

Mademoiselle
DESSERTS

▪ IN LOVE WITH PATISSERIE ▪

TARGETING **SUSTAINABLE** DESSERTS



CORPORATE
SOCIAL RESPONSIBILITY AND SUSTAINABILITY REPORT. 2015



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INTERVIEW WITH THE CHAIRMAN



“Targeting Sustainable Desserts” was your commitment in 2014. How’s that going now?

During 2013 we drew up our strategic five-year plan. This was entitled TSD 2018, standing for Targeting Sustainable Desserts 2018. The executive board of Mademoiselle Desserts determines its annual route map towards achieving this project’s objectives. Our international development, our responsible purchasing policy, drawing up our ethical charter and our efforts to make our food labelling comply with the new INCO regulations are among the group’s concerns.

Internally, we have also informed all our employees about this route map. That means every one of the group’s almost 1,000 employees knows our objectives and shares our CSR commitment. As we do every year, we are renewing our voluntary commitment to the Global Compact.

At the end of 2014, you integrated a sixth company based in England. How is the international side of things going today?

In 2009, when we began to build what is now Mademoiselle Desserts, barely 9% of our turnover came from exports. From the beginning, we wanted to increase this percentage, growing both organically and by acquisition. Today, 27% of our activity is outside France. This includes both our exports from France and the turnover of our British companies in their market or other markets outside France.

We have trebled the “non-French” share of the group’s turnover in six years and we don’t plan to stop there. Our strategic five-year plan TSD 2018 (2013-2018 period) set a target of 1/3 of sales outside France in 2018. We think we will achieve it and we even hope to exceed it. And why can’t we do it before 2018? So, we are in the process of transforming a company that exports a little into a group in the process of internationalisation, now with two “domestic” markets: France and Britain.

What are your main commitments for the future?

Our top priority remains the health and safety of our employees. We work every day to improve occupational safety in each of our factories. We have already obtained excellent results compared to the average for our sector but we want to do better: a lot better. Beyond safety, it’s the health of our employees that matters to us.

But the priority we give to health and safety at work doesn’t mean we forget our customers and consumers. We are absolutely uncompromising on the requirement that our products should be safe. Our commitments are directed towards consumer health: manufacturing good, healthy products that are as natural as possible. Our British colleagues talk about “clean label” and that’s a good definition.

We take up the challenges our clients set for us, but we are also proactively committed to eliminating anything that is not authentic, natural or as close as possible to the raw material from our recipes.

Didier Boudy

GOVERNANCE AND CSR: STRATEGIC APPLICATION

Since November 2013 Equistone Partners Europe has been the majority shareholder in Mademoiselle Desserts; Azulis Capital and Cerea are minority partners.

The group chairman, Didier Boudy, reports on strategic actions and CSR to the supervisory board and the shareholders. Since 2009, our first independent director, Mr. Jacques HUBERT, has been working alongside Didier Boudy.

The business is run by the COMEX or executive board, made up of eight members, which meets every month to implement group strategic.

The CODIR, or management board, includes the COMEX and the industrial site managers. Its members meet monthly to manage actions and factory performance indicators.

Because the way things are done is as important as the results to be achieved, sustainable development is at the heart of our business strategy. Every member of the CODIR takes charge of CSR actions.

Corporate Social Responsibility is integrated into the strategy. The CSR executive committee consists of 13 people. It is led by Barbara BOSQUETTE, the communication and sustainable development manager. This committee meets twice a year to confirm or set the group CSR objectives, integrate developments and monitor the progress of actions and performance indicators. In 2016, the representatives of the British industrial sites joined the CSR executive committee.





TARGETING SUSTAINABLE DESSERTS TOGETHER TO BUILD THE FUTURE

In 2015, the COMEX wanted to make the business's strategic action even more meaningful, drawing up and sharing a common vision with a horizon of 2018: Targeting Sustainable Desserts

THE KEY POINTS CONCERN:

- The governance of the business, with the establishment of a strategic committee and the entry of a woman on to the supervisory board in 2016
- The integration of acquisitions and the development of a highly B2B culture to a more B2C one
- The group's internationalisation policy, with planned acquisitions in Europe and perhaps beyond
- Recasting of our brand/range strategy with the launch of a corporate brand: Mademoiselle Desserts
- Drawing up and implementing an external communication policy towards our stakeholders, including schools, universities, media, etc.
- Deeper integration in the regions where we are based, with the launch of responsible purchasing networks

Our 20 commitments, based on five pillars, affect the governance of the business, its economic development and our corporate social responsibility (CSR). They are indivisible.

TARGETING SUSTAINABLE DESSERTS

20 COMMITMENTS BASED ON FIVE PILLARS

TO STRENGTHEN OUR GOVERNANCE		COMMITMENTS	OUR INDICATORS	OUR RESULTS
 Governance	1	Applying good governance practices	Establishing and promoting a strategic committee	Planned in 2016
			Continuing our commitment to the global compact	Done
	2	Developing the culture of the business	Getting a woman on to the supervisory board	Planned in 2016
			Integrating the acquisitions	HMC in 2015
		Ensuring the evolution of a highly B2B culture towards a more B2C one	Launch of the new brand	

TO ENSURE OUR ECONOMIC SUSTAINABILITY		COMMITMENTS	OUR INDICATORS	OUR RESULTS
 Economic sustainability	3	Sustaining customer satisfaction	Adapting the French and International sales organisation	Done
			Number of complaints per 100 tonnes of product delivered	1.3
			Number of crisis management exercises held	2
	4	To develop the extent of our range and the innovations produced	Proportion of turnover achieved with products launched within the last 12 months	10.8%
			Proportion of turnover devoted to R&D	1%
	5	TO develop the group's exports and internationalisation from our existing industrial base and international structure	Proportion of turnover outside France from following the acquisition and integration policy	27%
	6	Guaranteeing good, safe, healthy products	Number of referenced products in 2015 following consumer/customer panel	487
			Number of materials containing GMOs/azo-colorants	0
			Proportion of hydrogenated vegetable fat used	Reduced by 14%
			Number of IFS- and/or BRC-certified production sites	5
			Percentage of suppliers with safety/quality certification (%)	76
	7	To keep our systems integrated, modern and effective	Training and implementing group operational excellence standards	Planned in 2016
			Level of investment €	8M

TO BE A RESPONSIBLE EMPLOYER		COMMITMENTS	OUR INDICATORS	OUR RESULTS
	Health and safety	8 Improving health and safety at work protection	Accident frequency and severity rates	See sites
			Number of sites meeting the OSHAS 18001	1
	Ethics	9 Drawing up, publicising and ensuring the application of our ethical charter	Proportion of new workers made aware of the ethical charter	95%
	Training	10 To support career development	Proportion of employees trained	72%
			Total number of hours of training given	10,327
	Employment	11 To develop our attractiveness	Number of speculative CVs received	In progress
			System for increasing interest and participation	Yes
	Industrial relations dialogue	12 To develop industrial relations dialogue	Number of agreements signed	8
	Industrial relations climate	13 To promote a good industrial relations climate	Establishment and monitoring of an industrial relations management chart	Planned in 2016
			Number of open dialogue and transparent meetings a year between the chairman and all employees	6

TO PRESERVE THE ENVIRONMENT		COMMITMENTS	OUR INDICATORS	OUR RESULTS
	Energy	14 To optimise our energy efficiency (electricity and gas)	Gas consumption per tonne of product manufactured	406 kWh/tonne
			Gas consumption	15,265,040 kWh
			Electricity consumption per tonne of product manufactured	887 kWh/tonne
			Electricity consumption	32,067,564 kWh
			Number of tonnes of CO2 equivalent for sites (GHG footprint scope 1 and 2) France	5,929
	Water	15 To reduce water consumption	Water consumption per tonne of manufactured product	3.4 m³/t
			Water consumption	141,344 m³
	Waste	16 To reduce material wastage, selecting and classifying waste	Total weight of waste by type and treatment	3,521 tonnes
			Recycling rate	75%
	GHG	17 To reduce the impact of GHG emissions resulting from raw materials and packaging - Reducing our carbon footprint	Number of actions implemented by raw material suppliers with a strong CO2 impact	In progress

TO ENSURE OUR IMPACT ON SOCIETY AND OUR LOCAL INTEGRATION		COMMITMENTS	OUR INDICATORS	OUR RESULTS
	Impact on society and local integration	18 Responsible, sustainable purchasing - Strengthening our partnership with our key suppliers	Proportion of supplier turnover subject to CSR assessment	10%
			Proportion of our turnover on long contracts (> 12 months)	18.5%
		19 Prioritising local purchasing whenever possible	Proportion of supplies of local raw materials and packaging (< 250 km)	15.30%
			20 To sustain and promote our local integration	Number of associations helped
	Number of portions of desserts offered to associations.	NA. In progress 2016		



STRENGTHENING OUR GOVERNANCE

AN ADDITIONAL STAGE ON THE WAY TO "GOOD GOVERNANCE"

COMMITMENT N°1 TO APPLY GOOD GOVERNANCE PRACTICES

ESTABLISHMENT OF A STRATEGIC COMMITTEE

In order to roll out group strategy in France and internationally, the Chairman, with the agreement of the shareholders, wanted to set up a Strategic Committee in 2016. At the same time, he also proposed to expand the Supervisory Board and the Strategic Committee to bring in an independent director.

CONTINUING OUR COMMITMENT TO THE GLOBAL COMPACT



Launched in July 2000, the United Nations Global Compact is an initiative intended to bring together businesses, UN bodies, the world of work and civil society based on ten universal principles grouped into four broad areas: human rights, working conditions, the environment and the fight against corruption.

The Mademoiselle Desserts group has been a signatory of the Global Compact since 2014.

The ten principles of the Global Compact are integrated into our 20 commitments spread over the five pillars: governance, the economy, business, the environment and society.

In 2015 we drew up our ethical charter which forms part of our strategy and commitment to the sustainable development of our employees within our continuing activities.

This establishes the promotion of a working environment where the meaning of responsibilities is stressed, spreading the values shared by the company's workers and successful coexistence.

The charter presents the essential ethical principles in a form everyone can refer to so they can follow the fundamental rules of behaviour and integrity, coming together around these values.

It includes our support for the ten principles of the United Nations Global Compact.

Our aim in doing this is to build relationships with our stakeholders – our employees, customers and suppliers – based on honesty, trust, respect and loyalty.

The ethical charter is based on principles of action and behaviour followed and implemented by management and employees as a whole.



TWO OUTSTANDING EVENTS IN 2015

COMMITMENT N°2 TO DEVELOP A HIGHLY B2B CULTURE TOWARDS A MORE B2C ONE

The group has been continuously growing and developing since 2009. Throughout its evolution, the same single principle has guided all its companies: “to making each of our desserts occasions a moment of real pleasure and excitement, whether you’re alone, with your family or among friends”.

In 2015, we integrated our sixth group company, the Handmade Cake Company. Following a particular artisan approach to baking, the company makes it a point of honour that all its confectionery is made by hand, according to traditional English or American recipes.

The quality and authenticity of its confectionery have earned it plenty of recognition, notably at the “Great Taste Awards”: the Food “Oscars”. The factory is BRC accredited, a label guaranteeing the safety of food products throughout the production chain, stressing good production practices and traceability.

The factory includes a gluten-free unit, as this market is booming in Britain and even becoming a lifestyle choice.

In 2015 the group decided to harmonise its brands and, in 2016, to support their growth, take up new challenges and form a common identity, Delmotte, Martine, Speciality Desserts and the Handmade Cake Company are becoming Mademoiselle Desserts.

The group wants to bring all workers together around a single common story based on a desire to please and a focus on the future.

It also provides an opportunity to improve the way it shares its vision, values and deep commitment to sustainable development with its customers and partners.

This new brand embodies the dynamism and passion for innovation the group associates with the confectionery tradition.

You can find the corporate video at: www.mademoiselledesserts.com

Mademoiselle
DESSERTS
• IN LOVE WITH PATISSERIE •

BUSINESS PROFILE

A GROWING MEDIUM-SIZED BUSINESS



974
EMPLOYEES



6 industrial
SITES
4 IN FRANCE / 2 IN ENGLAND



43,550 m²
PRODUCTION AREA



42 years
AVERAGE AGE



10,327 hours
OF TRAINING GIVEN



59% of products
GMO-FREE



41% of products
DELIVERED TO INDUSTRIAL
CATERING



73% of turnover
IN FRANCE



27% of turnover
INTERNATIONAL



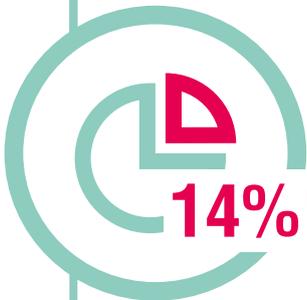
2,112 finished

PRODUCT LINES



€152 million

TURNOVER



14% of capital
HELD BY EMPLOYEES



1 investment funds

MAJORITY: EQUISTONE



2 investment funds

STILL WITH US AFTER 6 YEARS: AZULIS
CAPITAL AND CERIA



275 ingredients

SUPPLIERS



887 ingredients

REFERENCES



200 packaging items

SUPPLIERS



928 packaging items

REFERENCES



OUR PRODUCTS: AMBASSADORS FOR OUR SKILL



THE KITS

For charlottes
and for ready-made desserts



MILLEFEUILLES

A real revolution



BASES

Sweet, puff pastry,
shortcrust or pizza



CUSTARD TARTS

Plain, flavoured, hot



SNACKS AND MINI- DESSERTS

Gourmet snacks



CHOUX PASTRY

éclairs, empty or
filled choux pastries



TARTS

With puff or
sweet pastry, etc.



ENGLISH & US DESSERTS

Carrot cake, caramel
shortcake, brownie...



SHEETS AND PASTRIES

Charlotte sheets, genoise sheets
and joconde biscuits



DESSERTS

Individual and for sharing

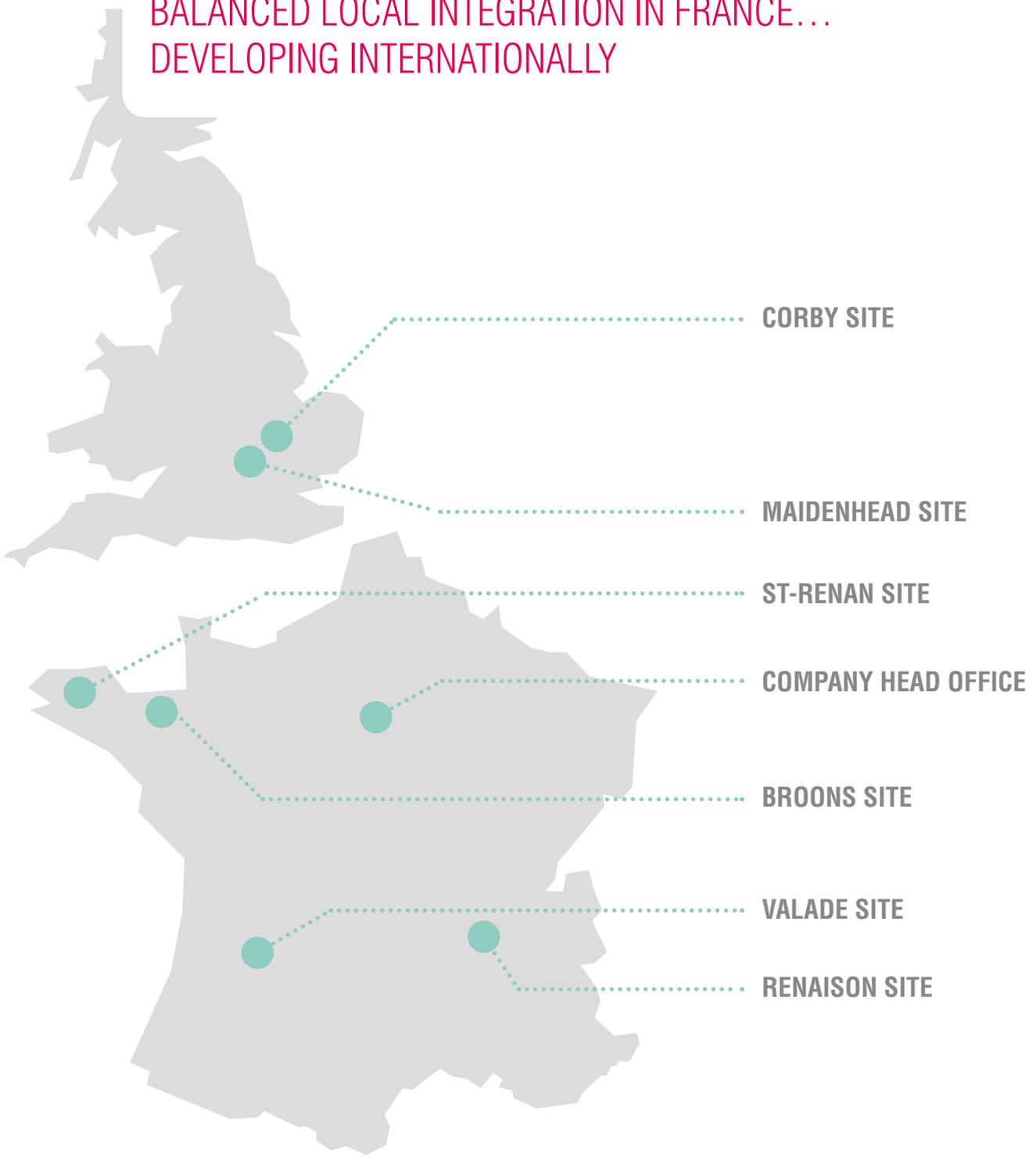


OUR PROFESSIONAL RECIPE

Gourmet desserts



BALANCED LOCAL INTEGRATION IN FRANCE... DEVELOPING INTERNATIONALLY





TO ENSURE OUR ECONOMIC SUSTAINABILITY



CUSTOMER PRIORITY: A NEW FLEXIBLE ORGANISATION THAT DELIVERS

COMMITMENT N° 3 TO SUSTAIN CUSTOMER SATISFACTION



Guillaume Penel

Our customers are the strategic priority of our plan: Targeting Sustainable Desserts 2015-2018.

Lively, flexible and efficient, our organisation is adapted to our customers. We would like to move towards creating sales teams by market.



Matthieu Devalle

A first step was taken in 2015 with the appointments of Matthieu Devalle, head of the supermarket market, and Guillaume Penel, head of the catering market. Their role is to anticipate risks and to draw up a proactive commercial strategy in association with the French sales manager in order to develop our market share in synergy with the group's factories.



We have also reinforced the role of the head of sales with Oliver RUDET, who also becomes group trainer for the sales team.

“The purpose of the training is to **give the team a good knowledge of the product range** from a technical and industrial point of view so they can promote it better.



For example, we have begun with the range of pastries, dacquoises, passover cakes and joconde biscuits. These feature a high egg-white content, making them quite a fragile product.”

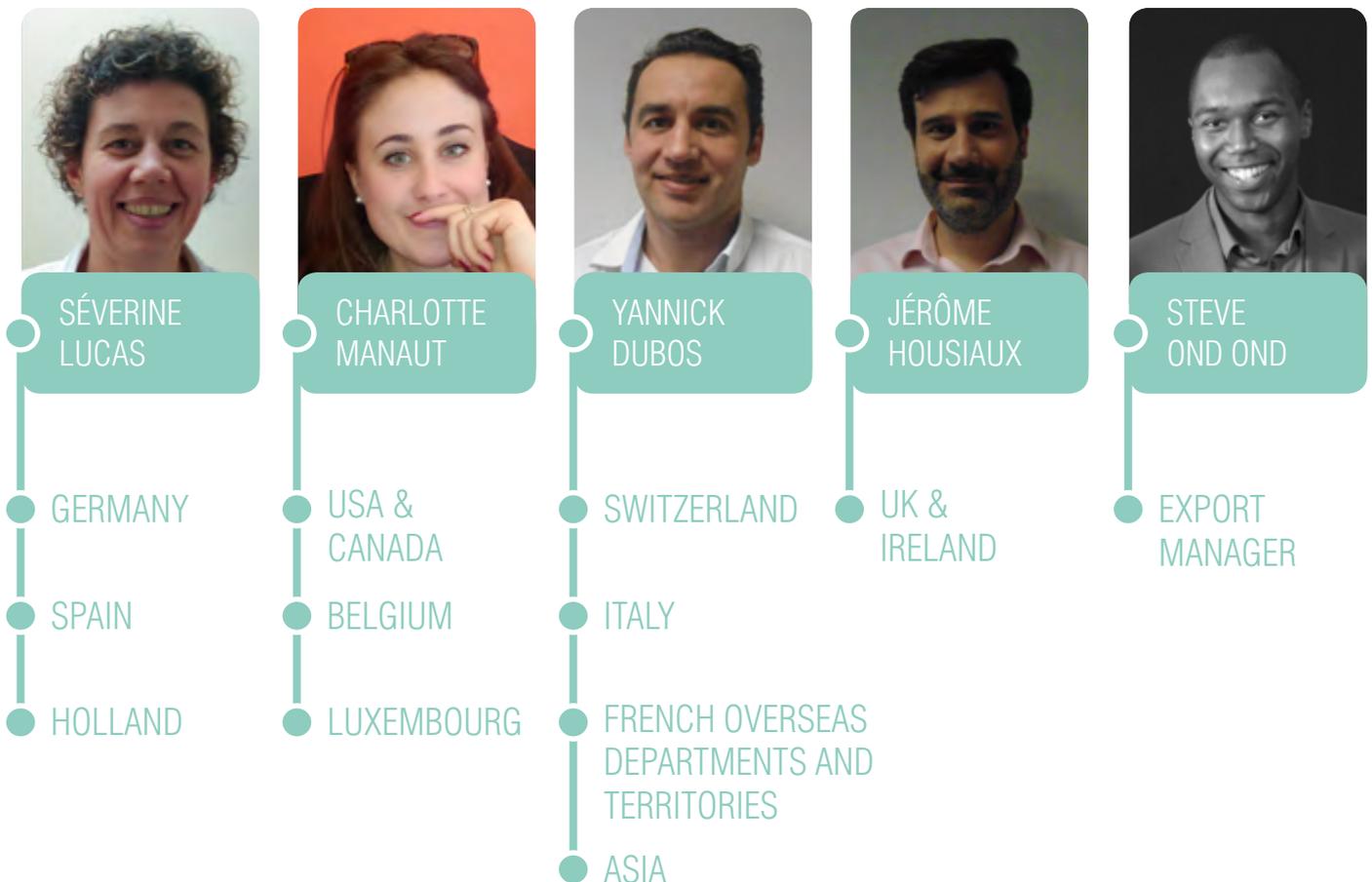
Britain was always our main export market. Since 2012, it has become our second domestic market. It is also, and above all, still a very dynamic market where we have strong ambitions for organic growth.

TO SUPPORT THIS DEVELOPMENT AND STRENGTHEN SYNERGIES BETWEEN FRANCE AND ENGLAND

at the end of 2015 we took on Jérôme Housiaux as UK National Sales Manager

“ I have lived in England for 15 years and I have occupied sales development and large account management posts in the confectionery and ready meals sector. Based at Handmade Cakes, my role is to develop strong synergies between the French and English sites' ranges and customers. The idea is for the French sales team to sell more British products more easily in France and the British sales team to sell more French products more easily in Britain.

”



Mademoiselle Desserts wants to continue growing outside France. The group already achieves one quarter of its turnover in the international market. The aim is to reach one third in 2018.

The company has grown through successive buy-ins, with different brands (Martine Spécialités, Delmotte and Trois Abers) corresponding to the industrial sites. "The name Européenne des Desserts was created to cover the whole thing, but it was becoming difficult to explain abroad," admits Didier Boudy. The two British businesses achieve a turnover of around 30 million euros in a growing market. They offer the group, which produces for wholesale distribution and commercial catering businesses such as restaurants, fast food, cafes, sandwich bars, bakers, etc., an opportunity for diversification. The latest market entered consists of coffee shops, notably the 600 shops in the British Caffè Nero chain. "This is the result of synergies between the group's different organisations. It allows us to sell more cheesecakes in France and tartlets through wholesale distribution in England," insists Didier Boudy.



“ The Handmade Cake Company was taken over by Mademoiselle Desserts at the end of 2014. Then, the group also bought the building next to it. We have now been able to set up a new cold store with capacity for 300 pallet slots. This investment has allowed us to increase the production area by 20% and to devote a zone to gluten-free products. Another advantage of belonging to a group is being able to share raw material purchasing information, for example, as well as know-how or even customers. This makes the Handmade Cake Company stronger and better structured, with additional production capacity.”

Michael Wheeler, factory manager

COMMITMENT N° 4 TO DEVELOP THE EXTENT OF OUR RANGE AND THE INNOVATIONS PRODUCED

2015 was a year rich in developments for our product portfolio. We first clearly identified the signature products unanimously recognised by our customers for their quality, like the custard tart, the framboisier and the caramel shortcake.

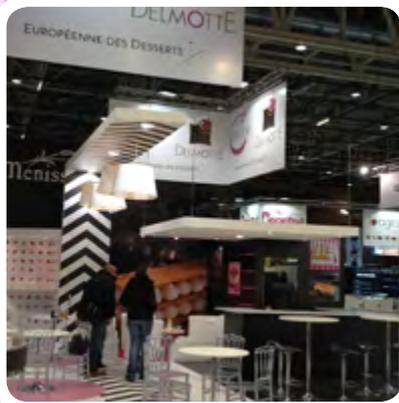
We also renewed much of our range of tarts and desserts. Reflecting consumers' expectations concerning the selection of raw materials of specific origin, we have, for example, launched Sicilian lemon and Burgundian blackcurrant desserts.

We have added the strength of our unique skills to our range of products in tarts in which the shortcake base is always crispy; tartlets on a base of caramelised puff pastry base; deep puff pastry bases and, finally, our star of 2015, a millefeuilles with incomparable taste and texture, which won the Snacking gold award for 2015.



FOR 2016 WE ARE CONTINUING THIS WORK TO MAKE OUR PRODUCT FAMILIES EVEN MORE ESSENTIAL IN SENSORY, NUTRITIONAL AND EMOTIONAL TERMS

**COMMITMENT N° 5
TO DEVELOP THE GROUP'S EXPORTS AND INTERNATIONALISATION FROM OUR EXISTING INDUSTRIAL BASE AND INTERNATIONAL STRUCTURE.**



OUR PARTICIPATION IN SIRHA

Everyone was mobilised to make Sirha 2015 a real success and all the ingredients were brought together to create a successful mixture:

- A PERFECTLY TRAINED SALES TEAM
- PRODUCTS WE ARE PROUD OF
- A GRAPHICALLY HIGHLY VISUAL STAND
- A PAINSTAKINGLY ORGANISED R&D AND MARKETING TEAM



OFF TO CONQUER ASIA...

With dynamic markets and a population increasingly receptive to confectionery "Made in France", Asia is among the export department's development priorities. To break into these markets, it is essential to base ourselves on local teams with a good knowledge of consumer codes and expectations.

Since October 2014, we have begun a close partnership with the BCBG company, based in Thailand, which represents us exclusively in about twenty South East Asian countries. BCBG sells all the group's products and has already generated turnover of €180,000 in Thailand and Cambodia, with soft chocolate cake, custard tart and dessert bases and sheets.

We still have work to do to adapt our products to Asian tastes and expectations. Some of our products still do not satisfy BCBG's customers, particular in terms of quality and visual consistency. Fortunately, BCBG's utterly competent and dynamic team, led by Alain Narucha Sri Tong (CEO) and Jarawan Rattanasiriluck (COO) (third from the right), are dealing with this superbly.



...AND THERE IS ALWAYS ENGLAND

The chocolate Yule log made at Broons has been listed by Iceland in the United Kingdom. This listing means we can establish a "tradition" of Yule logs on the freezer shelves of English supermarkets. In fact, ICELAND specialises in frozen ingredients and ready meals. With more than 850 stores and a volume of 60,000 Yule logs for this campaign, this is a good success story.

COMMITMENT N° 6 GUARANTEEING GOOD, SAFE, HEALTHY PRODUCTS

We are absolutely uncompromising on the requirement that our products should be safe. Consumer health is the aim of our commitment: manufacturing good, healthy products that are as natural as possible. The British talk about “clean label” and that’s a good definition.

For some years now we have been actively committed to a nutritional approach with a view to offering good, healthy, attractive products
We take up the challenges our clients set for us, but we are also proactively committed to eliminating anything that is not authentic, natural or as close as possible to the raw material from our recipes.



IN 2015 WE HAVE REMOVED THE HYDROGENATED VEGETABLE FAT FROM CERTAIN DESSERTS



WE HAVE ALSO, FOR EXAMPLE, ALTERED THE COMPOSITION OF THE TOPPING OF THE THIN APPLE TARTLET BY REMOVING THE PRESERVATIVE INGREDIENTS FROM THE COMPOSITION.

With a view to customer development, our 28-person R&D team also stays up to date with the development of consumer tastes and habits. An R&D-Production-Quality group ensures that innovations go into production and are industrially manufactured.

COMMITMENT N° 7 TO KEEP OUR SYSTEMS INTEGRATED, MODERN AND EFFECTIVE

D-WAY

Nowadays, businesses in the same market have access to the same raw materials, the same technologies, the same energy sources and the same workforce. We have decided to stand out thanks to our teams and working methods by creating D-WAY. This is a benchmark based on collective intelligence, continuous improvement and knowledge. The tool consists of a compilation of good performance management practices and an evaluation system allowing self-assessment and progress measurement with a view to achieving industrial excellence. It will be rolled out for the first time in June 2016 at the Saint-Renan site and at Valade in December 2016.

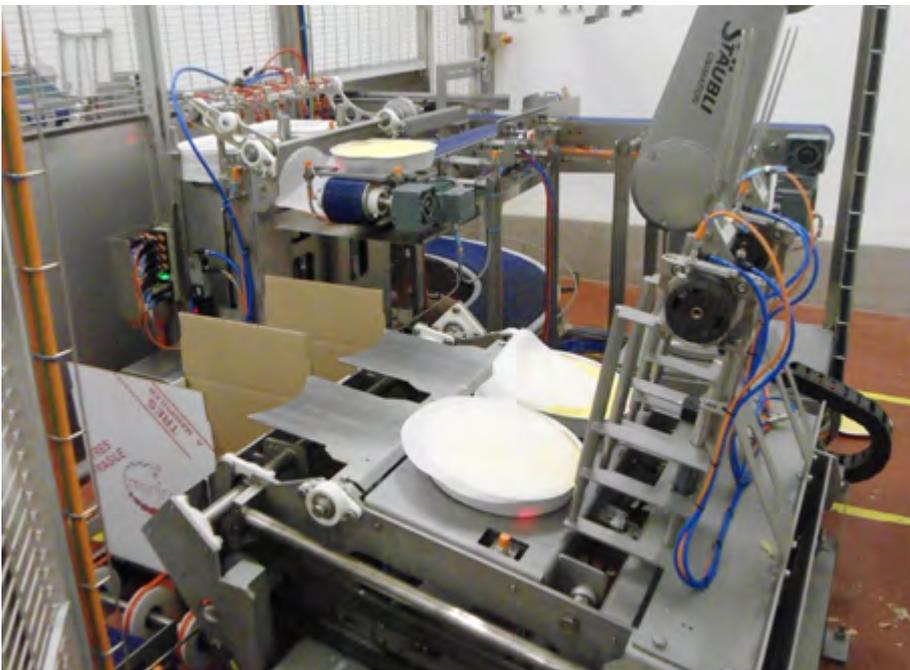
AMOUNT OF INDUSTRIAL INVESTMENT 2015

FRANCE

4.4 million euros

ENGLAND

3.6 million euros



The group's strategy is to intensify its acquisition policy internationally and to pursue its industrial investment policy. With this in mind, since 2009, 30 million euros have been invested in its Perigord factory, which provides half the group's turnover. Two new packaging lines will be installed between now and next year, worth a total of 1.2 million euros. The two English factories have also been expanded.

Mademoiselle Desserts Corby, formerly Speciality Desserts, is building a new site a few kilometres from the current factory. The Handmade Cake Company is increasing its production capacity, notably including gluten-free products, a booming market across the Channel.



TO BE A RESPONSIBLE EMPLOYER



The health and safety of employees remains one of our priorities. We work every day to improve the safety of our employees in each of our factories. Our results are already far above the standards for the sector and we want to further improve the key indicators linked to these issues, which are vital in a still highly manual industry. This notably involves identifying the risks of workstations generating musculo-skeletal disorders and psycho-social risks (PSR) in order to remove or alleviate these so that they are acceptable in the long term. Plans are being put into practice particularly at industrial level and they are subject to monthly reports to COMEX and the supervisory board.



HEALTH AND SAFETY

COMMITMENT N° 8 TO IMPROVE HEALTH AND SAFETY AT WORK PROTECTION

Mademoiselle Desserts wants to involve all its subsidiaries and their staff in this approach and to make everyone responsible for their own health and safety and that of their colleagues. In this way the group sees itself gradually becoming a national leader on the issue in the bakery and confectionery sector.

Aware of its responsibilities, management publishes and publicises its health and safety policy to all staff and stakeholders. Each site has established a Health and Safety Management system. The main aims involve respect for the applicable regulatory requirements; the reduction of occupational accidents as far as possible through risk assessment; the analysis of accidents and incidents and the implementation of the associated corrective measures and the prevention of occupational diseases and stress, particularly by integrating ergonomics ahead of all industrial projects.

Finally, it is essential to make everyone responsible within their own jobs by involving all staff in the approach through communication, information and training.

MADEMOISELLE DESSERTS PLEDGES

TO follow international behaviour and human rights standards. Every employee contributes to these commitments internally by signing the group's ethical charter and by applying and ensuring compliance with the responsible purchasing charter with raw material suppliers and service providers. Everyone makes sure these rights are respected within their area of responsibility.



The group's factories are members of SEDEX, a non-profit organisation intended to promote ethical practices in world supply chains.



COMMITMENT N° 9 DRAWING UP, PUBLICISING AND ENSURING THE APPLICATION OF OUR ETHICAL CHARTER

Because without ethics nothing is sustainable, the Mademoiselle Desserts Executive Board is committed to signing and developing the group's ethical charter.

This is done in accordance with

10 PRINCIPLES FOR ACTIONS AND CONDUCT:

They were illustrated by employees in a surreal, humorous way. Each employee has received a copy of this ethical charter.

- RESPECT FOR FUNDAMENTAL HUMAN RIGHTS
- BAN ON DISCRIMINATION AND RESPECT FOR PRIVATE LIFE
- RESPECT FOR WORKING CONDITIONS AND HEALTH AND SAFETY RULES
- RESPECT FOR AND PROTECTION OF THE ENVIRONMENT
- RESPECT FOR LEGALITY
- LISTENING AND DIALOGUE CONCERNING
- CONFLICTS OF INTEREST
- RELATIONSHIP WITH STAKEHOLDERS
- USE OF COMPANIES' ASSETS
- PROFESSIONAL COMMITMENT

If you're still unsure, ask yourself :

Am I sure that I am choosing this supplier for objective reasons, and not giving them preferential treatment ?



07

If you're still unsure, ask yourself :

Am I helping to create a peaceful workplace ?



Am I aware of the hygiene regulations relevant to my daily work environment ?



What a question ! fortunately, I know the hygiene rules, they're part of my everyday work.

There's a poster for the hygiene rules? I've been working here 30 years and I've never seen it.

10

TRAINING

COMMITMENT N° 10 TO SUPPORT CAREER DEVELOPMENT

The company supports employees in developing their competences and maintaining their employability, without discrimination. Individual interviews are held every year for technicians, salespeople and supervisory staff and every two years for manual and clerical workers. These interviews, carried out by their hierarchical superiors, allow a free and entirely confidential exchange of views on everyone's desires for development and training.

The desires and expectations collected in this way by the human resources department mean we can bring our forward-looking employee management policy to life and agree training plans.

EMPLOYMENT

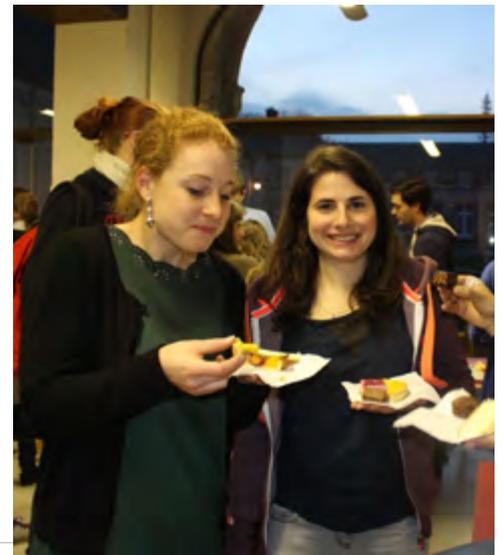
COMMITMENT N° 11 TO DEVELOP OUR ATTRACTIVENESS

Our little group has been continuously growing and developing since 2009. Throughout our evolution, the same single principle has guided all our companies: making each of our desserts a moment of real pleasure and excitement, whether you're alone, with your family or among friends.

We also wanted to give our great adventure a new name to make ourselves better known and recognised in schools and universities to attract the best talent.

An external communication policy is being drawn up aimed at young people and the institutions they attend.

We wanted to find a common identity to embody the dynamism, passion for innovation and modernity that we bring to the confectionery tradition.





INDUSTRIAL RELATIONS DIALOGUE AND CLIMATE

COMMITMENTS N° 12 & 13 TO DEVELOP INDUSTRIAL RELATIONS DIALOGUE AND PROMOTE A GOOD INDUSTRIAL RELATIONS CLIMATE



A good industrial relations dialogue and climate promote loyalty among employees and help them succeed in their professional lives. The group undertakes responsible industrial relations dialogue and quality by including employees and staff representatives. Various specific actions are implemented within the group.

Every year, group chairman Didier Boudy goes to meet employees on the different sites. On these days, the group's significant events, results and objectives, etc. are presented and explained. It is a time for exchanges in the form of questions and answers, with absolute transparency.

The group also recognises the work and efforts of employees and thanks them, etc. by celebrating events or successes. In 2015, for example, "Martine" celebrated its 30th anniversary; Renaison celebrated the launch of its new organisation following the "Odyssey project"; Handmade Cakes invited the British Home Secretary to open the extension to its premises; Saint Renan celebrated the presentation of service medals, etc.

Every two months, our internal magazine "Emulsion news", now "M News" is distributed to employees by e-mail and display. So all staff can follow news about our company and customers and also product launches and major events touching the lives of our employees.



TO PRESERVE THE ENVIRONMENT

The use of natural resources through the consumption and transformation of raw materials of animal and plant origin is the group's top environmental concern.

Each site monitors its consumption and raw material wastage and its electricity, gas and water costs.

We work in cooperation with our raw material and packaging suppliers to collect and exchange good CSR practices. We use an online assessment system developed in cooperation with Coop de France and the Aquitaine region.

Our carbon footprint is essentially linked to the use of raw materials of agricultural origin. We have made greenhouse gas statements for all the French sites. In 2016, we will make statements for the English sites.

Concerning waste treatment, in 2015 we are focused on establishing additional selection for items like office paper at all sites and plastic cups.



COMMITMENT N°14 TO OPTIMISE OUR ENERGY EFFICIENCY

In 2015, the group launched the GREEN project, an overall approach to optimising energy consumption at the four French sites. The initial aim is to map energy consumption at each workstation in a detailed way, estimating everyone's consumption, installing meters when necessary, making regular consumption statements and using these to create an action plan. We orientate our actions towards gas and electricity consumption and refrigeration systems

At the beginning of 2015, the results lie between "raising awareness" and "isolated actions".

In 2016, the aim is to progress to "action plan".

THE SITES HAVE MADE THEIR
SELF-DIAGNOSES ACCORDING
TO THE FOLLOWING MATURITY
MATRIX:



But everyone's everyday behaviour, added together, will also contribute to reducing our energy bill and to instilling responsible behaviour which can be applied at home as well as at work.



In December, the Valade site devoted two days to promoting green actions:

using low-consumption LED bulbs; not leaving chargers plugged in when there is nothing charging; turning computers off when they are not being used; defrosting freezers; tracking down water leaks, etc. These workshops were promoted by EDP and energy saving kits were won by ten employees following a 12-question quiz which, it has to be said, was not easy. Thermal photos were also taken.

The day was a chance for exchanging information and letting some of our local partners about our actions concerning sustainable development



COMMITMENT N° 15 TO REDUCE WATER CONSUMPTION



Cleaning operations are a big concern in the food processing sector, partly to ensure the safety of food products and also because they represent a major water consumption issue on production sites.

In fact, a large proportion of the water consumed is linked to cleaning stations on industrial sites and to sanitary uses.

Water consumption is well under control, but there remain differences between the sites. The main actions to be carried out are: raising the everyday awareness of employees and cleaning teams; using the cleaning nozzles best suited to needs, and using floor cleaning machinery.



WASTE



COMMITMENT N° 16 TO REDUCE MATERIAL WASTAGE, SELECTING AND CLASSIFYING WASTE

The group's two main objectives in 2015 concerned reducing material wastage on lines, excess consumption, etc. and optimising selection.

Excess consumption of materials can be associated with incorrect adjustment, insufficiently adapted operating modes, excess dosage, etc. To reduce this excess consumption, we work to optimise the way lines are run, the training of team leaders and the adaptation of tools to the needs of lines, such as the purchase of new flour or sugar dispensers.

All the group's sites carry out selective waste classification and work with recycling and recovery networks. The waste generated is cardboard, plastic, aluminium, paper, wood and organic waste, etc.

In 2015, the group has set new selection and recycling targets for office paper, plastic cups and batteries.



GHG IMPACT



COMMITMENT N° 17 TO REDUCE THE IMPACT OF GREENHOUSE GAS EMISSIONS LINKED TO RAW MATERIALS AND PACKAGING

In order to understand the environmental impacts of our activities and products, we use the Lifecycle Analysis method. We are interested in our carbon and water footprints and our impacts on biodiversity.

The energy impact part is quite low, essentially corresponding to the gas used to operate the ovens. This is generally in second place after raw materials, notably those of animal origin.

We use raw materials of animal origin, such as butter, milk and eggs, and those of vegetable origin like flour and sugar. We have few direct action levers and we must work in association with our suppliers to reduce our carbon impact.

This makes the CSR assessment of our strategic suppliers essential for collecting information and deciding on internal orientation in terms of responsible purchasing, as well as the environmental actions to be followed with our suppliers.



TO ENSURE OUR IMPACT ON SOCIETY AND OUR LOCAL INTEGRATION

FAIR PRACTICE AND LOCAL DEVELOPMENT

In accordance with the global contact commitments, the business has adopted an ethical charter, as well as a responsible purchasing charter through which it is committed to fighting corruption and conflicts of interest.

Each member of staff must respect the principles of integrity, honesty and fairness in their dealings with the group's stakeholders. For customers, suppliers and all other third parties, each employee pledges to make choices based on objective criteria solely in the interests of the group. Any kind of active or passive corruption is forbidden.

COMMITMENT N° 18 **RESPONSIBLE, SUSTAINABLE PURCHASING**

In 2015, we worked on assessing sustainable development at our suppliers. We have organised meetings to inform and train our contacts to use the self-assessment system established. It is no longer just a question of taking into account quality or food safety criteria, but also of integrating CSR criteria into our supplier exchanges and references.

13 strategic suppliers then volunteered to assess themselves in accordance with this benchmark.

In 2016, our target is to cover 23% of our supplier turnover with CSR assessment.

All our purchasers are trained in responsible purchasing. Since 2010, the purchasing team has integrated CSR, with an initial diagnosis made in the context of a collective business project run jointly by Ademe and Afnor. We then began moving in this direction and in 2015 we announced our responsible purchasing policy, available on our website. This was drawn up together with all purchasers. It ensures respect for the quality and safety of food products; the development of contracts lasting more than one year, and ethical behaviour in business and transactions, giving, for example, suppliers and providers the chance to reply by setting up an appeals committee.



COMMITMENT N° 19 PRIORITISING LOCAL PURCHASING WHENEVER POSSIBLE

The group works with almost 500 suppliers, including 200 suppliers of plastic film, cardboard, aluminium dishes and paper.

We purchase more than 38,000 tonnes of raw materials a year, largely of animal and vegetable origin: 10,000 tonnes of flour, 8 million litres of milk, 5,000 tonnes of sugar, 4,500 tonnes of butter, 3,200 tonnes of eggs, 1,000 tonnes of chocolate and 2,500 tonnes of apples.

It is worth noting that we look for very fresh products: 700 tonnes of apples are peeled, cored and cut up every year in our production areas.

We want this concern to use fresh local products to strengthen our territorial integration. Our aim is to develop our local networks in order to contribute to the dynamism of our economic and associated partners.

In 2015, we began a network strategy. Our aim is to establish partnerships with the agricultural sector for certain categories of raw materials such as flour, milk and even eggs.

In 2015, 15.3% of raw materials and packaging materials were bought locally: in other words, less than 250 km from the user's production site. We would like to move above 20% in 2016.

However, certain input products cannot be bought locally. This is the case with fruits like raspberries or frozen mangoes, which are either not produced in France or not available in what we call industrial quantities or do not follow the required manufacturing processes (calibration, deep freezing, etc.).

COMMITMENT N° 20 TO SUSTAIN AND PROMOTE OUR LOCAL INTEGRATION

Our businesses have an important, participative impact on the development of their local areas and they are often in the countryside. In 2015, the group had almost 1,000 direct employees and has made it possible to generate almost 3,000 additional indirect jobs.

We wish to take an active part in the development of the economy and local associations. We have a role to play in sustaining local associations as they continue their partly thanks to our donations in the form of products or cash.

We maintain close links with associations promoting employment, associations carrying out humanitarian work and sporting or cultural associations particularly linked with young people.

Every year, we take part in many local events, such as the Wheat Festival at Pleudihen-sur-Rance in Brittany, the blood donor event in Brantome and the Trans'iroise to fight leukaemia.

We also support food banks by offering them several thousand confectionery items every year.

The Broons and Renaison sites each have their own factory outlets to help make it easier for local people to discover our products.



“*Between Martine and Mademoiselle Desserts, 30 years have gone by....*”

THE VALADE SITE



“ This year, we have celebrated 30 years of the company. An important moment in the life of the site and in its history. The anniversary, on 13 June, was convivial, sporting and fun. 350 people – employees and their families – gathered for the event. Organised by the “Founders’ Club” and supported by the management of the business, the day was rounded off with a fire show and lovely firework display. ”

Francis Money
Site manager





To ensure our economic sustainability

TURNOVER (K€).....	82,038
EXPORT TURNOVER (%).....	5
TONNES OF PRODUCT MANUFACTURED (T).....	27,154
NUMBER OF REFERENCES PRODUCED.....	498
PROPORTION OF TURNOVER ACHIEVED WITH PRODUCTS LAUNCHED WITHIN THE LAST 12 MONTHS (%).....	8.1
PROPORTION OF TURNOVER DEVOTED TO R&D (%).....	1
NUMBER OF PEOPLE IN R&D.....	7
PROPORTION OF COMPLAINTS PER 100 TONNES OF PRODUCT DELIVERED.....	0.18
IFS/BRC CERTIFICATION.....	YES
OTHER CERTIFICATION: SEDEX.....	YES



To be a responsible employer

NUMBER OF EMPLOYEES (OPEN-ENDED CONTRACTS).....	435
AVERAGE AGE OF EMPLOYEES.....	42
FEMALE STAFF (%).....	48
NUMBER OF HOURS OF TRAINING.....	5,863
NUMBER OF PEOPLE WHO HAVE DONE AT LEAST ONE TRAINING COURSE.....	201
PROPORTION OF EMPLOYEES TRAINED (%).....	46
NUMBER OF APPRENTICESHIPS.....	8
NUMBER OF WORKPLACE FIRST-AIDERS.....	66
SEVERITY RATE OF OCCUPATIONAL ACCIDENTS.....	0.6
FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS.....	20.7



To preserve the environment

ANNUAL ELECTRICITY CONSUMPTION (kWh).....	18,633,271
ELECTRICITY CONSUMPTION/TONNE OF PRODUCT (kWh/t).....	686.2
ANNUAL GAS CONSUMPTION (kWh).....	5,455,190
GAS CONSUMPTION/TONNE OF PRODUCT (kWh/t).....	201
WATER CONSUMPTION (m ³).....	67,485
WATER CONSUMPTION/TONNE OF PRODUCT (m ³ /t).....	2.49
TOTAL AMOUNT OF WASTE (t).....	1,608
EXCESS MATERIAL CONSUMPTION (%).....	3.39
TOTAL GHG EMISSIONS (CO ₂ TEQ).....	2,099



To ensure our impact on society and our local integration

NUMBER OF ASSOCIATIONS HELPED.....	50
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COMMITMENT N° 4 TO DEVELOP THE EXTENT OF OUR RANGE AND THE INNOVATIONS PRODUCED

The innovation of 2015 was the millefeuille, made at the Valade site, with which we one the special jury prize at the Snacking d'Or 2016.

The product concept is innovative: the cream on one site and the puff pastry on the other – all you have to do is put them together!

The advantage is a guaranteed crisp, top-of-the-range product worthy of an artisan pastry chef.

Objective: a product protected in suitable packaging.



COMMITMENT N° 7 TO KEEP OUR SYSTEMS INTEGRATED, MODERN AND EFFECTIVE

**8 million
litres!**



That's the volume of milk consumed by Valade in one year. It represents a daily delivery of 28,000l. To cope with these volumes, we decided to buy a new tank with a storage capacity of 30,000 litres to add to the two existing tanks and reorganise milk reception and the cleaning of the automatic dispensing system.

This new investment of €360,000 has made it possible to improve the working conditions of the cleaning and supply teams.



COMMITMENT N° 8 TO IMPROVE HEALTH AND SAFETY AT WORK PROTECTION



Safety culture is well established at Martine Valade, with a strong commitment by management, supervisors and all staff. Our aim is to improve our performance and to always guarantee our employees good working conditions with complete safety.

Valade site has just renewed its OHSAS 18001 certification in style for the third year!

It is notable that very few bakery-confectionery businesses have OHSAS 18001 certification. That makes it a real plus and an achievement we can be proud of.





COMMITMENT N° 16 TO REDUCE MATERIAL WASTAGE, SELECTING AND CLASSIFYING WASTE

As well as working on material wastage on the Valade line, we attacked waste recycling, which represented a significant cost for the business.

A cross-departmental project between Hygiene and Purchasing has made it possible to identify a new process and to choose new partners, allowing far-reaching actions to be undertaken:

- Adapting a waste bucket making it possible to reduce the number of rotations, cut the number of kilometres, emit less CO2, etc.
- Recycling all recoverable food waste rather than treating it as non-hazardous industrial waste and sending it to landfill
- Additional recycling of plastic materials, such as pallets reused by a supplier.

COMMITMENT N° 20 TO SUSTAIN AND PROMOTE OUR LOCAL INTEGRATION

"In December, the Valade factory welcomed 15 teachers from schools in and around Périgueux. The aim of the 'C GENIAL' association is to make the link between secondary school teachers and businesses. We had the chance to present our organisation, our jobs, our processes and our highly appreciated products. It was a good morning exchanging experiences." Marie Laure Ackel, Head of Human Resources.





THE BROONS SITE



“

The site's activity is always strongly marked by the Yule log campaign in the last quarter. With almost 140 references made in just a few weeks, it is vital to be able to anticipate and react! In 2015, the top flavours were the “intense and exotic” ones, with Venezuelan chocolate, Madagascan vanilla, Colombian coffee, etc.

”

Julie Anne Lessalle
Head of the R&D project

Franck Mentré
Production manager



To ensure our economic sustainability

TURNOVER (K€).....	23,213
EXPORT TURNOVER (%).....	21
TONNES OF PRODUCT MANUFACTURED (T).....	2,613
NUMBER OF REFERENCES PRODUCED.....	560
PROPORTION OF TURNOVER ACHIEVED WITH PRODUCTS LAUNCHED WITHIN THE LAST 12 MONTHS (%).....	19
PROPORTION OF TURNOVER DEVOTED TO R&D (%).....	1.9
NUMBER OF PEOPLE IN R&D.....	8
PROPORTION OF COMPLAINTS PER 100 TONNES OF PRODUCT DELIVERED.....	4.2
IFS/BRC CERTIFICATION.....	YES
OTHER CERTIFICATION: SEDEX.....	YES



To be a responsible employer

NUMBER OF EMPLOYEES (OPEN-ENDED CONTRACTS).....	181
AVERAGE AGE OF EMPLOYEES.....	41
FEMALE STAFF (%).....	58
NUMBER OF HOURS OF TRAINING.....	1,428
NUMBER OF PEOPLE WHO HAVE DONE AT LEAST ONE TRAINING COURSE.....	164
PROPORTION OF EMPLOYEES TRAINED (%).....	91
NUMBER OF APPRENTICESHIPS.....	2
NUMBER OF WORKPLACE FIRST-AIDERS.....	34
SEVERITY RATE OF OCCUPATIONAL ACCIDENTS.....	4.68
FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS.....	76.7



To preserve the environment

ANNUAL ELECTRICITY CONSUMPTION (kWh).....	7,266,692
ELECTRICITY CONSUMPTION/TONNE OF PRODUCT (kWh/t).....	2,781
ANNUAL GAS CONSUMPTION (kWh).....	3,653,800
GAS CONSUMPTION/TONNE OF PRODUCT (kWh/t).....	1,398
WATER CONSUMPTION (m³).....	39,878
WATER CONSUMPTION/TONNE OF PRODUCT (m³/t).....	15.30
TOTAL AMOUNT OF WASTE (t).....	1,135
EXCESS MATERIAL CONSUMPTION (%).....	14.2
TOTAL GHG EMISSIONS (CO2 TEQ).....	2,042



To ensure our impact on society and our local integration

NUMBER OF ASSOCIATIONS HELPED.....	10
FACTORY OUTLET TURNOVER (€).....	175,000

COMMITMENT N° 7

TO KEEP OUR SYSTEMS INTEGRATED, MODERN AND EFFECTIVE



In 2015 the site was equipped with an apple dispenser. The apple tarts made at the site use fresh apples. After they have been peeled, cored and cut into quarters, they need to be dispensed on to the bases (for the thin tarts) or into the silicone moulds (for the tâtins). This dispensing stage was carried out by hand until the arrival of a volumetric dispenser in mid October 2015. The installation of this machine, with capacity of 3,200 p/h – about 400 kg – allows more regular dispensing and improves productivity.

Above all, this dispenser means the operators' job can be made less strenuous. Manual dispensing requires a strained posture and movements. The change has made it possible to cut the risk of Musculo-Skeletal Disorders (MSD) at this workstation in half, and this has been confirmed by the sensations of the teams after just a few weeks of operation.

COMMITMENT N° 8

TO IMPROVE HEALTH AND SAFETY AT WORK PROTECTION



All employees at the Delmotte Broons site were given health and safety at work training in June 2015.

148 people were trained in 13 sessions lasting 3h 30min.

The purposes of the training were as follows: knowing the main risks in the business; knowing the principal preventive measures and knowing and understanding the 10 essential points of the health and safety charter so it can be applied better everyday.

This training, in the form of a game, made it possible to pick out the winning teams from each session.

They (the women!) won a prize of a day driving cars on a circuit. Alternating theory and practice (in specially equipped vehicles but also their own cars), the day will help them to better anticipate and understand risk situations on the roads.

COMMITMENT N° 15

TO REDUCE WATER CONSUMPTION

The reduction of water consumption features in the 2015 industrial route map at Broons. In particular, these water consumption reductions must come through optimising water use practices when cleaning production equipment. For example, simply using different nozzles could allow us to move from consuming 80 litres of water per minute to 30 litres. In 2016, we are also working to "hunt down leaks", for example, in equipment washing tunnels.



THE RENAISSON SITE



In 2015 we structured the team, with the arrival of Paul Casteleiro as production manager, Anaëlle Roche as unit manager and Céline Couturier as quality manager. Then, the Odyssey Project was launched. The idea was to analyse the organisational operation of the site and then build the new organisation corresponding to the site's needs with everyone's participation, particularly during the end-of-year product manufacturing period.

To do this, we called on the help of two firms, one specialising in occupational ergonomics and psycho-social risk analysis in business and the second specialising in industrial organisation.

After many exchanges with the teams, the project led to a redefinition of supervision roles on the ground; the setting up of a team to respond to the need for versatility, and the establishment of weekly points of communication with all staff.

This new organisation was presented to the whole site team before the busy end-of-year activity period. This meeting also involved working groups to offer opportunities for exchanges and integrate the organisation we have put in place. There was considerable participation, with constructive exchanges." A report will then be made to define our organisation for 2016.



Pascal Robert
Site manager



14 Septembre 2015



Economic sustainability

TURNOVER (K€).....	11,620
EXPORT TURNOVER (%).....	13
TONNES OF PRODUCT MANUFACTURED (T).....	1,830
NUMBER OF REFERENCES PRODUCED.....	440
PROPORTION OF TURNOVER ACHIEVED WITH PRODUCTS LAUNCHED WITHIN THE LAST 12 MONTHS (%).....	5
PROPORTION OF TURNOVER DEVOTED TO R&D (%).....	1.2
NUMBER OF PEOPLE IN R&D.....	2
PROPORTION OF COMPLAINTS PER 100 TONNES OF PRODUCT DELIVERED.....	4
IFS/BRC CERTIFICATION.....	in progress 2016
OTHER CERTIFICATION: SEDEX.....	NO



To be a responsible employer

NUMBER OF EMPLOYEES (OPEN-ENDED CONTRACTS).....	87
AVERAGE AGE OF EMPLOYEES.....	41
FEMALE STAFF (%).....	65
NUMBER OF HOURS OF TRAINING.....	851
NUMBER OF PEOPLE WHO HAVE DONE AT LEAST ONE TRAINING COURSE.....	80
PROPORTION OF EMPLOYEES TRAINED (%).....	92
NUMBER OF WORKPLACE FIRST-AIDERS.....	14
SEVERITY RATE OF OCCUPATIONAL ACCIDENTS.....	3.65
FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS.....	69



To preserve the environment

ANNUAL ELECTRICITY CONSUMPTION (kWh).....	3,829,638
ELECTRICITY CONSUMPTION/TONNE OF PRODUCT (kWh/t).....	2,093
ANNUAL GAS CONSUMPTION (kWh).....	4,695,521
GAS CONSUMPTION/TONNE OF PRODUCT (kWh/t).....	2,566
WATER CONSUMPTION (m ³).....	20,087
WATER CONSUMPTION/TONNE OF PRODUCT (m ³ /t).....	10.98
TOTAL AMOUNT OF WASTE (t).....	425
EXCESS MATERIAL CONSUMPTION (%).....	0.43
TOTAL GHG EMISSIONS (CO ₂ TEQ).....	1,198



Local integration

NUMBER OF ASSOCIATIONS HELPED.....	10
FACTORY OUTLET TURNOVER (€).....	348,000



COMMITMENT N° 6

GUARANTEEING GOOD, SAFE, HEALTHY PRODUCTS



In 2015, all employees were trained in hygiene and food product safety. The business called on a specialised food processing training centre in order to construct the module based on the fundamental principles of hygiene and food safety, as well as the business's quality system. Specific case studies, with supporting photos taken on the site itself, were studied and discussed. The exchanges were constructive and the assessments very positive. A quiz at the end of the training session made it possible to evaluate the knowledge acquired in the short term and the results are convincing!

COMMITMENT N° 7

TO KEEP OUR SYSTEMS INTEGRATED, MODERN AND EFFECTIVE



The Yule log and mini-log campaigns start in September. Originally launched in 2014, volumes increased in 2015. The range consists of 5 flavours: vanilla, coffee, chocolate, Grand Marnier and praline. This year, we have invested 200,000 euros in an automatic rolling production line. The aim is to improve our cost price and the consistent quality of the products. The line should allow us to manufacture up to 400 rolls an hour. They will then be cut to the lengths our customers want. The line is started up and brought into operation gradually.

COMMITMENT N° 11

TO DEVELOP OUR ATTRACTIVENESS



In April 2015 we took part in the Roanne employment forum to publicise the Renaison site and dialogue with students and professionals from the region. The aim of this show is to promote all the jobs offered by the industrial food processing companies and the training that offers access to them.

Target audience: all jobseekers in the Roanne area, particularly schoolchildren and students and especially those training in a professional area that could be linked to the food processing industry (vocational baccalaureate, university degree courses, continuing education, etc.).





THE SAINT-RENAN SITE



“

In 2015, the site has made good progress with its turnover, with an 11% increase. This is a transitional year, with the definition and establishment of ways of boosting production line performance: indicators, scoreboards, demonstrations, etc. We have also optimised criteria concerning incentives for employees, integrating workforce performance, materials and occupational safety results.

”

Patrice Campourcy
Site manager



To ensure our economic sustainability

TURNOVER (K€).....	9,481
EXPORT TURNOVER (%).....	5
TONNES OF PRODUCT MANUFACTURED (T).....	3,113
NUMBER OF REFERENCES PRODUCED.....	156
PROPORTION OF TURNOVER ACHIEVED WITH PRODUCTS LAUNCHED WITHIN THE LAST 12 MONTHS (%).....	6.8
PROPORTION OF TURNOVER DEVOTED TO R&D (%).....	N.D.
NUMBER OF PEOPLE IN R&D.....	1
PROPORTION OF COMPLAINTS PER 100 TONNES OF PRODUCT DELIVERED.....	0.88
IFS/BRC CERTIFICATION.....	YES
OTHER CERTIFICATION: SEDEX.....	NO



To be a responsible employer

NUMBER OF EMPLOYEES (OPEN-ENDED CONTRACTS).....	59
AVERAGE AGE OF EMPLOYEES.....	42
FEMALE STAFF (%).....	54
NUMBER OF HOURS OF TRAINING.....	465
NUMBER OF PEOPLE WHO HAVE DONE AT LEAST ONE TRAINING COURSE.....	56
PROPORTION OF EMPLOYEES TRAINED (%).....	95
NUMBER OF WORKPLACE FIRST-AIDERS.....	10
SEVERITY RATE OF OCCUPATIONAL ACCIDENTS.....	1.3
FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS.....	56.5



To preserve the environment

ANNUAL ELECTRICITY CONSUMPTION (kWh).....	2,071,563
ELECTRICITY CONSUMPTION/TONNE OF PRODUCT (kWh/t).....	665
ANNUAL GAS CONSUMPTION (kWh).....	356,474
GAS CONSUMPTION/TONNE OF PRODUCT (kWh/t).....	115
WATER CONSUMPTION (m ³).....	6,772
WATER CONSUMPTION/TONNE OF PRODUCT (m ³ /t).....	2.18
TOTAL AMOUNT OF WASTE (t).....	N.D.
TOTAL GHG EMISSIONS (CO ₂ TEQ).....	590
Excess material consumption (%).....	2.9



To ensure our impact on society and our local integration

NUMBER OF ASSOCIATIONS HELPED.....	2
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COMMITMENT N° 6 GUARANTEEING GOOD, SAFE, HEALTHY PRODUCTS

The Saint-Renan site has renewed its higher IFS certification and BRC grade A in June 2015. Two actions particularly marked the site's activity this year: investments in maintaining the site amounting to €151,000 and the optimisation of the HACCP service quality study.



“ Raw material purchasing is now centralised for the whole group and the same material is often used by several production sites. So in 2015 we decided to share our raw material HACCP study as well. The four French quality managers were able to work on their risk analysis and summarise all data at a single information point. Bringing our knowledge together makes us much more efficient and relevant.

We save time and improve efficiency and communication with our suppliers.

Cécline Rohel
Quality manager

F-IFS-26



CERTIFICAT

Par le présent certificat, ECOCERT FRANCE SAS, atteste, en tant qu'organisme de certification accrédité pour la certification IFS et ayant signé un contrat avec le propriétaire du référentiel IFS, que les activités de production de :

LES 3 ABERS SAS
ZI Saint Sébastien
29290 SAINT RENAN
France
COID: 33146

Pour le périmètre d'audit :

Production de pâtes (salées et sucrées) et pâtisseries surgelées cuites ou crues. Exclusion : Aucune.

Production of frozen dough (salted and sweetened) and frozen pastries cooked or raw. Exclusion: none.

Secteur de produits: 6 Céréales, semoulerie, boulangerie et Pâtisserie
Secteurs technologiques: D, F

Respectent les exigences de

IFS Food
Version 6, Avril 2014
et autres documents normatifs associés

En Niveau Supérieur

N° d'enregistrement du certificat : 15IFS082

Date de l'audit : 16/06/2015

Date d'attribution du certificat : 11/08/2015

Certificat valable jusqu'au : 14/08/2016

Prochain audit à effectuer dans la période : 25/04/2016 - 04/07/2016.



Accréditation 5-0035.
Portée disponible sur
www.cofrac.fr



L'Isle Jourdain, le 25/08/2015,

Thierry STOEDZEL

Directeur Général Ecocert France

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COMMITMENT N° 7 TO KEEP OUR SYSTEMS INTEGRATED, MODERN AND EFFECTIVE

In 2015 the Saint-Renan site invested in a performance indicator promotion programme. Operational excellence comes through managing performance and sharing information between teams, lines and members of the same team. It is a matter of involving the teams in results and providing motivation for the collection of information and propositions, a whole programme to be optimised in 2016. The performance of lines and the workforce is monitored every day and notified; the methods department is an important agent in the project.

The promotion of indicators is well received by operators: the teams are involved.



COMMITMENT N° 13 TO PROMOTE A GOOD INDUSTRIAL RELATIONS CL

In June, the company presented long service medals at a good meal and in a convivial environment beside the sea at Iroise. The following long service medals were presented: three silver medals (20 years), two ruby medals (30 years), five gold medals (35 years) and one grand gold medal (40 years).



“*Mademoiselle Desserts*
Corby focuses on
“roulades”!”

THE CORBY SITE



“
In 2015, the R&D and production teams have acquired a new skill. Manufacturing products based on spongecake rolls has made it possible to extend our range for our customers and boost innovation

”

Frans Visser
Site manager





To ensure our economic sustainability

TURNOVER (K€).....	11,203
EXPORT TURNOVER (%).....	3
TONNES OF PRODUCT MANUFACTURED (T).....	1,834
NUMBER OF REFERENCES PRODUCED.....	243
PROPORTION OF TURNOVER ACHIEVED WITH PRODUCTS LAUNCHED WITHIN THE LAST 12 MONTHS (%).....	26
PROPORTION OF TURNOVER DEVOTED TO R&D (%).....	1.5
NUMBER OF PEOPLE IN R&D.....	5
PROPORTION OF COMPLAINTS PER 100 TONNES OF PRODUCT DELIVERED.....	8.0
IFS/BRC CERTIFICATION.....	YES
OTHER CERTIFICATION: SEDEX.....	YES



To be a responsible employer

TOTAL WORKFORCE (OPEN-ENDED CONTRACTS).....	69
AVERAGE AGE OF EMPLOYEES.....	41
FEMALE STAFF (%).....	51
NUMBER OF HOURS OF TRAINING.....	600
NUMBER OF PEOPLE WHO HAVE DONE AT LEAST ONE TRAINING COURSE.....	56
PROPORTION OF EMPLOYEES TRAINED (%).....	81
NUMBER OF WORKPLACE FIRST-AIDERS.....	8
SEVERITY RATE OF OCCUPATIONAL ACCIDENTS.....	0
FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS.....	0



To preserve the environment

ANNUAL ELECTRICITY CONSUMPTION (kWh).....	728,522
ELECTRICITY CONSUMPTION/TONNE OF PRODUCT (kWh/t).....	397
ANNUAL GAS CONSUMPTION (kWh).....	453,102
GAS CONSUMPTION/TONNE OF PRODUCT (kWh/t).....	237
WATER CONSUMPTION (m ³).....	8,000
WATER CONSUMPTION/TONNE OF PRODUCT (m ³ /t).....	4.4
TOTAL AMOUNT OF WASTE (t).....	N.D.
TOTAL GHG EMISSIONS (CO ₂ TEQ).....	Planned in 2016



To ensure our impact on society and our local integration

NUMBER OF ASSOCIATIONS HELPED.....	2
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COMMITMENT N° 4 TO DEVELOP THE EXTENT OF OUR RANGE AND THE INNOVATIONS PRODUCED

Our team of chefs is constantly developing new recipes. Of the 243 product references manufactured at the site, 26% are new products created during the year. The R&D team is at the heart of everything we do! In 2015, the flagship products are based on chocolate including hazelnut cheesecake and cookie pizza!



COMMITMENT N° 6 TO GUARANTEE GOOD, SAFE, HEALTHY PRODUCTS

The site has achieved RSPO certification with the BM Trada organisation. This certification is demanded by various customers who want to issue information including the phrase "sustainable palm oil". The site stocks more than 50 ingredients containing palm oil, such as chocolate, margarine and biscuits. It is essentially a matter of ensuring traceability from receipt of the material containing "segregated" or "mass balance" palm oil to the finished product sold. It is not necessary to devote a production environment specially to using this ingredient. It is also a chance to strengthen links with suppliers to ensure full control of their supply chains.



COMMITMENT N° 7 TO KEEP OUR SYSTEMS INTEGRATED, MODERN AND EFFECTIVE

In November 2015, we began building the new production site in Corby.



This 8,900 m² site, with 4,400 m² of buildings will be operational during summer 2016. Five production lines will be installed to manufacture cookies, puddings, tarts and cakes for restaurants, pubs and hotels.

Most of the business's 69 employees will go to work at the new site.



COMMITMENT N° 13 TO PROMOTE A GOOD INDUSTRIAL RELATIONS CLIMATE

The site's human resources management adapts to developments in demands and the environment. "I have been working for the company for nine years and I really appreciate the flexibility of my working hours. It means I can achieve a balance between my work and personal life, including my passion for 'cake decoration'," says Marcin Karpinski, head of the production team. Marcin has won five cake decoration championships!



HANDMADE CAKE COMPANY

“

2015 was a good year for the Handmade Cake Company, with plenty of investment. We built a new cold store alongside the current factory, which has made logistics easier and provided more working space. We have moved from 100 to 360 pallet slots for deep frozen products and the site is now 5,500m² instead of the previous 3,000m². I personally realised the importance of these investments when our Home Secretary Theresa May (now the Prime Minister) officially opened our new layout on 18 November.

”

Michael Wheeler
Factory manager





To ensure our economic sustainability

TURNOVER (K€).....	18,200
EXPORT TURNOVER (%).....	8
TONNES OF PRODUCT MANUFACTURED (T).....	1,904
NUMBER OF REFERENCES PRODUCED.....	215
PROPORTION OF TURNOVER ACHIEVED WITH PRODUCTS LAUNCHED WITHIN THE LAST 12 MONTHS (%).....	8
PROPORTION OF TURNOVER DEVOTED TO R&D (%).....	0.8
NUMBER OF PEOPLE IN R&D.....	5
PROPORTION OF COMPLAINTS PER 100 TONNES OF PRODUCT DELIVERED.....	4.5
IFS/BRC CERTIFICATION.....	YES
OTHER CERTIFICATION: SEDEX.....	YES



To be a responsible employer

TOTAL WORKFORCE (OPEN-ENDED CONTRACTS).....	143
AVERAGE AGE OF EMPLOYEES.....	37
FEMALE STAFF (%).....	48
NUMBER OF HOURS OF TRAINING.....	1,120
NUMBER OF PEOPLE WHO HAVE DONE AT LEAST ONE TRAINING COURSE.....	143
PROPORTION OF EMPLOYEES TRAINED (%).....	100
NUMBER OF WORKPLACE FIRST-AIDERS.....	17
SEVERITY RATE OF OCCUPATIONAL ACCIDENTS.....	0.02
FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS.....	3.45



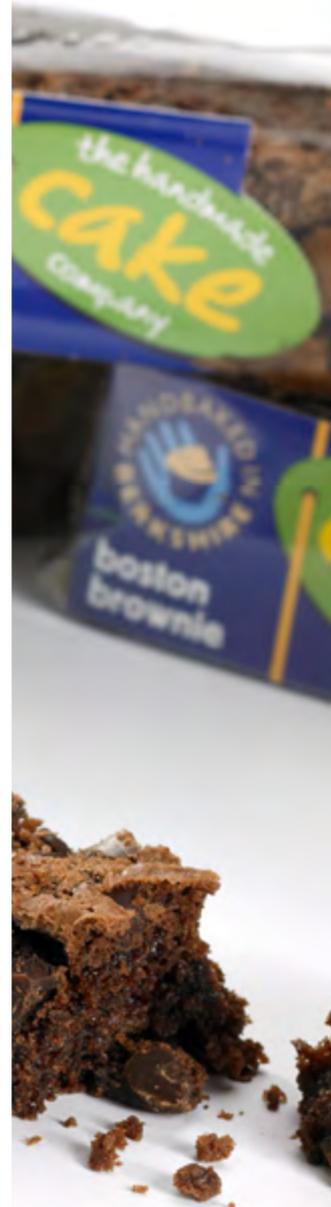
To preserve the environment

ANNUAL ELECTRICITY CONSUMPTION (kWh).....	1,609,441
ELECTRICITY CONSUMPTION/TONNE OF PRODUCT (kWh/t).....	845
ANNUAL GAS CONSUMPTION (kWh).....	1,025,427
GAS CONSUMPTION/TONNE OF PRODUCT (kWh/t).....	539
WATER CONSUMPTION (m ³).....	5,894
WATER CONSUMPTION/TONNE OF PRODUCT (m ³ /t).....	3.1
TOTAL AMOUNT OF WASTE (t).....	195
TOTAL GHG EMISSIONS (CO ₂ TEQ).....	in progress



To ensure our impact on society and our local integration

NUMBER OF ASSOCIATIONS HELPED.....	250
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COMMITMENT N° 5 DEVELOP THE GROUP'S EXPORTS AND INTERNATIONAL STRUCTURE

The Handmade Cake Company demonstrated its know-how at the "Hospitality 2015" show in Birmingham. This show is well-known in the trade, bringing together food service and catering professionals. We were able to meet many customers and prospects, including IKEA, Coup de Pates UK, the Tragus Group and Sodexo. In 2016, HMC will take part in the Casual Dining Show and then the Allegra UK Coffee Leader Summit in London. Speciality Desserts' products will also be presented. The Handmade Cake Company is sponsoring the event.

COMMITMENT N° 6 TO GUARANTEE GOOD, SAFE, HEALTHY PRODUCTS

A growing following for gluten-free products. The Handmade Cake site has devoted an entire separate unit to these for some years and this has been further expanded in 2015.

In 2013, turnover for gluten-free products was €97,000, in 2015 it was €1,330,000, and it is forecast to rise still further. HMC has just doubled its cooking capacity, bought a mixer and devoted a packaging area to this product category.



Back Home Plan Date Person Completed
A BREFORME QUALITY INSURE & ASSURE THE HIGH STANDARDS ASSURED BY THE ACCIDENT REPORT FORM. Once completed, the form is available on the internet or by email on the website for secure downloading. The employee who will be involved will also receive a copy of the form by email once the accident has been reported.

ACCIDENT REPORT FORM

1. Name of the injured person:
 2. Date of the accident:
 3. Location of the accident:
 4. Description of the accident:
 5. Name of the person reporting the accident:
 6. Name of the person who reported the accident:
 7. Name of the person who reported the accident:
 8. Name of the person who reported the accident:
 9. Name of the person who reported the accident:
 10. Name of the person who reported the accident:

COMMITMENT N° 8 TO IMPROVE HEALTH AND SAFETY AT WORK PROTECTION

The health and the security of employees at work is one of HMC's biggest concerns. There are few accidents at work. They are reported and analysed in accordance with a formal document.

The site has created a training module called "Movements and posture" illustrated by specific cases. Videos several minutes long have also been filmed in areas identified as risks. Every three months, an external trainer provides sessions for new arrivals or people who have not received training in more than three years.

The extensions made to the site in 2015 will make it possible to free up space and help optimise working conditions. Lighting has also been improved in production areas.



PLEDGES N°16 AND 17 TO PRESERVE THE ENVIRONMENT

WHAT DO WE RECYCLE?

Cardboard

Place cardboard boxes or any other cardboard into bales, outside Goods in brilliant NOTE! The Baker is for cardboard only.



Plastic Film

Place all plastic film into the blue bags (packing department only) into 100 bags. When full put into station case behind external bin. Once we have enough bags we need to make into a bale using the smaller baler which is also behind external bin.



Shrink Wrap (pallet wrap)

Place all plastic film into the blue bags (packing department, goods in and goods out). When full put into bin case behind external bin. Once we have enough bags we need to make into a bale using the smaller baler which is also behind external bin.



As part of its factory building extension process, the Handmade Cake Company has drawn up a "road travel plan" for employees in 2015. The site wants to be responsible and environmentally friendly. The policy is therefore based on four criteria: cooking and freezing products; employees' working and travelling conditions; ingredients and their origins, and waste and recycling.

A study carried out in order to establish the plan made it possible to list all forms of transport for 91% of the workers. It showed 26 people walk to work; eight cycle; nine come by bus or train; 15 are dropped off by car; 19 are involved in car sharing, and 53 use their own cars.

The road travel plan was put in place to reduce car use. For example, there is a badge to be placed on cars associated with each parking space; bicycle use is encouraged and the recruitment policy includes the road travel plan.

COMMITMENT N° 10 TO SUPPORT CAREER DEVELOPMENT

The development of professional skills occupies an important place in our Human Resources policy. In 2014-15, the Handmade Cake site has, for example, allowed Hannah, a technician in the R&D department, to obtain a higher food qualification, at BTS level.



“Over two years, the company has given me five hours a week so I could start studying again and get my food processing qualification. I wanted to base my training on baking before moving to a more general level, specialising in food processing processes.”

Hannah





CONTACT

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mademoiselle
DESSERTS
• IN LOVE WITH PATISSERIE •

**CORPORATE
SOCIAL RESPONSIBILITY AND SUSTAINABILITY REPORT.**

2015