradition since 2019. This event aims to encourage as many people as possible to adopt a sustainable and civic-minded eco-friendly approach by promoting soft modes of transportation rather than car travel.</p>	<p>Employee mobilization efforts accounted for a reduction of 84,400 km (52,444 miles) in 2022.</p>
<p>MILK</p> <p>Improving animal welfare, through feed or living conditions, has a positive impact on reducing the environmental footprint of the upstream dairy industry. For instance, the Terroirs de Lait France 2030 program aims to secure sustainable milk from dairies and to improve the environmental footprint by applying the Sustainable Dairy Production approach.</p> <p>2022 saw an acceleration in the implementation of measures within dairy farms: establishment of relevant action plans, technical and financial support for innovations and the transition.</p> <p>SAVENCIA Fromage & Dairy has concluded a partnership to test feed supplements that reduce bovine methane emissions.</p>	<p>Some 20 farms spanning milk collection areas in France and Poland have expressed willingness to participate in this program, with the food supplement trial slated for launch in 2023.</p>

Actions implemented	Results
<p>PACKAGING</p> <p>The Responsible design charter, developed in 2019, specifies the guidelines and procedures to be followed for eco-design of packaging. In particular, it incorporates measures for reduction at source or use of recycled materials, thus promoting the transition to a circular economy for packaging.</p> <p>The Oxygen Steering Committee, which focuses on eco-design of packaging and is responsible for monitoring progress towards the goals set, met three times in 2022. The drive to reduce the carbon footprint of our packaging was enriched this year with a new area of focus, for a total of six priority areas:</p> <ul style="list-style-type: none"> ▣ reduce the use of materials at source; ▣ ban controversial materials; ▣ aim for 100% recyclability or biodegradability; ▣ include as many recycled materials as possible; ▣ promote use of renewable materials; ▣ reduce the carbon footprint of our packaging <p>All subsidiaries have initiated packaging eco-design projects, building on the various objectives set out in the Responsible design charter.</p> <p>WASTE MANAGEMENT</p> <p>Processing activities generate waste associated with manufacturing and packaging procedures. This waste mainly takes the form of non-hazardous industrial waste, most of which (cardboard, paper, glass, steel and aluminum) is reprocessed by recovery/recycling organizations. Hazardous industrial waste is rare and mainly concerns waste oils and electrical and electronic waste generated by maintenance operations, which are sorted for recycling by specialized contractors.</p> <p>To combat unnecessary use of natural resources and reduce waste treatment costs, the Group is intensifying practices of sorting and recovery of industrial waste, promoting circular solutions with the aim of reducing risks of pollution.</p> <p>A multitude of actions have been implemented, including: the Messageries Laitières logistics platform, which was already working locally with an ESAT (Établissement et Service d'Aide par le Travail, a network that facilitates employment for disabled workers), has expanded its partnership by setting up a recycling system for damaged pallets that cannot be repaired. Pallet components that cannot be reused are crushed and repackaged as pellets, which are then provided free of charge to the ESAT to fuel its biomass boiler.</p> <p>The “La Consigne by Valrhona” initiative involves delivering products to chocolatiers and chefs in returnable, washable and reusable containers, limiting waste to the greatest extent possible. The project, launched in 2020 and based on the principle of the circular economy, serves to test a new packaging format: a six-kg (13.2-lb.) cocoa bean container, which is subsequently recovered, washed and reintroduced into the production circuit.</p>	<p>According to the Group’s Oxygen Plan, 84.2% of packaging was recyclable or biodegradable in 2022.</p> <p>2022 was marked by a shortage in most packaging materials, with supply bottlenecks compounded by an energy crisis, resulting in delays in the implementation of optimization projects.</p> <p>See the SAVENCIA Holding Non-Financial Performance Statement – “Environmental footprint”.</p> <p>In 2022, 68.7% of common waste from our production sites was collected for recycling and/or recovery (material, biological or energy).</p> <p>The Group continued working with national operators to optimize on-site sorting and storage, with a view to identifying the best outlets for recovery and recycling.</p> <p>Recycling of 100% of our pallets thus ensures the heating of the horticultural greenhouses of this ESAT, as well as part of its storage building. Four metric tons of wood, i.e. approximately 300 pallets, were recycled and served as an important source of savings for this establishment. See the SAVENCIA Holding Non-Financial Performance Statement – “Environmental footprint”.</p> <p>In 2022, 22 metric tons of chocolate were sold under these conditions, thus avoiding 260kg (573 lb.) of waste and 2.4 metric tons of CO₂.</p> <p>See the SAVENCIA Holding Non-Financial Performance Statement – “Sustainable agriculture”.</p>

Actions implemented	Results
<p>DEFORESTATION</p> <p>SAVENCIA is committed to promoting collective anti-deforestation actions linked to soy production in South America.</p> <p>SAVENCIA supports the National Strategy against Imported Deforestation (SNDI), put forth by French public authorities in 2018 with the goal of eliminating deforestation caused by French imports of non-sustainable forest or agricultural products by 2030.</p> <p>The Group is also active in national and international working groups on the issue of sustainable soy: CNIEL, Duralim, SAI Platform and DSF.</p> <p>The Sustainable Milk Production approach implemented with milk suppliers makes it possible to work on protein autonomy and maximize the protein value of fodder grown on dairy farms, among other advantages. This approach aims to limit the purchase of external protein sources such as potentially imported soy.</p> <p>The Zero Imported Deforestation platform adopted by feed manufacturers is communicated to milk suppliers along with a list of signatory feed manufacturers.</p> <p>The differentiated milk procedures initiated by SAVENCIA also make it possible to limit the use of soy products associated with deforestation:</p> <ul style="list-style-type: none"> ▣ The “GMO-free / VLOG” network: most farmers have replaced any type of soy with other protein sources not associated with deforestation (rapeseed cake, flax, dehydrated alfalfa, etc.); ▣ All our PDO/PGI (Protected Designation of Origin/Protected Geographical Indication) suppliers must comply with specifications based on substantial feed autonomy with restrictions on the use of feed imported from outside the production area (including Brazilian soy). Examples include PDO butter from Charentes-Poitou, Chabichou du Poitou, Epoisses, Maroilles, Ossau Iraty, Roquefort, and PGI Soumaintrain; ▣ Organic Agriculture specifications give priority to the use of organic and local concentrates in feed. 	<p>The Group signed onto the Duralim approach in July 2022. It thus participates in implementing collective measures aiming for an end to deforestation by 2025.</p> <p>The Sustainable Milk Production diagnosis continued in 2022, with 23.8% of milk collected covered by this progress-oriented procedure.</p>

6.1.4. *Local communities*

In 2022, SAVENCIA extended the scope of its analysis to local communities, i.e., people whose living conditions could be affected by the Group's activities.

The risks previously identified with regard to human rights and the environment thus apply to local communities as well. The most significant risks concern the living and housing conditions of producers of agricultural raw materials in high-risk areas of the world.

The Group's commitments

Through the Sustainable Purchasing Charter, SAVENCIA Group calls on its suppliers to commit to including interactions with local communities, respecting property rights and ensuring that their activities do not harm the population.

Work is underway to further analyze the risks of harm to communities and to strengthen the corresponding prevention and mitigation measures.

Actions and monitoring of results

MILK

Within the framework of the Oxygen plan, the Charter for Good Agricultural Practices and the Sustainable Milk Production Assessment include indicators that measure the impacts of dairy activity on local communities (sustainable management of water resources, biodiversity, environmental protection, etc.) and thus inform corrective and progress-based actions.

COCOA

The Live Long Cacao program, implemented by Valrhona since 2015, supports the development of producer organizations and contributes to improving living conditions in local communities.

In addition, long-term partnerships establish a framework for cross-cutting collaboration that contributes to preserving communities.

In 2022, Valrhona reaffirmed its objective of sourcing 100% of its cocoa beans from long-term partnerships. The average duration of Valrhona partnerships is 8.5 years.

This undertaking is reflected in the projects implemented, particularly initiatives to promote education and access to drinking water in local communities (see the SAVENCIA Holding Non-Financial Performance Statement - "Sustainable agriculture").

One of the three pillars of the Rév'Cacao program implemented by subsidiaries Révillon, la Maison du Chocolat and De Neuville focuses on improving producers' living conditions by offering services and financing to help farmers diversify, develop professional skills and find complementary sources of income. Investments are also made in programs designed to help secure access to drinking water, working together with communities to dig wells in villages and provide water filters to schools and households in remote areas. Finally, activities are carried out to enhance the status and economic empowerment of women through training programs tailored to their needs, from literacy to financial management.

6.2. Responsible purchasing

Group commitments

On January 10, 2012, the Group reaffirmed its purchasing commitments by signing the “Charter for Responsible Supplier Relations,” a collective initiative intended to improve relations with suppliers.

In addition, adherence to a “SAVENCIA Buyers’ Code of conduct” ensures compliance with responsible and sustainable purchasing practices by setting out sustainable and solidarity-based performance and progress plans consistent with the principles of integrity and ethical business.

Finally, it should be noted that in 2022, three Group subsidiaries were awarded by EcoVadis for their CSR performance: Sodilac received the Platinum medal, Corman the Gold medal and Fruisec the Silver medal.

Supplier risk mapping methodology

SAVENCIA Group considers that the risks presented above are applicable to suppliers. These risks are addressed through the responsible purchasing approach.

Indeed, to manage purchases in accordance with obligations of transparency, prohibition of undeclared labor and prevention of corruption and violations of human and environmental rights, the Group Purchasing Department observes a comprehensive policy of vigilance on its suppliers. This policy contributes to a risk-mapping initiative focused on:

- ▣ the level of “Country” risk, determined by the Transparency International Corruption Perceptions Index (CPI);
- ▣ the level of “Purchase Category” risk determined internally on the basis of CSR and operational criteria.

Selection of sustainable and responsible suppliers

The Group selects its suppliers on the basis of quality, safety, service and competitiveness criteria, as well as their ability to provide long-term support. It favors long-term collaborations, and its relationships with suppliers contribute to a dynamic of shared progress. As such, since 2010 SAVENCIA has called upon its main suppliers to uphold its culture and values by signing a Charter for sustainable purchasing established to reflect the Group’s Ethics Charter.

CSR assessment of Group suppliers

Assessment of suppliers’ positioning regarding risk-mapping is based on:

- ▣ CSR assessments via EcoVadis, focused on suppliers’ policies and practices.
- ▣ Monitoring of at-risk suppliers through more frequent assessments.

At December 31, 2022, more than 1,045 Charters for sustainable purchasing had been signed, covering 66.8% of the Group's expenditure overseen by the Purchasing Department and carried out with major suppliers (exceeding €1 million per year)* excluding agricultural raw materials.

The EcoVadis assessment of CSR risks was carried out for 787 suppliers. EcoVadis assessments cover 75.7% of Group expenditures overseen by the Purchasing function and carried out with major suppliers (exceeding €1 million per year)* excluding agricultural raw materials.

The average score obtained was 53.9/100 (compared to 44.8/100 on average for the EcoVadis Food & Beverage Panel).

**Excl. Japan, India, Ukraine, Serbia, Romania, Poland and Russia, whose sourcing expenditures cannot be automatically consolidated at this time.*

The Group Purchasing Department conducted three EcoVadis assessment campaigns in 2022.

An action plan specific to the nut sector was implemented in 2022, with an EcoVadis assessment campaign for tier 1 and 2 suppliers, as well as the signature of the Charter for sustainable purchasing (17 suppliers signed the Charter in 2022).

Suppliers are reminded of the objectives to be reached, with progress reports established and transmitted to the Group's buyers every six months.

Corrective and mitigation actions

In the context of its Duty of vigilance, SAVENCIA seeks to prevent serious breaches by:

- ▣ making the commitment to adhere to its responsible purchasing policy, as expressed by the signature of the Charter for sustainable purchasing, a determining factor in the selection of suppliers and subcontractors.
- ▣ calling on buyers to monitor the implementation of corrective action plans, particularly those provided by EcoVadis.

7. Whistleblowing system and processing of reports

Since 2018, a single whistleblowing and reporting system has been in place all Group entities to allow all employees and external stakeholders to report violations in strict confidence.

This system consists of:

- ▣ a hotline: + 33 1 34 58 64 14
- ▣ an email address: compliance@savencia.com
- ▣ and a postal address:
SAVENCIA Group Compliance Director
42, rue Rieussec
78 223 Viroflay Cedex FRANCE

Alerts may relate to:

- ▣ any serious violation of human rights;
- ▣ any conduct or situation contrary to the Group's health and safety commitments;
- ▣ any breach of the values described in the Group's Ethics Charter and its Anti-Corruption Code of Conduct;
- ▣ any conduct or situation contrary to the Group's environmental commitments.

Thanks to effective communication, stakeholders are aware of the whistleblowing system and are thus able to report issues where necessary.

The principle that no sanctions or retaliatory measures shall be imposed on any whistleblower reporting a breach in good faith is guaranteed by the Group and reaffirmed in its Ethics Charter and its Anti-Corruption Code of Conduct.

All reports are thus processed in accordance with the law and in such a way as to ensure an effective and appropriate response to each situation.

8. APPENDICES

FUNDAMENTAL AGREEMENTS AND DOCUMENTS

SAVENCIA Group adheres to the principles set out in the following documents:

- ▣ The Universal Declaration of Human rights;
- ▣ The United Nations Global Compact;
- ▣ The OECD Guidelines for Multinational Enterprises;
- ▣ The core conventions of the International Labor Organization (ILO).

The Vigilance plan reflects previous commitments by the Group as expressed in the following documents:

- ▣ The Ethics Charter, entitled “The Group and its culture;”
- ▣ SAVENCIA’s “Oxygen” CSR policy (<https://www.savencia.com/en/csr/our-csr-approach>);
- ▣ The Code of Conduct for Group purchasers;
- ▣ The Charter for sustainable purchasing;
- ▣ The Workplace Health and Safety Charter;
- ▣ The SAVENCIA whistleblowing procedure.

SAVENCIA Group also ensures compliance with the commitments laid out in the following public documents:

- ▣ The Charter for Good Agricultural Practices (<http://www.charte-elevage.fr/en>);
- ▣ The Responsible Supplier Relations Charter (<https://www.economie.gouv.fr/mediateur-des-entreprises/charte-relations-fournisseurs-responsables>) (in French).