



**PANZANI**

**BIEN NOURRIR SÈME L'AVENIR\***

**CORPORATE  
SOCIAL RESPONSIBILITY  
REPORT  
2023**

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Over seven decades ago, Jean Panzani, the founder of our brand, was driven by the desire to feed the French people and share in his passion for pasta. This desire still fuels us today. It pushes us, each and every day, to implement our expertise to offer the French people sustainable and enjoyable produce.

Panzani is a French entity and emblematic company who is the market leader<sup>1</sup> in pasta, sauces and couscous. The company is also locally rooted and nurtures closeknit ties with the French agricultural fabric.

Our daily presence in family life over several generations combined with our strong local presence constitute a binding commitment. Consequently, faced with the many social and environmental challenges faced by our company, we are strongly committed towards rethinking our business model. We are convinced of the following: "Good produce sows the seeds of the future!"

Today, we are publishing our first Corporate Social Responsibility report. Beyond our intention of being transparent which is our guiding force, we also want to share of commercial strategy, based on a triple-objective of profitability, people and responsibility. As our transformation project is intended to be collective and our progress is intended to unite: it is with our entire ecosystem that we will build a path towards healthier eating which is more environmentally friendly.

At Panzani, our proximity is an essential value. We have a commitment towards supplying 100% French durum wheat since 2019 for our French production and we support our strategic agricultural sectors (durum wheat and tomatoes) in their transformation towards sustainable agriculture, so as to offer products which are just as flavoursome as they are responsible.

We also strive towards minimising our environmental impact, contributing towards leaving a zero carbon footprint on our plant and developing a circular economy through our processes and packaging.

**We are proud to be leading a project which not only involves our employees, but also consumers, farmers, partners, distributors and everyone who is directly involved with our committed company... with the aim of providing responsible produce to both eat well and be enjoyed!**



**Albert MATHIEU**  
CEO of Panzani

# ABOUT US

## A passionate group of people with over 70 years of experience

Panzani is a company based on **its people and with 819 employees**, across 7 sites in France.

Each and every day, our teams **lead and nurture the expertise and experience started by our founder, Jean Panzani**. From farm to fork, each day we give the very best we can in the belief that “Good produce sows the seeds of the future”.

Owning its own semolina and production plants, Panzani notably stands out thanks to its total **control in each and every step involved in the transformation of semolina, pasta and couscous**. Spanning the whole of France, from north to south, **our production sites are firmly located in four durum wheat supply basins**. The sale of our pasta is also organised in the **perspective of being local** through our storage warehouses in the north and south, in partnership with our clients, to guarantee affordable products.

**For our sauces, we have also developed cutting-edge expertise in terms of innovation and development**. All of our recipes are developed and perfected in our dedicated Foodlab.

Last but by no means least, for our **BtoB<sup>1</sup> clients, we are constantly developing innovative solutions** with regard to ingredients and products developed in our innovation centre, the Durum Center.

### OUR EMBLEMATIC PRODUCTS

As market leader in pasta, semolina, couscous and sauces, Panzani<sup>2</sup> has a portfolio including six key brands boasting a solid reputation: Panzani, Ferrero, Zakia, Le Renard, Régia and Panzani Solutions dedicated to BtoB and Food Service<sup>3</sup>.



Our most emblematic brand name, **Panzani, was voted number 1 in terms of the favourite food brands by French people in 2023<sup>4</sup>**, and is used by **83% of households<sup>5</sup>**.



**Ferrero, our centenary brand, has remained a firm favourite** with several generations since it was first created thanks to the high-quality couscous grain used. **Le Renard, our brand leader on the semolina market<sup>6</sup>**, is renowned for its luxury quality and expertise since as far back as 1950.

1. BtoB, Business to Business, refers to trade between legal entities. 2. Source Circana 2023, CAM P13, across all distribution channels in France: national market leader in volumes for pasta, sauces and natural couscous. 3. Eating out. 4. YouGov 2023 classed Panzani as leading mass consumer brand with the greatest interest from French customers. 5. Panzani brand market penetration level Kantar 2023 France. 6. Circana 2023: Le Renard is number 1 on the semolina market in terms of sales volumes across all distribution channels in France. 7. See Pillar 3 - Commitment 1: Offering good, well-balanced and affordable produce, p.52.



### OUR MISSION

**Feeding as many people as possible** lies at the forefront of our commercial objective. We strive to offer something for everyone by offering affordable essentials, loved by one and all. Our pastas, semolina, couscous and sauces are well balanced and undergo as little transformation as possible, constituting firm examples of our commitment. We place a great deal of importance on nutritional quality (90.9% of our products have a nutritional score of A or B)<sup>7</sup> as well as affordability, so as to meet the needs and expectations of all customers.

### OUR ETHOS

**Sowing the seeds of the future**, means being able to innovate to rise to the dietary challenges of today and tomorrow.

# OUR VALUES

We champion responsibility and enjoyment in food which lies at the heart of our values, fostered each day by our team of passionate individuals.

### OPTIMISM

We are firmly focused on the future and determined to be a key player and are optimistic across all of our initiatives. This is why the word “yes” is a key part of our vocabulary.

\*Yes

### DARING

From our outset, we have dared throughout the history and entrepreneurial culture in force at Panzani. Invention and agility are out watchwords which drive us to constantly ask questions to improve our practices and take action.

### PROXIMITY

Here at Panzani we truly strive to offer a collective experience to our employees. We nurture a fun and friendly working environment and have a “direct” management system where each individual has space to express themselves freely. Because people are our greatest strength, each day we strive to bring together and foster ties between all of our employees. We also seek to be close to our suppliers, clients and consumers.

### RESPONSIBILITY

We undertake to act in a responsible manner. Collectively, we take care of the men and women within our ecosystem, our sectors and our commercial environment. This means we must remain attentive and listen to people, their ideas and the diversity of approaches.



# THE HISTORY OF PANZANI

Our history starts with an Italian-born Frenchman who was passionate about bringing flavoursome pasta to France!

1941

## HOME-MADE PASTA FROM THE ATTIC

In 1941, Jean Panzani, an Italian of Tuscan origin, manufactured and sold his fresh home-made pasta in France. Five years later, he would go on to open his very first dried pasta factory in Parthenay in the Deux-Sèvres Region, introducing the French people to the pleasure of well-made pasta.



1960

## A LEADER BLOSSOMS

In the 1960s, hand in hand with the boom of mass retail, Jean Panzani encouraged the profession to improve its structure and organisation. A succession of commercial mergers gave rise to Régia-Panzani. Its head office was set up in Lyon in 1967.

Panzani then began to develop new commercial activities as a semolina producer, and took full control of its durum wheat sector and the quality of its produce. Since then, all of the expertise as a semolina and pasta producer has been passed on as part of the legacy by the company's employees. **Genuine expertise from farm to fork!**



1950

## THE GENESIS OF A BRAND

In 1950, the company adopted the name of Panzani and would innovate with transparent cellophane packaging. This innovation allowed consumers to immediately see the quality and variety of pasta. Today, this transparency is a true signature of the Panzani brand. From 1952, Panzani expanded its commercial activities by selling tinned tomato sauce, a simple yet tasty idea to accompany its pasta!



1970

## "DES PÂTES OUI, MAIS DES PANZANI !"

On the strength of this success, Panzani joined the Danone group in 1971. For the brand, this marked a real strategic and industrial turning point, with a complete modernisation of its production sites.

Panzani then bolstered the quality control of its durum wheat in 1973 with the creation of the first Cereal and Pasta Research and Study Centre, named CRECERPAL.

Two years later, a cult slogan came to be: "Des pâtes oui, mais des Panzani !" With Don Patillo, Panzani pasta became a real gourmet delight, thanks to the remarkable work undertaken on the quality of produce.

\*Pasta for sure, but make it Panzani!

1980  
1990

## THE TASTE OF INNOVATION

In the 1980s to 1990s the firm began to take on the international market. Today, our products are present in 62 countries, with 19% of our sales turnover coming from the perimeter of the consolidated group.

Panzani is constantly innovating and diversifying, heading off to conquer new markets and new areas of expertise, such as sauces for carbohydrates and recipes (Tomacouli). The creation of 3-minute pasta in 1996 marked a further innovation, with a finer pasta, which cooks much quicker, quite naturally!



2000  
2020

## PANZANI WAS NOT DONE REINVENTING ITSELF.

In 2005, Panzani joined the Ebro Foods Group and continued to nurture the high level of ambition of its market sectors.

The brand reinvented its market sectors with a swathe of new products: Quick-cook 2-minute pasta in the microwave and even mini-pasta shapes. And in 2015, the brand launched its range of "Dry pasta as good as fresh pasta", which was given the LSA Innovation Award in the category of "savory foods".



TODAY

## A COMPANY FOCUSED ON THE FUTURE

Panzani is a French company, which has been held by the CVC fund since January 2022. More than ever aware of the new challenges, the company has adopted a clear mission: offering each and every individual responsible produce which is just as balanced as it is flavoursome.

It is in this manner that Panzani is today firmly focused on the future, offering flavoursome, responsible and innovative products across its various categories including pasta, semolina, couscous, sauces and technical recipes for consumers and professional clients in the catering industry.



# OUR BUSINESS MODEL, FROM FARM TO FORK

## Our resources

### PEOPLE

**819 employees**  
(open-ended employment contracts, fixed-term employment contracts + block release employees) in late December 2023

### INDUSTRIAL

→ **6 self-owned production sites**  
(3 semolina plants, 2 pasta production sites, 1 couscous production sites)

→ **1 head office**

### RESEARCH & DEVELOPMENT

→ **1 research centre** dedicated to cereal and pasta, named CRECERPAL

→ **1 application centre** dedicated to the promotion of durum wheat for industrial clients and Food Service, named the Durum Center

→ **1 development factory** dedicated to sauces, named the Foodlab

→ **1 specifications document** dedicated to Responsible French Wheat including new farming practices for the durum wheat sector

### STRATEGIC RAW MATERIALS

→ **Durum wheat:** 460,000 tonnes on average each year, equating to around one third of national production<sup>1</sup>

→ **Tomatoes:** around 100,000 tonnes are required to make our sauces

### 6 KEY TRADEMARKS WITH A STRONG REPUTATION

including Panzani, the market leader for pasta and sauces in France, founded in 1950, with a market penetration rate of 83%<sup>2</sup>, as well as Ferrero, Zakia, Le Renard, Régia, Panzani Solutions.

## Our model for essentials, which are tasty and affordable



## Our 2023 results

### FINANCIAL RESULTS

**590 million €** of sales turnover in 2023 in the perimeter of the consolidated group, o/w 19% internationally

**399,000 tonnes** of products sold in the perimeter of the consolidated group, o/w 29% internationally

### ENVIRONMENTAL AND SOCIETAL PROGRESS

→ **Contribution to food independence in France:** transformation of 75% of French durum wheat for the French industry

→ **Supporting the sustainability of the French durum wheat sector:** 244,910 tonnes under the specifications for French Responsible Wheat (Nature 1 and Nature 2<sup>4</sup>) in 2023, o/w 90,100 tonnes of Nature 2

→ **EcoVadis score<sup>5</sup> of 65/100 points** with a Silver classification, top 7% in our commercial sector

→ **A trajectory for reduced greenhouse gases approved by the Science Based Targets Initiative (SBTi)**, meaning that our trajectory meets the ambitions of the Paris Agreement aimed at keeping global warming to below the figure of 1.5°C

→ **BREEAM Certification of<sup>6</sup> Silver** for our new head office site at Le Moulin

→ **A score of 7.9/10 on the Pulse Barometer<sup>7</sup>** aimed at measuring the commitment of our employees

→ **Donations to civil society:** 130 tonnes of produce are donated to charity associations, the equivalent of 1.3 million portions<sup>8</sup>

1. Annual durum wheat market overview by FranceAgriMer, 2022-2023 campaign, 13 million tonnes in 2023.  
2. Panzani brand market penetration level Kantar 2023 France. 3. Including open-ended and fixed-term employment contracts (excluding block-release employees).

4. See p. 22 - Commitment 1: The Responsible French Wheat Charter 5. EcoVadis is a platform which rates the corporate social responsibility of companies. The EcoVadis rating system is based on all non-financial management criteria taking into account the environmental, human rights, ethics and sustainable use. 6. The BREEAM Certification evaluates the environmental performance of a building taking into account several criteria, notably energy performance, water management, greenhouse gas emissions, interior air quality, use of sustainable materials and waste management. 7. A measurement tool evaluating performance, satisfaction and well-being of company employees. 8. Equivalency calculated for a 100 g portion of pasta per person.

# OUR GOVERNANCE & COORDINATION OF OUR COMMERCIAL STRATEGY

## An Executive Committee determining the strategy



General Management of the company is undertaken by CEO, Albert Mathieu. He chairs the Executive Committee of the company, which was set up on 1st January 2022, and determines the commercial strategy. This includes the **primary company directors**, responsible for Marketing, Supermarkets and International Commerce, Durum Wheat Purchasing, Finance and IT,

Human Resources, Panzani Solutions, End-to-End Operations (bringing together Purchasing, Industrial and Supply Chain Management) and Quality, R&D and CSR. Consequently, all core professions and services within Panzani are represented on the Board. **This multi-disciplinary representation allows for responsiveness and quick decision-making.**

## An expanded management team to roll-out our commercial strategy

In support of the Executive Committee, the company has also adopted an **expanded management team** made up of around thirty managers from all core professions. This team is intended to roll-out the group's commercial strategy, as well as feeding back to the Executive Committee all challenges and requirements of individual teams to ensure the success of strategic projects and to develop increased multi-disciplinary organisation.

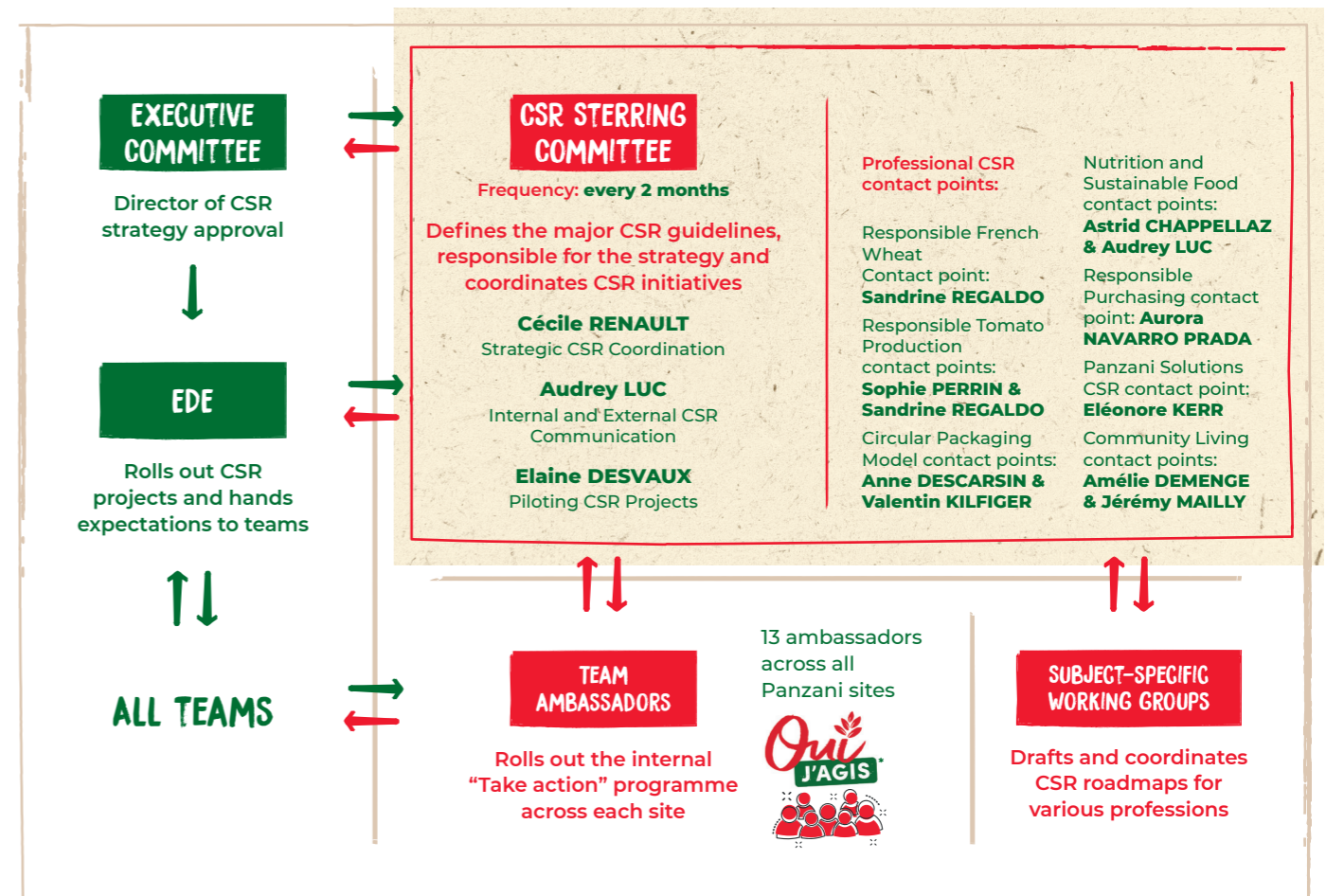
## Business Units (BU) to boost our distribution activities

The company has also organised its distribution activities into **four (4) business units (BU): Mass Retail BU (Supermarkets and Hypermarkets), International BU, Panzani Solutions BU, World Product Bu** (see p. 08) to further support its growth strategy. This organisation allows us to adapt the offer to various existing networks and markets and for expanded skills of teams due to an increased level of specialisation. It is also a further source of synergies between BUs.

## Panzani Solutions, a unique structure dedicated to innovative solutions

Intended for industrial producers and catering professionals, this BU has 4 major strategic skills (Techno Pasta Sector, Bakery, and Sauces, ready meals and coating) to meet the specific requirements of each individual client. The Durum Center, its application centre for the promotion of durum wheat, is also home to a test bakery and demonstration kitchen so clients can test our key products under real conditions.

## CSR at the heart of our governance strategy



## A Scientific Committee dedicated to durum wheat

In parallel with this CSR governance, we have implemented a **Scientific Committee dedicated to durum wheat** which is jointly led by Panzani and Agrosolutions<sup>1</sup>.

Bringing together members of the CRECERPAL team (Panzani research centre – cf. p. 27), internal stakeholders (Purchasing, Quality, Marketing, Communication, CSR teams) along with independent experts, from academic fields, technical institutes and the TIC sector<sup>2</sup> (INRAE, Arvalis, Mérieux NutriSciences), this strives to set out the major strategic guidelines of our Responsible French Wheat strategy.



And to go even further, we have the aim by late 2025 of increasing and expanding our body of stakeholders, which will include key internal and external stakeholders gathered around the core strategic CSR challenges faced by Panzani (nutrition, agriculture, etc.).

- This committee will have three primary responsibilities:
- contributing towards guiding CSR priorities on which our strategy is based;
  - challenging our CSR ambitions and guidelines;
  - taking care in our communication and viewpoints on CSR subjects.

<sup>1</sup>Take action.  
<sup>2</sup>Expert agro-environmental consultancy firm working for farmers, business sectors and regions. 2. Testing, Inspection, Certification.

# SUSTAINABILITY CHALLENGES

In order to anticipate new European regulatory frameworks in terms of extra-financial reporting, this year we carried out an **initial impact analysis**. This exercise, led with the support of specialist firm LinkUp, allowed us to identify both positive and negative impacts which our activities create for the ecosystems around us and our stakeholders. **We took three major steps in this analysis:**

## STEP 1 Understanding our ecosystem

During this **first stage**, we **pre-identified the main sustainability challenges faced by our sector** on the basis of the most recent ESG reports<sup>1</sup>, a sector-specific benchmark and themes and sub-themes proposed in the Delegated Acts completing Directive 2013/34/EU of the European Parliament and Council on Sustainability Reporting Standards. **This initial step allowed us to pre-identify 45 challenges.**

In parallel, we **identified and mapped our stakeholders** across our entire value chain. **We defined 11 groups of stakeholders to be consulted:**

- employees;
- consumers<sup>2</sup>;
- funders;
- clients;
- suppliers;
- professional federations;
- experts and research institutes;
- agricultural ecosystem;
- local authorities;
- insurers;
- NGOs.

## STEP 2 Classification of our potential impacts

On this basis, we carried out 28 interviews, of which 11 were with internal stakeholders and 17 were with external stakeholders. **Each of the pre-identified challenges was discussed to help with classification.** An initial prioritisation list was then determined which was then refined through workshops with key internal points of contact.

## STEP 3 Determination of our material challenges<sup>3</sup> Impact analysis

In summary, a total of 33 classified potential impacts were identified. Amongst these and in accordance with our ranking methodology, **we were able to identify 11 material impacts and 7 significant impacts<sup>4</sup>**, resulting from Panzani's activities and having an impact on the environment and society.

This impact analysis (hereunder) includes the primary impacts identified for Panzani which allowed us to **consolidate the priority focus areas of our CSR strategy**, of which the details are outlined under this report. It also **enlightens our choices and fuels our reflection and work to bolster our commitment** in both the short- and long-term.



## Panzani material impact analysis

Theme	Identified impact	Ranking						
		0	1	2	3	4	5	
ESRS S4	Product quality (including nutritional value)	████████████████████						<b>Material impacts ≥ 3</b>  < 2.5 Significant impacts
ESRS E1	Greenhouse gas emissions by Panzani and its value chain	████████████████████						
ESRS E1	French Responsible Wheat Charter to minimise the carbon footprint of the durum wheat sector	████████████████████						
ESRS S2	Training and skills development of farmers and producers	████████████████████						
ESRS S4	Role of products in sustainable eating	████████████████████						
ESRS S1	Health and safety and employee protection	████████████████████						
ESRS S2	Contribution to decent wages for farmers	████████████████████						
ESRS E1	Use of fossil fuels	████████████████████						
ESRS E3	Water use in growing tomatoes	████████████████████						
ESRS E4	Impact of crops on local biodiversity	████████████████████						
ESRS E5	Product packaging	████████████████████						
ESRS S1	Work-life balance of employees	██████████████████						
ESRS S1	Disabled employees	██████████████████						
ESRS S3	Relations between locals close to production sites	██████████████████						
ESRS E3	Water use in product manufacturing	██████████████████						
ESRS E4	Supporting the development of new varieties of durum wheat	██████████████████						
ESRS G1	Contribution towards the consideration of animal well-being in the value chain	██████████████████						
ESRS S1	Training and skills development of employees	██████████████████						

### EXAMPLE

The impact identified is "Product quality (including nutritional value)". This falls within the framework of ESRS<sup>5</sup> S4 – Consumers and end users. This impact is the most significant for Panzani with the highest score.

1. For example: IPCC, WEF, Ademe 2050... 2. Consideration of consumer expectations was undertaken via consumer surveys. 3. European Financial Reporting Advisory Group (EFRAG). Material: information is considered to be material if its omission or inaccuracy could bear an influence over economic decisions by users, taken on the basis of financial statements. In other words, information is deemed to be material if it could change or impact decision-making by stakeholders. Immaterial: information is considered as immaterial if its omission or inaccuracy does not carry a significant impact on economic decisions by users of financial statements. In other words, if the absence of this information does not change the decisions taken by stakeholders, it is deemed as immaterial. 4. Significant: an impact is deemed as significant when it is not considered to be material, but should still be monitored or even re-evaluated at a later date, and taken into account as part of the Panzani sustainability strategy. 5. ESRS: the European Sustainability Reporting Standards (ESRS) are a set of standards set out by the European Financial Reporting Advisory Group (EFRAG) to help guide European entities in the production of sustainability and environmental, social and governance reporting (ESG).

# ALL ABOUT OUR CSR STRATEGY

Each and every day, we must face unique environmental, social and societal challenges which force us to rethink our economic and food production models.

As a committed French firm, Panzani has a role to play. Our growth model is fuelled by our commitments and rests on strong human values as well as the awareness of our impacts, whether environmental or societal.

This is why we have set out a clear trajectory for progress, based on tangible targets with figures, intended to support us in our aim of offering everyone responsible food sources which are both flavoursome and enjoyable.

**Cécile Renault,**  
Quality, R&D and CSR Director



## The fundamental challenges towards which we have made a commitment:

### 1 FRENCH FOOD AUTONOMY

The recent pandemic and conflicts have repositioned food autonomy at the core of economic concerns and public decision-making. French people favour local products and are keen to know where their food comes from. The national origin of our pasta, semolina and couscous is more than ever a response to this concern.

### 2 AFFORDABILITY

By their very nature, our products are affordable for everyday use. The context of inflation which we have witnessed over recent months has bolstered our aim to keep prices affordable<sup>1</sup>, whilst offering produce which is flavoursome and simple.

### 3 THE FOOD AND ENVIRONMENTAL TRANSITION

We are currently at a key time where we must act collectively to change: our eating habits, our farming and production methods. We want to drive this transformation, both within our own teams and those of our partners, whilst overseeing the good nutritional quality of our products.

Because the French people have trusted us by saying “yes” to us for decades **today it is Panzani who can reply with...**

We want our food to bring pleasure, whilst having a positive effect on men and women, society and minimising the environmental impact.

<sup>1</sup>Yes to responsible and joyful eating. 1. Sales prices fixed by retailers.

## The 4 pillars of our CSR strategy:

Panzani supports the transformation of agricultural sectors towards sustainable farming methods. With two leading strategic sectors: durum wheat and tomatoes.

Panzani strives to reduce the direct and indirect impact of its activities on the environment and to develop its contribution towards a circular model, notably through recycling of our packaging.

Panzani is committed to ensuring the affordability of balanced and sustainable food products in response to the food production challenges of the future and the expectations of the French people.

Panzani wants to help participate in the well-being of one and all, employees and citizens.



To measure the performance of its CSR strategy, Panzani has chosen the EcoVadis evaluation method. In 2023, we were awarded a score of 65/100, placing us in the Silver category, the top 7% in our business sector.

<sup>1</sup> Panzani SAS (Group) is part of the top 7% of companies evaluated by EcoVadis in the Manufacturing of other food products activity sector.



# OUR 2023 CSR SCORECARD



## Commitments

SUPPORTING THE TRANSFORMATION OF OUR TWO STRATEGIC SECTORS: DURUM WHEAT AND TOMATOES

## Description

Reducing the environmental impact by developing sustainable farming practices with our French Responsible Wheat specifications

## KPI's

Durum wheat under the French Responsible Wheat Charter

## 2023

**244,910 t** o/w 90,100 t of Nature 2<sup>1</sup> (+26% vs 2022)

## Targets

**GROPS SOWN IN 2025**  
**260,000 t** for the 2026 harvest – 100% Nature 2 equating to 100% of the durum wheat required for production of Panzani pasta made in France

Reducing the environmental impact by developing sustainable farming practices with our Responsible Tomato strategy

Share of tomatoes under the Responsible Tomato strategy

**Pilot studies**

**PLANNING FOR 2030**  
**80%**

Reducing our greenhouse gas emissions

Scope 1 and 2 greenhouse gas emissions vs 2019

**-8%** (versus 2022)

**PLANNING FOR 2030**  
**-47%**

Scope 3 greenhouse gas emissions vs 2019

**-4%** (versus 2022)

**PLANNING FOR 2030**  
**-28%**

Using recyclable packaging

Share of recyclable packaging by weight

**94%**

**2025**  
**100%** (in accordance with the AGECE Law)



CONTRIBUTING TOWARDS MITIGATING CLIMATE CHANGE

ADOPTING A CIRCULAR MODEL FOR ALL PACKAGING



OFFERING GOOD, WELL-BALANCED AND AFFORDABLE PRODUCE

Improving the nutritional value of products

Share of products rated Nutri-Score A or B

**90.9%**

**2026**  
**>95%**



IMPLEMENTING INCREASINGLY RESPONSIBLE WORKING CONDITIONS

Working on reducing accidents on sites

Frequency (frequency of accidents with time off work)

**15.2**

**2026**  
**A fourfold reduction** compared with 2022 equating to a Frequency < 5<sup>2</sup>

PROMOTING EMPLOYEE COMMITMENT

Promoting employee commitment

A note regarding our commitment<sup>3</sup>

**7.9/10**

**2026**  
**8.5/10**

1. See Pillar 1- Commitment 1: The Responsible French Wheat Charter, p. 22. 2. Frequency with stoppages in 2022: 26. 3. A measurement tool evaluating performance, satisfaction and well-being of company employees.



## ACTING FOR OUR AGRICULTURAL SECTORS



The quality of our raw materials depends on the quality of our semolina, pasta, couscous and sauces.

Their rigorous selection is key. It is notably for this reasons that, in **1973, we created the very first research centre dedicated to the evaluation and development of varieties of durum wheat, the Cereal and Pasta Research and Study Centre, or CRECERPAL for short.** It plays a key role in guaranteeing the use of high-quality durum wheat for pasta customers which are golden and hold up well during cooking, as well as high-quality couscous and semolina.

Beyond the challenges linked to raw materials, we must take into account the many changes shaking up the farming sector at present, impacted by the effects of climate change. It is also a source of solutions to confront these challenges and move towards a more resilient food model. **Having been fully committed for close to half a century alongside stakeholders in the durum wheat sector in France** and, more recently, **a leader initiating pilot projects on cultivation of tomatoes**, we are supporting this transformation. A strategy based on progress moving **towards sustainable agriculture**, and contributing towards respect of the ecosystems.

At the heart of this strategy are our two **major raw materials**: durum wheat, of course, but also tomatoes, the essential ingredient in our sauces and recipes (coulis, pulps, etc.). **We have specifically implemented a strategy for each of these sectors**, focused on the agro-ecological transition, adopting a joint-construction strategy alongside our partners to define ambitious but achievable targets. In the same dynamic, we are rolling out a new responsible purchasing policy to continue to go one step further in our CSR strategy alongside all partners.



## OUR TARGETS



**100%**  
Responsible  
French Wheat<sup>1,2</sup>

CROPS SOWN IN 2025



**80%**  
of our tomatoes  
grown responsibly

PLANNING FOR 2030

**Our contribution  
towards the United  
Nations Sustainability  
Goals**

**2** ZERO  
HUNGER



**8** DECENT WORK AND  
ECONOMIC GROWTH



**13** CLIMATE  
ACTION



**15** LIFE  
ON LAND



1. A target regarding the contractual number of crops sown in 2025, to be harvested in 2026.  
2. Under our Responsible French Wheat - Nature 2 Charter for our pasta made in France.





# Commitment #1



## SUPPORTING THE TRANSFORMATION OF OUR TWO STRATEGIC SECTORS: DURUM WHEAT AND TOMATOES

### #1.1 Supporting the transformation of the durum wheat sector: The Responsible French Wheat Charter (BRF)



For over fifty years and the creation of CRECERPAL, we work hand in hand with our farming partners. This research plant, working for the French durum wheat sector, has allowed us to increase the quality of varieties of durum wheat selected in France, and notably over two essential criteria: the golden colour and quality of proteins, which leads to high quality pasta meeting consumer expectations.

Our role as a leader (on average we transform 75% of durum wheat intended for the French industry<sup>1</sup>) has led us to create favoured relations with all farming partners and agronomic experts. This is a long-term commitment which has been consolidated in recent years thanks to the implementation of our Responsible French Wheat Charter (BRF).

Initially, Panzani and its partners have taken a long-term commitment aimed at preventing the use of insecticides during storage of durum wheat in silos on farms and with storage professionals. This first stage, called Nature 1, began back in 2016<sup>2</sup>. It was then stepped up from 2021 through the implementation of a holistic programme aimed at mass roll-out of sustainable farming practices, whilst continuing to ban the use of insecticides during storage: Nature 2. The Responsible French Wheat Charter brings together two programmes and Nature 1 wheat volumes progressively reduce in favour of volumes which meet Nature 2 specifications, until sowing in 2025 for which 100% of Responsible French Wheat will be classified Nature 2.

This Responsible French Wheat Charter (Nature 2) is based on specifications jointly developed alongside cooperatives and agricultural producers as well as Agrosolutions, agro-environmental expert. The target is to meet two major challenges: protection of biodiversity and fighting against climate change. It is based on a set of obligations and recommendations, built around three major commitments, to produce more sustainable wheat and to ensure high-quality pasta. This charter is a strategy of continuous progress and for which the major guidelines have been approved by our Scientific Committee (cf. p. 11), constituted by experts in agronomy, land condition and control and analysis of food safety risks regarding raw materials and finished products.

All durum wheat resulting from this charter are clearly marked, meaning that the farming practices implemented on each plot of land for durum wheat as well as the flows of durum wheat up until our installations are known. This traceability is a marker of transparency and reliability in our strategy.

#### 2023 HARVEST INDICATOR

# 244,910t

of volume of Responsible French Wheat harvested (under Nature 1 + Nature 2 specifications) including 90,100 tonnes of Nature 2 wheat

#### TARGET CROPS SOWN IN 2025

# 260,000t

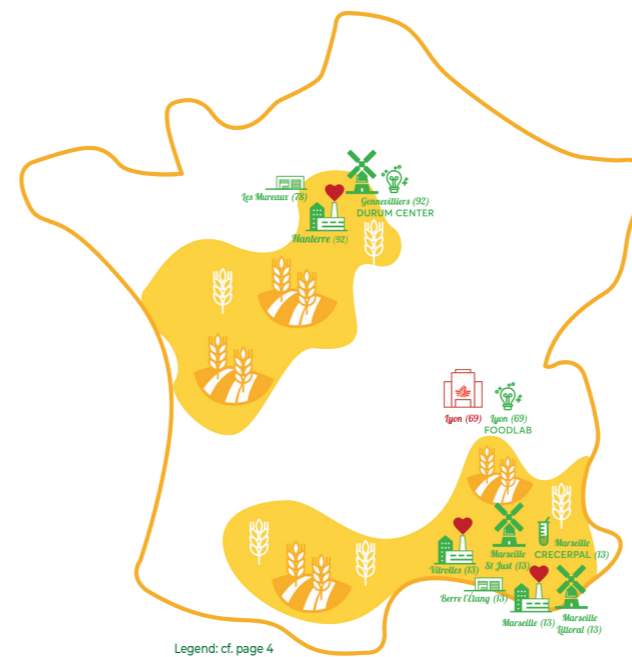
of Responsible French Wheat 100% Nature 2, equating to 100% of durum wheat necessary for production of Panzani pasta made in France



### Responsible French Wheat Commitment no. 1 — Selecting durum wheat which is 100% French<sup>3</sup>

Today, our durum wheat comes from a total of 4 production basins in France, close to our wheat transformation sites, so as to be close to clients:

- in the centre-west and centre of the country for the northern segment of France, where our Gennevilliers semolina plant and Nanterre production site are located;
- in the south-west and south-east of the country for the southern segment of France, where our La Montre and Vitrolles semolina and pasta production plants are located.



Legend: cf. page 4

Our French durum wheat comes from approximately 50,000 hectares<sup>4</sup>, located between around 50 and 400 kilometres from our mills<sup>5</sup>.

This choice of using 100% French durum wheat for our production activities in France is the result of a dual aim:

- guaranteeing the quality of our pasta through the use of technological durum wheat appearing on a list of those varieties which can be cultivated as part of our Responsible French Wheat Charter (Nature 2);
- actively supporting the French durum wheat sector which is currently fragile, by working hand-in-hand with all stakeholders to bolster the sector, whilst meeting the societal, economic, environmental and climate challenges at present and in future, to guarantee sustainability.

This support to the French durum wheat sector is more crucial than ever before at a time when climate change observed across our many production basins is accentuating the sensitivity of durum wheat to the pressure of diseases, leading to a reduced quality and output of durum wheat (notably due to extended periods of drought and extreme temperatures in the spring or abundant rainfall affecting the sowing of crops). In order to properly evaluate the future climate risks affecting our 4 durum wheat production basins in France, we commission the services of Agrosolutions to undertake a specific survey on the basis of work undertaken by the IPCC<sup>6</sup>.

The results obtained confirmed the need for each region to adapt to climate challenges by optimising their working methods, such as the date of sowing, the position of nitrogen-based fertilizers or the choice of crop species.

For the French durum wheat sector, it is essential to begin working right away on genetic resources adapted to the future climate, so as to offer new varieties which will allow us to confront these challenges (cf. Pillar 2 – Commitment 2, p. 40).

*The specifications outlined in the Responsible French Wheat Charter drafted by Panzani allow for a bond between customers and producers so as to enrich our expertise, as our production will be transformed in France before being consumed by French people. A wonderful reward for our work and expertise!*

**Vincent J.,**  
fully committed towards the Responsible French Wheat strategy, farmer in Juzes (Haute-Garonne)

3. For Panzani pasta made in France. 4. This is an estimate of the total surface area of durum wheat required for the production of 260,000 tonnes of durum wheat with an average national output of 5.5 tonnes, equating to around 47,000 hectares, rounded up to 50,000 hectares. 5. Depending on the year and weather conditions, the distance may be extended as far as 850 km. 6. Intergovernmental Panel on climate change.

\*Responsible French Wheat.  
1. Average value in accordance with the annual cereal summary published by FranceAgriMer 2023, and Panzani management control figures. 2. Initial trials kicked off in 2016 with a cooperative; before roll-out across all production basins from 2019 onwards.

**The farming profession is driven by passion! Our farmers are proud to feed the French people, and to know that their durum wheat is used to make Panzani pasta which is so popular. They have all chosen to work with Panzani as they share the same values of quality. As farmers committed towards the Responsible French Wheat strategy drawn up by Panzani, they fulfil precise and stringent specifications, with the implementation of sustainable farming practices.**

**Clément Roux,**  
Director of Grain Trade, Arterris Group, storage partner of Panzani



**75%**  
of French durum wheat production intended for the French industry is transformed by Panzani

### French durum wheat: a sector heavily impacted by climate change

Recognised for its expertise and high-quality production across the whole world, the French durum wheat sector has, nevertheless, been affected for a decade due to international competition (competitiveness), as well as climate challenges, with weather events becoming more frequent and extreme, and affecting the production and quality of durum wheat.

For less than fifteen years, the total surface area of durum wheat production has been halved, with production reaching 1.3 million tonnes for the 2023 harvest<sup>1</sup>. Currently, durum wheat represents less than 2% of global cereal production, with just 5% coming from French farmers. And the surface area of production is continuing to decrease in France!

This is due to the fragile nature of this crop, which is very sensitive to the weather, notably spring frosts and rainfall after blossoming. This sensitivity is an increasingly significant risk for producers.



### Responsible French Wheat Commitment no. 2 — Reduction of the environmental impact of durum wheat production

The work undertaken with our partners for several years to reduce the environmental impact of durum wheat production is based on two strategic priorities: promoting the sensible use of agricultural fertilisers and contributing towards protection of local plant and animal life.

#### PROMOTING THE SENSIBLE USE OF FERTILISERS: THE RIGHT PRODUCT, AT THE RIGHT AMOUNT, AT THE RIGHT TIME.

For more sensible use of pesticides, our farming partners use decision-making assistance tools to identify the high-risk periods for crop cultivation and only intervene when strictly necessary. Panzani has also banned the use of certain active materials particularly tracking materials<sup>2</sup>. In parallel, farmers have undertaken work based on reducing the treatment frequency index with the target of reducing the presence of pesticide residue as much as possible in durum wheat.

Decision-making tools are also used to calculate and adjust the dose of nitrogen-based fertilizer. The aim is to encourage farmers to optimise their interventions, to take action which suits the requirements of the crop, with the right product, at the right amount, at the right time and in the right place. This helps towards sustainability of durum wheat production in a context of climate change (which impacts the output and nitrogen absorption capacity of crops), as well as reducing greenhouse gas emissions by durum wheat crops.

#### PROTECTING LOCAL PLANT AND ANIMAL LIFE

Our Responsible French Wheat charter makes provision for a set of good practices which help contribute towards protection of local plant and animal life such as the development of flower plots or planted set-asides, bird nesting sites or even specific planting between two crop types.

These developments encourage the presence of different living species which help to naturally regulate, and even eliminate pests feeding on durum wheat, thereby allowing for restricted use of pesticides, as well as contributing towards the protection of local

biodiversity creating ecological continuity, namely landscaping developments which act as biodiversity reservoirs and allow for the circulation of living species.

Consequently, the composition of planted set-asides has been designed to appeal in particular to insects which are favourable to durum wheat, called auxiliaries, such as ladybirds and syrphids which regulate the population of aphids in spring and autumn. Attacks by aphids carry viral diseases affecting durum wheat which have a negative impact on the production output.

Planted set-asides include around fifteen different plant species, such as coriander, dill, daisies, wild blueberry and buckwheat. Each of these species are indigenous and non horticultural, as they encourage local and wild biodiversity, of which the presence may be limited by too large a number of domestic bee varieties. Moreover, the many species of our floral varieties allow for blossoming to be as spaced out as possible, between May and July, and even for blossoming in the autumn when planted set-asides are properly maintained. They contribute towards bolstering the presence of insect varieties which protect crops, offering them refuge and food, close to durum wheat production zones, over as long a period as possible. Finally, all of the planted set-asides use seeds produced entirely in France!

To allow us to gauge the impact of planted set-asides, and in particular their effectiveness, environmental expert firm Syrphys has, for nearly three years, been monitoring the blossoming of plants and insect numbers over at least two production areas in each durum wheat production basin. As an example, in 2023, Syrphys undertook a comparison of biodiversity present on a specific Responsible French Wheat floral plot made up of around fifteen species attracting auxiliaries, with biodiversity present on a grassy plot:

- Results of the Responsible French Wheat planted plot: 236 insects on average including 27 auxiliaries (ladybirds and syrphids) and 192 pollinating insects.
- Results of the grassy plot: 5 insects on average including 1 auxiliary and 0 pollinating insects.

#### 2023 HARVEST INDICATOR

**327 ha**  
of planted plots or planted set-asides equating to around 1.8% of Responsible French Wheat surface area (circa 17,780 ha)

**1,005 bird nesting boxes**  
or roosting sites

#### TARGET CROPS SOWN IN 2025

**1,000 ha**  
of planted plots or planted set-asides, equating to around 2% of Responsible French Wheat surface area (circa 50,000 ha<sup>3</sup>)

**5,000 bird nesting boxes** or roosting sites

1. Annual durum wheat market overview by FranceAgriMer, 2022-2023 campaign.

2. For instance, chlormequat and mepiquat, both growth regulators. 3. This is an estimate of the total surface area of durum wheat required for the production of 260,000 tonnes of durum wheat with an average national output of 5.5 tonnes, equating to around 47,000 hectares, rounded up to 50,000 hectares.



## Responsible French Wheat Commitment no. 3 — Supporting and preparing the future of the French durum wheat sector

Actively contributing towards the future of farmers and the durum wheat sector is a significant challenge, on which we work with cooperatives and commercial partners. This involves financial and technical support, as well as the implementation of innovation strategies.

### FINANCIAL SUPPORT FOR PRODUCTION

Our support primarily involves giving some **visibility and guarantees** to farmers and their storage providers (cooperatives and commercial traders) concerning the possibilities for their harvests, over several years, in the framework of **multi-annual contracts** which we establish.

Moreover, the implementation of **sustainable agricultural practices** via respect of the specifications of the Responsible French Wheat strategy guarantees the payment of an **incentive bonus: 20 euros per tonne overall, for which Panzani ensures that at least 60% goes to the farmer.**



### TECHNICAL SUPPORT TO CONFRONT THE FUTURE

Sustainability of the sector is a concern shared by all stakeholders. **Panzani is fully involved:**

- **through coordination of the Scientific Committee**, which is responsible for approving the major guidelines of the Responsible French Wheat strategy and identifying future best practices for durum wheat production;
- **by creating specific meetings to train and inform farmers who are Panzani partners, Responsible French Wheat clubs.** These moments conducive to discussion regarding our Responsible French Wheat specifications allow us to bolster the understanding by farmers of consumer expectations and to initiate thought on sustainable farming practices;
- **by implementing a national network for agronomic experimentation with our partners to test innovative production practices.** This experimentation is intended to identify solutions so as to limit the environmental impact of durum wheat production and reduce greenhouse gas emissions.

In 2023, close to a hundred trial micro-plots have been implemented with our partners: just as many samples of durum wheat have been harvested and analysed by our teams of experts from CRECERPAL, to evaluate the technological quality of wheat production. All results are shared with agricultural partners to guide trials and develop strategies which will be tested in future on production.

#### 2023 HARVEST INDICATOR

## 615 French

farmers involved in the Responsible French Wheat strategy, over the 4 durum wheat production basins

## 8 Responsible French

Wheat clubs; 250 farmers are informed about these clubs

#### TARGET CROPS SOWN IN 2025

around

## 2,000 farmers

committed towards the Responsible French Wheat strategy<sup>1</sup>

1. Our overall target is to achieve a specific volume of Responsible French Wheat production, with this estimated number of farmers changing in line with the contractual surface areas and annual production output.



### The CRECERPAL, a unique research center

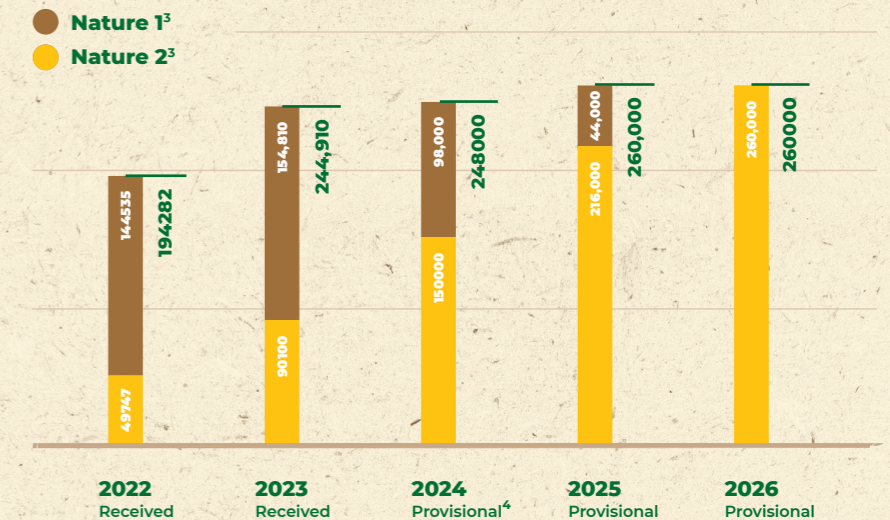
As the result of a pioneering and visionary approach by Panzani to improve the quality of French durum wheat, the CRECERPAL (Cereal and Pasta Research and Study Centre) was created half a century ago, with the aim of reducing our dependency on foreign supplies and to help anticipate future varieties. Today, the CRECERPAL deploys its expertise through 3 specific areas: guiding the selection of durum wheat towards high-quality varieties; analysing the quality of wheat, semolina and pasta cultivated; developing product innovation.

Through its upstream work, the CRECERPAL has become a reference in terms of technological analysis of durum wheat and transformed products, and is a key stakeholder in the durum wheat sector. To the best of our knowledge, we are the only producer of pasta to have a research plant of this type, capable of analysing the technological potential of durum wheat with a high level of precision, in terms of "colour" potential as well as protein quality, thanks to specific methods developed by our teams.

### RESPONSIBLE FRENCH WHEAT, A PROGRESS-BASED STRATEGY TOWARDS SENSIBLE AND SUSTAINABLE AGRICULTURE

In 2023, Panzani recorded 90,100 tonnes of Responsible French Wheat - Nature 2 production, which is almost twice the total production volume compared to 2022. Eventually, over 20% of French durum wheat production (on the basis of 2023 figures, namely 1.3 million tonnes<sup>2</sup>) will be harvested in the framework of the Responsible French Wheat - Nature 2 specifications, equating to 260,000 tonnes.

### An acceleration in volumes of French Responsible Wheat (in tonnes)



2. Annual durum wheat market overview by FranceAgriMer, 2022-2023 campaign, 1.3 million tonnes in 2023. 3. Definition of Nature 1 and Nature 2 on p. 26. 4. Provisional volumes may be revised in line with weather conditions, output and quality of durum wheat production over the year.

## #1.2 Supporting the transformation of the tomato sector: moving towards a Responsible Tomato programme

Tomatoes are the star ingredient in our sauces, with 95% of our sauce recipes using them! Tomatoes take pride of place, in terms of quality and flavour, but we also monitor its environmental and social impacts of their cultivation. Consequently, **along with our partners, we are committed towards development of a Responsible Tomato programme.**

For our sauces, we select tomatoes which are cultivated in open fields and harvested in summer when ripe, ensuring they have full flavour.



### #1.2.1 — Joint development of our strategy through pilot projects

In order to achieve our target of 80% of tomatoes meeting the criteria of a responsibility charter by 2030, in 2017 we launched our **Nature Panzani Programme**, with our primary partner in Spain. The main target was to improve agricultural practices so as to limit pesticide residue on products. **Since this time, experimental trials have been undertaken on an annual basis** with the support of agronomic engineers from Ideagro<sup>1</sup> to identify effective alternatives to chemical pesticides and drastically reduce the use of certain active substances (neonicotinoids and category 1 CMR<sup>2</sup> notably).

The work undertaken with pilot farmers since 2017 has notably shown the possibility of:

- using organic solutions (natural solutions) to control certain diseases or pests as an alternative to chemical solutions;
- to reduce mineral fertilizers without impacting output, or the quality of tomatoes, with increased productivity for farmers, positive impacts on the health of soil and carbon footprint.

In 2021, the Nature Panzani programme has been expanded to take into account new challenges and a partner, the NGO named Earthworm Foundation, has joined the team of experts (until December 2023) to offer technical support and train farmers.

For this expanded programme, which became the Responsible Tomato programme, a total of 3 strategic challenges were identified by partners:

- protection of water resources;
- improvement of soil health and reducing the carbon footprint of cultivation;
- protection of biodiversity.

This programme, which is today still at its pilot stage in Spain, over a reduced number of plots (26 in total) and farmers (21 in total), allows us to test and evaluate new practices before being rolled out.

They are transformed within 48 hours following harvesting, to retain their flavour.

These selection criteria have today led us to favour supplies from Italy, Spain or Portugal, as the leading tomato producing countries in Europe for transformation and where the conditions for cultivation are ideal. However, we also actively work towards the development of supplies in France meeting our requirements.

In 2023, the various practices tested were as follows:

- followed, over 6 pilot plots, water use and soil humidity using meters and tensiometers, in order to optimise best practices depending on the actual requirements of plants. The target is, by 2030, to reduce water use by around 5%;
- implementation of cross-culture plan covering over trial plots. The aim is to help train farmers in this practice and evaluate the benefits, notably regarding the quantity of organic matter present in the soil, the soil structure and improvement of biodiversity. In total, some 14 farmers were able to test this practice over a total surface area of 69.5 hectares spanning 19 plots;
- experimentation of new fertilization strategies over two separate production basins, to show that a 20% drop in mineral fertilization is possible without any impact over the quality of tomatoes, nor output levels, and with positive impacts over soil health and the carbon footprint of cultivation (estimated 7% reduction to the carbon footprint - 2022 measurements). In total, some 12 farmers took part in the experiment, each over a single plot, equating to 17 hectares in total for around 1,160 tonnes of tomatoes. For this experimentation, each week they received visits from agronomic engineers (87 visits overall).

Out of a concern for supporting farmers in driving change and promoting more sustainable practices, we have implemented, along with our partners, visits to farms, specific training programmes led by experts and a day of exchange and information to share results from pilot experiments. In basing ourselves on dialogue with peers, we were able to offer farmers involved in pilot studies the chance to see their contribution as part of a large-scale programme and to share their experiences and the added value of these new practices.

In parallel to this pilot programme, we began to identify sustainable farming practices which exist with our primary partners, so as to identify the best practices to be developed. This work will be continued through 2024.

### Towards regenerative agriculture



To go even further and aim for regeneration and fertility of soil, we are aiming towards development of an overall systemic approach based on 3 primary levers:

- reducing work on the soil;
- covering soil throughout the year;
- diversity of species cultivated.

In 2023, 16%<sup>3</sup> of farmers working with our Spanish partner made a commitment towards this transition, each with one or more pilot plots (equating to around 69 ha in total). In 2024, we will test plantations with 20% to 25% of our partner farmers.



### #1.2.2 — Boosting supplies of French tomatoes

At Panzani, we are striving to develop our supplies of French tomatoes. However, national production of tomatoes intended for transformation does not cover the needs of the French industry. This is why we want to actively contribute towards boosting the French tomato sector alongside a handful of stakeholders.

In 2023, we used around 6,000 tonnes of tomatoes from French production, to manufacture our products. In 2024, between 9,000 and 12,000 tonnes are set to be produced contractually, which is a 50% increase covering a little more than 8% of our requirements. Our aim is to progressively increase these volumes in the coming years.

In parallel, an inventory is currently being drawn up to define a roadmap to develop more responsible production methods, in coherence with our foundations: controlling irrigation, improving soil health and protecting biodiversity.

#### A NECESSARY BOOST TO THE FRENCH TOMATO INDUSTRY

**160,000 t** of tomatoes intended for industrial use produced in France compared to the needs of French industrial producers of 1,100,000 t and 100,000 t by Panzani<sup>4</sup>.

1. Ideagro is an independent applied research firm in the agro-food industry. It is specialist in soil issues and the development of fertilizers, organic stimulants and micro-organism products. 2. An acronym used to refer to chemical substances classed as carcinogenic, mutagenic or toxic for category 1 reproduction. This classification is assigned to substances for which there is sufficient evidence on people or conclusive animal testing, indicating that they may cause cancer, genetic mutations or harmful effects on fertility and development of progeny. Category 1 CMR substances are considered to present the greatest risk in these areas and their use is strictly regulated in the EU and other jurisdictions. 3. Total percentage calculated on the basis of 89 of our partner farmers in 2023. 4. Source World production estimate of tomatoes for processing.



## Commitment #2

# ENCOURAGING RESPONSIBLE PRACTICES ACROSS ALL RAW MATERIAL SECTORS



Our responsibility commitments begin upstream from our production sites, through the stringent selection of raw materials and the relations we nurture with our partner suppliers.

On a daily basis, we monitor each step of the production chain, to ensure that we obtain an optimal product which meets our customer expectations.

We expect that they make a commitment in terms of measures aimed to fight against climate change, reduce their environmental impact and adopt ethical practices throughout their own production chain.

From 2018, we drew up a Responsible Purchasing charter with the aim of continuing to improve our commitment so as to guarantee responsible practices across all of our raw materials.

In 2023, a more detailed version of this charter was drafted, aimed at bolstering our selection process and the uptake by our partner suppliers to our commitments.

This is organised around the following fundamental subjects:

- respect of our quality specifications;
- ethics and transparency;
- responsible supplies;
- sustainable agricultural practices and animal well-being;
- respect of biodiversity;
- environmental responsibility;
- harmful substances;
- emissions.

We are intending to roll out this charter with all suppliers throughout 2024.

Additionally, certain sensitive raw materials are particularly closely monitored. This is notably the case of meat which, although representing a relatively low share of our purchases<sup>1</sup>, is present in the recipe of some of our sauces. For this raw material, our initial area of attention is to control origins: over two thirds of our beef is French, our pork comes from Spain and we do not buy any supplies from outside of the EU.

To go even further still, we have launched a series of supplier audits focusing on various issues, notably animal well-being practices.

<sup>1</sup> Meat represents less than 4% of Panzani purchases in terms of value excluding durum wheat.

## Commitment #3

# RELYING ON SEDEX EVALUATIONS<sup>2</sup> FOR SUPPLIERS



In addition to our Responsible Purchasing charter, we have chosen to use the Sedex supplier evaluation platform.

Consequently, since 2020, we have undertaken evaluations of environmental, societal, ethical and governance performance of our suppliers using the Sedex database and SMETA<sup>3</sup> audit.

We monitor our suppliers evaluated using this method each month through our Purchasing team.

2. Sedex is an acronym for the Supplier Ethical Data Exchange and is a not-for-profit company. Sedex works to promote ethical and responsible commercial practices across global supply chains. 3. SMETA is one of the social auditing standards which reflects all aspects of responsible and ethical commercial practices. 4. 80% of our total purchases. 5. Data as at November 2023.

2023 INDICATOR

**57%**  
of our top 80+ suppliers are listed on the Sedex platform, 25% are currently being registered<sup>4</sup>

2024 TARGET

**100%**  
of our top 80 suppliers, listed on the Sedex platform or equivalent (EcoVadis)

Oni ACTING FOR OUR AGRICULTURAL SECTORS





# Qini



## ACTING FOR THE ENVIRONMENT



Fully aware of the environmental challenges we face, we have made a commitment to **reduce our impact across our entire production chain, all the time guaranteeing sustainable management of natural resources.**

**This strategy is based on several key priorities:**

- mitigation of climate change by taking action across our entire production chain, from farm to fork;
- adaptation to the consequences of climate change, notably for our strategic agricultural sectors (durum wheat, tomatoes);
- reduction of the environmental impact of our production sites through optimal management of energy and water use, as well as recycling and reduction of waste;
- development of a circular method notably favouring recycling of packaging at the end of its useful life and exploring new distribution methods.

## OUR TARGETS



**47% fewer**  
**scope 1 and 2**  
**greenhouse gas**  
**emissions<sup>1</sup>**  
*(perimeter defined on p. 41)*

PLANNING FOR 2030

**28% fewer**  
**scope 3 greenhouse**  
**gas emissions<sup>1</sup>**  
*(perimeter defined on p. 41)*

PLANNING FOR 2030



**95%**  
**of waste**  
**recycled**

PLANNING FOR 2030

**100%**  
**recyclable**  
**packaging<sup>2</sup>**

through active participation in implementation of the French polypropylene (PP) recycling sector, with this material used in our pasta packaging

PLANNING FOR 2025

### Our contribution towards the United Nations Sustainability Goals



Orti - ACTING FOR THE ENVIRONMENT

1. Reference year: 2019. 2. In compliance with law no. 2020-105 of 10th February 2020 on the fight against waste and the circular economy (known as the AGECL Law), which makes provision for implementation of a sector with expanded producer responsibility for industrial and commercial packaging from 2025.

## Commitment #1



# CONTRIBUTING TOWARDS MITIGATING CLIMATE CHANGE

## #1.1 Our climate strategy

Climate change is the major challenge of our times and companies play a key role in the transition towards a carbon-neutral economy. **Panzani is committed towards making a contribution towards this unprecedented challenge.**

In 2022, we made a commitment with the global Science Based Targets initiative (SBTi), launched by the World Wide Fund for Nature (WWF) alongside the Global Compact (UN), the World Resources Institute (WRI) and the Carbon Disclosure Project (CDP), to ensure the coherence of our carbon-neutral strategy with recommendations of the IPCC to restrict global warming to beneath the target of 1.5 °C by the end of the century.

To achieve this, we have set out short- and medium-term targets to reduce our greenhouse gas emissions. These were approved by the SBTi in October 2023.

Consequently, we have made a commitment by 2030 (in comparison to 2019) as follows:

- to reduce our scope 1 and 2 greenhouse gas emissions<sup>1</sup> by 47%, thereby clearly demonstrating our desire to reduce the direct impact of our activities on the climate;
- to reduce our scope 3 greenhouse gas emissions<sup>2</sup> by 28%, as a reflection of our commitment to take into account all of our emissions, including those from our supply chain and indirect activities.

Our climate strategy is based around 3 key stages.

### #2.1.1 — Measuring our carbon footprint

Measurement of our greenhouse gas emissions has covered our entire production chain since 2019 using the Greenhouse Gas Protocol (GHG Protocol). For this purpose, we have been supported by EcoAct, which acts as a guarantor of the methodology and is notably responsible for updating the emission factors database, so as to ensure reliability and continuous improvement of measurements of our carbon footprint.

This measurement strategy, which is a prerequisite for decision-making, was then renewed in both 2022 and 2023, ensuring reliability in our climate reporting, to confirm achievement of our first pillar of greenhouse gas emission reductions and to further consolidate our progress.

This process allowed us to identify levers for further initiatives which had the greatest potential impact and to establish a strategy for 2030, which was submitted to the SBTi.

#### All about the methodology:

Panzani's carbon footprint is presented as a market-based approach<sup>3</sup>.

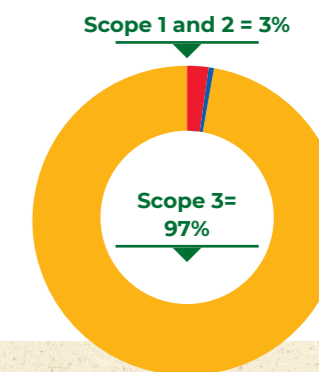
**Scopes 1 and 2: calculations are undertaken on the primary database resulting from site energy bills and standardised emission factors from the Ademe carbon database.** Energy takes into account all energy use by buildings within the perimeter, whether for heating, electricity, etc.

**Scope 3: scope 3 emissions are estimated using the GHG Protocol.** Emissions are calculated by applying the data from activities of emission factors which come primarily from the Ademe and Agribalyse carbon databases. The techniques applied in estimation of greenhouse gas emissions may be faced with some restrictions, notably due to the necessary approximations, the pertinence of data available or their limited availability. This means that, unlike scopes 1 and 2, annual variations in scope 3 emissions may be correlated to the quality of data collected and the calculation methods used. Scope 3 is constantly being improved on the basis of initial data, techniques, perimeters and emission factors so as to constantly improve their details and reliability. However, scope 3 estimations provide information regarding the proportions of the primary emissions of Panzani and allow it to focus its carbon footprint reduction strategies in a more effective manner.

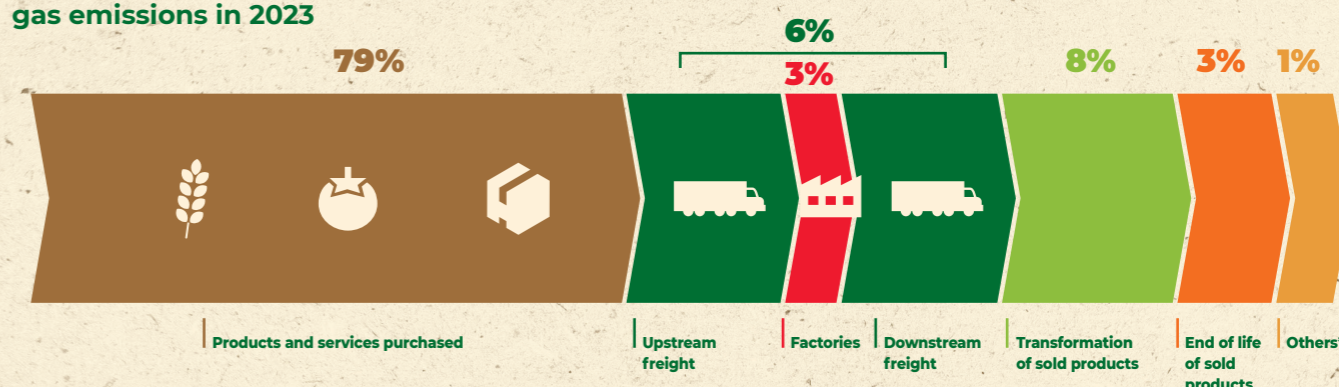
## OUR CARBON FOOTPRINT IN 2023<sup>4</sup>

In 2023, total greenhouse gas emissions by Panzani represented 763,312 teqCO<sub>2</sub>, broken down as follows:

- scope 1: 19,013 teqCO<sub>2</sub>;
- scope 2: 2,449 teqCO<sub>2</sub>;
- scope 3: 741,850 teqCO<sub>2</sub>.



## Breakdown of Panzani's greenhouse gas emissions in 2023



O/w purchases of durum wheat\* = 49%  
O/w purchases of sauces = 25%\*\*

\*Outsourced purchases of durum wheat and pasta  
\*\*Over the total carbon footprint  
\*\*\*Others: processing of waste generated by activities, professional travel, commute to work, fixed assets, etc.

## PANZANI'S GREENHOUSE GAS EMISSIONS FELL BY 4% BETWEEN 2022 AND 2023

This can be explained by:

- an 8% drop in scopes 1 and 2 greenhouse gas emissions, related to a reduction in the use of natural gas of 7%, combined with the effect of production volumes and energy efficiency measures implemented across our production sites (cf.p. 43, 3.1 – Minimising our energy impact).
- a 4% drop in scope 3 greenhouse gas emissions, related to an 8% reduction of emissions associated with the transformation of sold products<sup>5</sup>, and an 8% drop in emissions associated with the transportation of our raw materials and finished products.



*I am deeply proud to be actively contributing to sustainability projects at Panzani. 2023 was a very significant year, with the validation of our efforts to reduce greenhouse gas emissions by the SBTi. This first CSR report is a valuable opportunity for us to share our commitments with you towards increased sustainability.*

**Elaine Desvaux,**  
Director of CSR initiatives,  
Panzani

1. Scope 1 and 2 emissions concern greenhouse gas emissions in direct relation with Panzani's production activities. Scope 1: direct emissions coming from fossil fuel energy sources in Panzani factories, the use of company vehicles for professional use and leaks of refrigeration fluid from our refrigeration infrastructure. Scope 2: indirect emissions related to electricity use and purchase of heating. 2. Scope 3 emissions concern other indirect emissions, notably the purchase of raw materials, upstream and downstream transportation, the transformation of finished products, the end of lifetime of products (packaging) and waste. Although we measure these, we exclude those emissions caused by the use of our products and customer travel to stores, with these being outside of our perimeter following an SBTi recommendation. 3. Use of the electricity supplier emission factor by Panzani. With this method, where a company purchases original guarantees, it can declare an absence of greenhouse gas emissions for energy use for a portion of the electricity covered by such guarantees. 4. GHG Protocol methodology, market-based approach, excluding "use of sold products" and "customer travel to stores". 5. Greenhouse gas emissions related to the transformation of sold products correspond to those emissions generated by the transformation of products sold BtoB: durum wheat semolina which will be transformed into pasta or couscous by our clients and joint production from semolina factories for animal feed.

## #2.1.2 — Reducing our carbon footprint

### UPSTREAM AGRICULTURE

When it comes to **reducing our greenhouse gas emissions**, upstream agriculture, and notably our supplies of durum wheat<sup>1</sup>, are areas to which we pay **close attention**. This represents almost 49% of our total emissions (scopes 1, 2 and 3).

Thanks to the progressive implementation of our Responsible French Wheat specifications, (cf. p. 22) and identification of other levers allowing us to go one step further in reducing the carbon footprint of our sector, we **are targeting a 10% to 15% reduction<sup>2</sup>** in our greenhouse gas emissions upstream in our durum wheat production.

### The pioneering “low-carbon durum wheat” programme

The Carbon Extract tool developed by our partner Agrosolutions, allows us to **measure and undertake low-carbon transition of our farms**. So far, this has allowed us to measure the carbon footprint of cultivation of durum wheat across farms which represent our 4 French production basins, representing a sample of 2 farms per geographical basin, equating to 8 pilot farms overall and to **identify levers to be implemented to reduce our carbon footprint across these sites**. These levers notably include: choosing the forms of nitrogen-based fertilizer which generate the lowest level of emissions, optimising the benefits of nitrogen, introducing legumes in crop rotation or crop blends, maximising land coverage, minimising work on the land, limiting exports of excess cultivation. **This represents a host of ideas to help move forward the Responsible French Wheat specifications drawn up by Panzani and best practices for farmers in the field.**

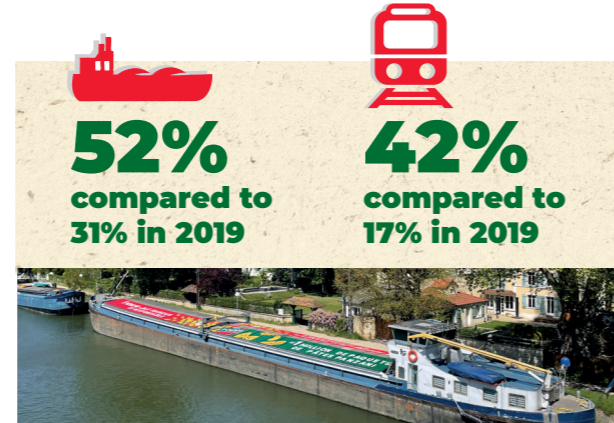
### TRANSPORTATION

At Panzani, our **proximity is an essential value**. Our commercial activities are organised in a north/south geographical segmentation, with our semolina factories and pasta production factories located across our four durum wheat supply basins:

- **durum wheat supply basins in the south of France are used to supply our semolina factories in the south of the country and that produced in our northern basins used to supply our sites in the north of France<sup>3</sup>**;
- **the distribution of our pasta is also organised in the same manner: the northern half of France is supplied by products manufactured in our Nanterre factory, and the southern half is supplied by our La Montre site in Marseille<sup>4</sup>.**

**Despite our optimisation efforts, the carbon footprint of our transportation still represents 6% of our total**

**greenhouse gas emissions**. This is why we are developing a strategy aimed at reducing the carbon footprint of our transportation methods, beginning with the transportation used to supply our raw materials. Today, some 52% of our volumes of durum wheat are supplied by boat in the north of France (compared to just 31% in 2019) and 42% by railway in the south (compared to just 17% in 2019).



### Concrete initiatives

Our participation in the return to service of the Beaucaire railway line in the Gard region allowed us to **favour sustainable transportation of durum wheat towards our production sites**. This collaboration with Arterris, our agricultural cooperative partner, was fundamental in renovation of the railway link, leading to a reduction in the greenhouse gas emissions for our durum wheat supply operations, whilst also improving our logistical performance. **As an example, for the supply of 1,500 tonnes of durum wheat, a single train is necessary, whereas road transportation of the same volume would require 50 lorries.**

### ENERGY MANAGEMENT

Despite representing only 3% of our carbon footprint, the emissions of our production sites and energy use (scope 1 and 2 emissions) must also be significantly reduced. To achieve this, **we are actively working on several focus areas**, in relation with our target reductions:

- **improving the energy efficiency** of our production sites, such as semolina plants and pasta and couscous production sites. We are notably developing systems to recover the heat produced when drying pasta in our Nanterre and La Montre sites;
- **using carbon-neutral energy sources** and notably natural gas, thanks to various solutions currently being trialled, such as biomass or geothermal heating systems (cf. p. 41, 31 – *Minimising the impact of our energy sources*).

1. Outsourced purchases of durum wheat and pasta following durum wheat transformation. 2. Potential reduction estimated by Agrosolutions, via an analysis of levers from the Responsible French Wheat specifications, associated with other carbon footprint reduction levers. 3. Depending on the year and weather conditions, the distance may be extended as far as 850 km. By rail. 4. Following distributor requests, there may be some exceptions with changed logistics as a result. 5. Passive cooking of pasta involves cooking pasta in boiling water for a very short time, then allowing the pasta to cook thanks to thermal inertia of the water. 6. Savings made thanks to passive cooking (it is recommended to turn off the heat halfway through cooking) compared to the classic cooking time of 10 minutes, boiling time included. 7. Savings compared to classic pasta cooking time of 10 minutes, using a natural gas or electric hob, boiling time included.



### But we won't stop there!

A portion of the carbon footprint of our products is also the responsibility of our customers, when **cooking pasta**. This is why we want to support customers in adopting more energy-saving practices, by promoting solutions such as passive cooking<sup>5</sup> on our packaging (cf. p. 54). **By reducing the cooking time for pasta, this**

simple method allows for a 21% reduction<sup>6</sup> to greenhouse gas emissions of this preparation method.

In this same manner, **our range of 3-minute pastas, initially designed to save time, are an interesting alternative to help reduce greenhouse gas emissions by up to 30%<sup>7</sup> during cooking.**

## #2.1.3 — Raising awareness of our employees to climate challenges

To help raise awareness of our employees, in 2023, we began the roll-out of the **Climate Fresco<sup>8</sup>**, initially with the support of the Board of Directors and wider management teams. We will be continuing with this strategy in 2024, with the aim of raising awareness of between 250 and 300 employees by 2025, thanks to the support of our internal fresco designers.

Frescos are a tool which can be:

- **scientific (neutral and objective):** based on data from scientific reports published by the IPCC whose recommendations guide global political and economic decisions;
- **affordable:** thanks to its fun and educational approach, this allows anyone to be able to deal with the issue of climate change;
- **hard-hitting:** without casting blame on people, thanks to a shared understanding of the mechanisms at stake, Frescos encourage people to join a constructive debate.



8. An association governed by the French 1901 act, founded in December 2018, with the aim of raising awareness of the general public to climate change.

## Commitment #2



# ADAPTING TO THE CONSEQUENCES OF CLIMATE CHANGE

In February 2022, the IPCC<sup>1</sup> published a report<sup>2</sup> demonstrating the rapid and profound consequences of climate change on global societies and ecosystems. This report notably underlined the impact on farming, with the likely short-term loss of crops due to the increased frequency and intensity of extreme weather events. **These changes have a direct economic impact on the sector, in which Panzani is a stakeholder.**

In response, different measures are currently underway in France and internationally to develop strategies to adapt to climate change. In parallel to these efforts, **in 2023 Panzani took the initiative to launch a risk analysis of its primary agricultural sectors:** durum wheat, tomatoes and beef.

This analysis was conducted by Agrosolutions and aimed at anticipating any climate risks and their consequences across these strategic sectors, and to bolster the resilience of our raw material supplies.

The aim of this analysis is to **identify and integrate means of adaptation** which are the most pertinent so as to both limit our exposure to these risks and implement solutions to deal with them. Although the analysis is not due to be finalised until 2024, an initial analysis of the durum wheat sector has already been shared in this report (cf. p. 22).

1. Intergovernmental Panel on climate change.  
2. The report entitled "Impacts, adaptation and vulnerability", published on 28th February 2022.



## Commitment #3



# MINIMISING THE IMPACT OF OUR PRODUCTION UNITS

**In order to minimise the environmental impact of our production sites, we are leading local initiatives to reduce our energy and water use.** In parallel, we are stepping up our efforts to reduce and recycle our waste, in particular the byproducts from our industrial activities.

## #3.1 Minimising the impact of our energy use

Across our 6 production sites (3 semolina plants and 3 pasta and couscous transformation sites), the 3 pasta and couscous transformation sites (La Montre, Nanterre and Vitrolles) represent 90% of scope 1 and 2 greenhouse gas emissions. Indeed, these 3 sites use a total of 97% of natural gas usage by Panzani, primarily in our production activities for two functions: increasing the temperature of water to dry pasta and couscous at the end of the process and producing the steam required to cook couscous.

In 2023, our efforts primarily focused on these sites, even if the entire industrial perimeter is involved in the carbon-neutral energy policy.

### #3.1.1 — Energy efficiency: moving towards an energy management system

#### STEP 1: MEASUREMENT AND COORDINATION

In 2023 we stepped up our energy management policy with, on the one hand, implementation of monthly reporting to be able to monitor our energy efficiency in relation with the product mix and, on the other, the roll-out of sensors on the Nanterre and La Montre sites. These sensors have allowed us to have a real-time vision of energy use and to bolster coordination of our action plan.

These measures, combined with an Energy Management Tool (EMT) on the Nanterre and La Montre sites,

have allowed us to bring some perspective to our energy use in light of the production parameters and operations of our sites, to both monitor and optimise energy efficiency each and every day.

Our aim is to ensure this energy management system is operable over the long-term thanks to ISO 50001 certification. To achieve this, we are launching a pilot across the Nanterre site in 2024, for planned certification in 2025.

#### STEP 2: IMPLEMENTATION AND MONITORING OF SITE ACTION PLANS

For several years, we have implemented initiatives to collect the heat generated by our operations, notably those initiatives identified during energy audits conducted in 2021 and 2022 across our various sites.

Distinct applications illustrate our commitment in this area, notably across our pasta and couscous production sites:

- On our sites, we use air compressors to fuel our machinery. We collect the heat generated by these compressors to heat the water incorporated into semolina when making pasta at La Montre and Nanterre.
- At Nanterre, for this same purpose, we also collect heat generated by our "refrigerators". This allows the site to save a total of 530 megawatt hours (Mwh) of energy per annum and to reduce CO<sub>2</sub> emissions by 100 tonnes each year.
- At the Vitrolles site, we collect heat generated when drying couscous to pre-heat the input air for our dryers which allows us to reduce our natural gas usage.


Between 2021 and 2023, we observed a significant drop in our gas use. Thanks to a series of initiatives implemented on the Nanterre and La Montre sites, we managed to reduce the number of kilowatt-hours (Kwh) per tonne of product and to reduce our total natural gas use by 8%.

**2023 INDICATORS**

<p style="font-size: 2em; margin: 0;"><b>101,368,152 kWh PCS<sup>1</sup></b></p> <p style="font-size: 0.8em; margin: 0;">of natural gas used over all of our sites</p>	<p style="font-size: 2em; margin: 0;"><b>72,151,816 kWh</b></p> <p style="font-size: 0.8em; margin: 0;">of electricity used over all of our sites</p>
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1. Gross Calorific Values.



**Concrete initiative no.1** 

The change of technology for the vacuum pump on our Marseille site has led to a 57% reduction in electricity use on this site. **This optimisation has generated a gain of 453 MWh of electricity.** Simultaneously, this transition also generated **savings of 2,000 cubic metres of water, which is the equivalent to two castles full of water!**

**Concrete initiative no.2** 

**Achieving carbon-neutral production processes**

In 2023, following energy audits conducted in 2022, was launched an **economic technical survey into our industrial sites** at La Montre, Nanterre and Vitrolles, with the support of Naldeo. This survey confirmed the interest of exploring biomass technologies as a replacement for gas boilers. We consequently decided to launch a feasibility study for the creation of a biomass boiler project on our La Montre site. **Installation of a biomass boiler** reduces the carbon footprint for hot water production by close to 90% given the current requirements of the site. In parallel, a new study concerning installation of a biomass boiler will issue its findings in late 2024 at the Nanterre site.

1. Annual gains using 2021 as a reference.

**#3.1.2 — Reducing our water use**

Water plays a fundamental role in the transformation process of durum wheat into semolina, and semolina into pasta and couscous:

- when transforming durum wheat into semolina, water is used to clean the grains and make it easy to separate the various components of the grain during the milling process. This “process water” constitutes over 90% of water use in our mills;
- concerning the transformation of semolina into pasta or couscous, water is essential for hydration of semolina which allows for formation and development of gluten during kneading. This “process” water also plays a key role in extrusion and shaping of pasta. In total, it represents between 65% and 75% of water use in our pasta factories.

In parallel to this essential water used in making our products, we also use “non process water”, notably to clean our industrial tools. With a view to **reducing the use of “non process water”**, we have undertaken technical studies to **identify levers for future initiatives**. For instance, we started to use machinery which uses less water (new mould-washers) in our Nanterre plant, which allowed us to **reduce our water use** by 11% in 2023, and we are planning for a 9% reduction in 2025 at constant production volumes.

Another example can be seen at our Vitrolles plant where we recorded a 19% reduction in 2023, thanks to the installation of a sand filter upstream of the boiler switch.

In total, these **initiatives will allow for a reduction to our water use** of around 11,000 cubic metres in 2024 and a planned reduction of 19,500 cubic metres in 2025 at constant production volumes (2023 basis), representing around 14% of the total water use of our pasta and couscous plants over 2024-2025.

**2023 INDICATOR**  
**163,398 m<sup>3</sup>**  
 of water used over all of our sites

**#3.1.3 — Recycling waste and by-products**

**Minimising our environmental impact** also means progressively eliminating non-recycled production waste, which is why we have made a commitment towards a **“Zero unrecycled waste” strategy** by 2030<sup>3</sup>.

Today some **85% of our waste goes into the recycling sector**: food waste, primarily recycled for use as animal feed or methanised, cardboard, wood, iron and plastic.

Concerning the 15% of waste not currently recycled, our target by 2030 is to reduce this to 5% by further stepping up our sorting on site and investing in new equipment.

**RECYCLING BY-PRODUCTS**

As semolina producer in our mills, we **generate by-products**, notably bran. Resulting from transformation of durum wheat grains, **bran has the particularity of being high in fibre and protein, which makes it an excellent animal feed.**

Consequently, all of our by-products are recycled by our partners in the animal sector (farming) or pet-food industry (food for domestic pets). A small portion (around 1,000 tonnes per year) of the **by-products from our semolina plants are recycled into animal feed**, for instance in an insect farm in Cavailon close to our Marseille semolina plant.

**2023 INDICATOR**  
**5,063 t**  
 of waste with 85% recycled or re-used.  
**114,999 t**  
 of byproducts recycled from our semolina production sites



2. Water use across our 6 industrial sites (3 semolina plants and 3 pasta and couscous transformation plants, excluding the head office, logistical warehouses and R&D labs). 3. The precise target is 95%.

## Commitment #4



# ADOPTING A CIRCULAR MODEL FOR ALL PACKAGING



### Ideal packaging

"Ideal packaging" is that which avoids product waste whilst having as low an impact as possible on the environment", states Citeo<sup>1</sup>.

1 - Packaging should be fit for its primary intended use: protecting and transporting the product to avoid any waste.

2 - To minimise its environmental impact, it should be ecologically designed using the following criteria: weight, recyclability, integration of recycled material or made using renewable resources, possibility of re-use.

Our strategy falls in the framework of the 3R Decree (Reduction, Recycling and Re-use) enshrined under the anti-waste and circular economy law (known as the AGEC Bill).



## #4.1 Reduce

The first lever involved in reducing the environmental impact of our packaging is to reduce the material used. This is why, for several years, we have been actively working on a reduction to the thickness of plastic used for our pasta products and to optimise the dimension of cardboard packaging. We are also re-working the format of some of our pasta packaging, making it simpler, with a view to saving material: plastic coating, closure clip and corrugated cardboard.

### Continuous work to reduce our packaging:

- Reduction to the weight of our primary packaging, which was initiated a decade ago, and has allowed us to move from 60 µm<sup>2</sup> to 45 µm. This work is continuing in 2023 and 2024 with the target of achieving 40 µm over certain packs.
- Reduced material in our glass jars with a target of a 3% to 5% reduction in 2025.
- Harmonisation of package heights for our secondary packaging to help with logistical and material savings.
- Reduced thickness of stretch film coating from 23 to 17 µm over a portion of our pallets for finished products (tertiary packaging).

1. Citeo is a company specialising in recycling household waste and paper. 2. Micrometre measurements. 3. The single score, also called "single EF score", recommended by the European Commission, is calculated by taking into account the weightings of each indicator from the lifecycle impact analysis. This weighting takes into account the relative solidity of each indicator and the associated environmental challenges. The score is then given in points (pts), and the higher the score, the greater the environmental impact.



### What packaging for our pasta bags?

At Panzani, the choice of material used for our pasta bags and its impact on the environment are major concerns. Today, it is a flexible plastic made of mono-material polypropylene (PP).

To inform our decisions and development scenarios, we had a life cycle analysis (LCA) carried out by an independent third party, Maobi, which followed the ISO 1440-44 standard. This study made it possible to assess the environmental performance of different possible packaging solutions for a packet of pasta (working basis: a 500 g portion of shell pasta): PP film, cardboard case and paper film. This study took into account primary, secondary and tertiary packaging, and their entire life cycle.

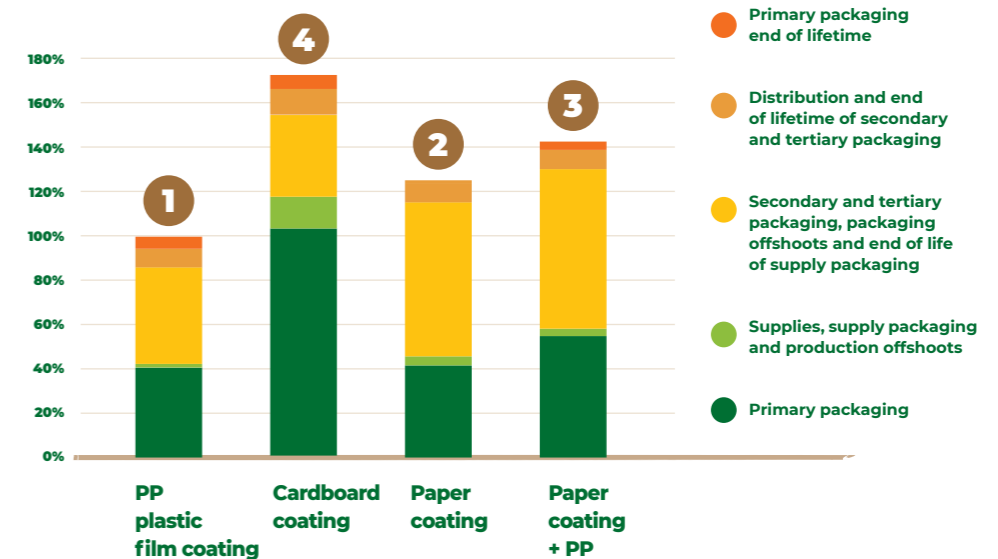
The results clearly show that PP film is, at present, the most optimal packaging, with the lowest single score<sup>3</sup>: 1.7 times less impact than its equivalent in cardboard - see graph below.

This optimization is mainly explained by the efforts to reduce the mass of the PP film made in recent years, both at the level of the consumer unit and the transport packaging and the supply chain.

The plastic used for our pasta bags is an extremely light material, while being strong and protective for our products. It is characterized by a very thin thickness and an absence of empty space inside. It is **6x lighter than a cardboard box** for the same product capacity.

### Comparative analysis of the environmental impact of various forms of Panzani packaging

Single score for the environmental footprint method 3.0 (Pt)



The Single environmental score, recommended by the European Commission, is calculated using a weighting attributed to each indicator; the weighting takes into account the relative solidity of each indicator and the environmental impacts. The score is then given in points (pts), and the higher the score, the greater the environmental impact. For more information, a description of the methodology is available on request from the contact persons at the end of this report.

## #4.2 Recycle

It falls under our responsibility to bring to the market packaging which is technically recyclable, but which can also be recycled using the existing recycling sector available in France. For this purpose, we work on two strategic priority areas:

- involvement in the creation of recycling sectors for flexible household plastics, notably polypropylene (PP). We are an active member of the Flex25 consortium with other brands and stakeholders in the production chain, which is a Citeo initiative to implement new recycling sectors by 2025;
- the design of our packaging solely using single materials, and the feasibility study of outer materials already benefitting from existing recycling sectors.

*At Panzani, it is essential that our activities form a circular model. We are aware that packaging has an impact on the environment which we must work hard to reduce. This is why our teams are constantly striving to innovate so as to seek alternative solutions to achieve the circularity targets we have set for 2025 and beyond.*

**Anne Descarsin,**  
Director of Packaging Design & Development,  
Panzani

### 2023 INDICATOR

**94%**  
of our recyclable packaging by weight

### 2025 TARGET

**100%**  
recyclable packaging in 2025<sup>1</sup>

1. In compliance with law no. 2020-105 of 10th February 2020 on the fight against waste and the circular economy (known as the AGEC Law), which makes provision for implementation of a sector with expanded producer responsibility for industrial and commercial packaging from 2025. 2. In accordance with the eco-packaging declaration for household packaging on the French market in 2023. 3. The Institut de liaisons des entreprises de consommation (Ilec) is an essential stakeholder in the relations between industry and commerce. 4. Perifem, the Technical commercial federation, is recognised by the public authorities and works towards ensuring all stakeholders in the distribution sector are onboard with regard to the most responsible commercial ecosystem possible.

## #4.3 Re-use

To go even further in the circularity of our packaging, we are studying various options:

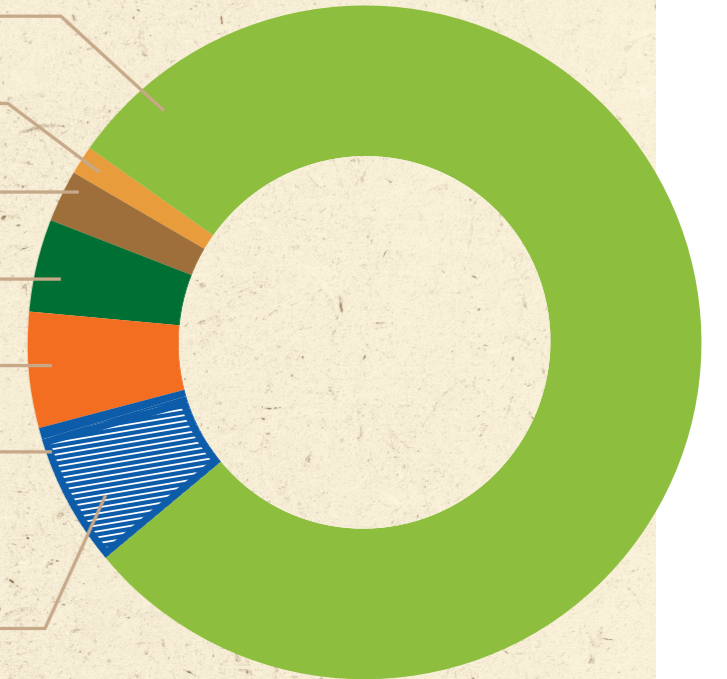
- integration of 20% of recycled material in our PP film coatings;
- contribution to development of bulk items, with testing underway since 2019 and our involvement since December 2022 in the "En avant vrac!" initiative coordinated by Ilec<sup>3</sup> and Perifem<sup>4</sup>. This initiative is intended to instil greater collaboration between all stakeholders in the production chain to develop bulk offerings. Phase 1 of the working group ended in 2023. In 2024, Panzani has entered into the second phase of the project which consists of testing in stores to implement a universal system shared by all. The overall aim is develop bulk sales to reduce single-use plastic packaging on the market.

**en avant!**  
**Vrac!**



### Distribution of various types of packaging by weight for Panzani (2023)<sup>2</sup>

- **Glass 79%**  
17,795,890 kg
- **Aluminium 1%**  
290,960 kg
- **Cardboard 3%**  
558,520 kg
- **Steel 4%**  
979,350 kg
- **Cartons 6%**  
1,269,290 kg
- **Plastic 7%**  
1,535,780 kg
- **o/w non-recyclable plastic to date 6%**  
(flexible PP & other complex packaging)  
1,397,211 kg







## ACTING FOR BETTER FOOD



**Our products hold a privileged place in French households and daily use. This proximity with our customers means we have an increased responsibility: namely that of offering affordable, simple, flavoursome and balanced products. But this is not all, we also have a key role to play in the current food transition.**

Whilst inequalities in accessing high-quality food continue and the issues of health related to diet continue to grow, whilst our food is responsible for one third of global greenhouse gas emissions whilst having a considerable impact on resources and biodiversity<sup>1</sup>, it is our duty to bring about positive change.

In this context, we have implemented clear levers on which to act: thanks to the strength of our leading brands<sup>2</sup> in their respective categories, through our products and innovations, we can support French people on the journey towards sustainable food. More plant-based and more local, where simple cereal-based products, such as pasta, will hold a key place to bring together nutritional value and low environmental impact. All of this, without neglecting pleasure, which is and remains the leading criterion in the choice of customers faced with the large product offering in the retail sector<sup>3</sup>.

For this reason, we are constantly working on improving the nutritional value of our products, without compromising their quality or flavour. However, we strive to go even further and guide our customers in making their choices through our nutritional and environmental charter which is being drawn up in 2024.

1. The United Nations, Food and climate change: healthier diets for a healthier planet. 2. Source Circana 2023, CAM #13, across all distribution channels in France: national market leader in volumes for pasta, sauces and natural couscous. 3. 44%, source Circana, Shopperscan.

## OUR TARGET

**> 95%**<sup>1</sup>  
of our products<sup>2</sup>  
rated **Nutri-Score A or B**  
BY THE END OF 2026



### Our contribution towards the United Nations Sustainability Goals



1. The precise target we want to achieve is 95.1% by 31st December 2026, taking into account the new Nutri-Score ranking algorithm which enters into force in April 2024. 2. Product references taken into account: pastas, sauces, couscous and cereals, ready meals sold in France under the Panzani brand (Panzani, Ferrero, Régia, Si Bon, Banzai Noodle, Le Renard, Zakia).



Only acting for better food

## Commitment #1

# OFFERING GOOD, WELL-BALANCED AND AFFORDABLE PRODUCE

### #1.1 Partner for a balanced diet

At the very forefront of our mission at Panzani lies the commitment to **actively contribute towards a well-balanced and affordable diet for each and every individual**. As French leader<sup>1</sup> on the pasta, sauces and couscous markets, our products are staples which allow families and friends to come together around delicious meals together. To ensure these friendly moments are also well-balanced and nutritious, **we are constantly improving the nutritional values of our products. Consequently, since 2018, we have redeveloped 60% of our sauce recipes**, notably to reduce the sugar and/or salt content, without affecting the taste, and to continue to ensure that our pasta is the best in every way possible.

Our efforts are continuing and **we are working to ensure that, in 2026, no less than 95% of our products are rated Nutri-Score A or B<sup>2</sup>**.

**In 2023, 90.9%<sup>3</sup> of our products are rated NutriScore A or B.**



1. Circana 2023, CAM P13, across all distribution channels in France: national market leader in terms of volumes of pasta, sauces and natural couscous. 2. The precise target we want to achieve is 95.3% by 31st December 2026, taking into account the new Nutri-Score ranking algorithm which enters into force in April 2024. Product references taken into account: pastas, sauces, couscous and cereals, ready meals sold in France under the Panzani brand (Panzani, Ferrero, Régia, Si Bon, Banzai Noodle, Le Renard, Zakia). 3. The Nutri-Score rating of products is calculated using the new algorithm (which came into force in April 2024) on the basis of nutritional values displayed on product packaging as at 31st December 2023. The product references taken into account are the same as those used for our target. 4. According to a Consopole survey conducted in 2021 with a panel representing Panzani products, our Complètement Bon range of products were judged just as good as classic Panzani products in terms of flavour and overall enjoyment.

For this very reason, we are using all of our innovative capacity to ensuring a **healthier diet**. We have, consequently, developed semi-wholewheat pasta which is just as tasty as classic pasta<sup>4</sup>, through our “Complètement Bon” range, with more fibre. Not to mention our “Morceaux Gourmands”, sauces which are made of hearty chunks of vegetables, with 100% natural ingredients.



*At Panzani, we are convinced that the pleasure of eating comes through the use of simple ingredients; the pleasure of cooking resides in the simplicity and ease of preparation of our products. And pleasure is made to share. Our products, much loved by everyone, kids and grown ups alike, through easy or more complex recipes, are a clear response to these requirements!*

**Valérie Beauchêne,**  
Marketing Director,  
Panzani

### #1.2 Responding to the requirements of our Food service and industry clients

As a **key player in the Food Service sector**, we have a solid commitment to offer high-quality and sustainable products to our professional clients. This notably occurs through **support from local authorities** to ensure we respect the exacting criteria of the EGAlim<sup>5</sup> law: organic, High Environmental Quality (HVE) level 3<sup>6</sup>, Red Label<sup>7</sup> and solutions for vegetarian diets. This is a challenge that we hold dear, as we want to **provide the very best to children in nurseries and primary schools, high school and students, who are particularly keen on pasta**. It is with a sense of great pride and responsibility that we stand alongside all stakeholders in the education, social catering and healthcare sectors.

Simultaneously, **we work closely with our industrial clients** to offer them high-quality ingredients which present benefits both from a functional and nutritional perspective. For example, we offer ingredients from durum wheat, of natural and plant-based origin, which can be used to replace additives or ingredients of animal origin.



### #1.3 Responding to the key challenge of affordability

Offering simple and well-balanced food which is affordable is a major challenge for us at Panzani, and one which is all the more important in the current context of high inflation over the last two years.

**As a further example**, a packet of Panzani 500 g coquillettes currently costs €1.03<sup>8</sup> at the end of 2023 (average price excluding supermarket promotions in France). **We are, therefore, helping a family of 4 to eat a plate of pasta with a sauce for under €4<sup>9</sup>.**

5. Law helping to balance commercial relations in the farming and food sector an healthy, sustainable and affordable food for everyone. This French law was adopted in 2018. 6. The High Environmental Quality (HVE) level 3 certification is the highest level of the environmental certifications for farms. It is a results-based certification awarded on achieving key environmental performance indicators. This certification covers the protection of biodiversity, reduction in the use of phytosanitary products, sensible management of fertilizers and economic management of water resources. 7. The Red Label is a “French quality marker certifying that a product has a higher level of quality than that usually held by a similar product”. It is awarded by the State following an opinion by the National Institute for Quality and Origins. 8. Circana, May 2023. 9. Calculation on the basis of best-selling Panzani sauces: classic bolognaise 425 g at €1.88, Provençale 400 g at €2.05 - average price excluding supermarket promotions in France in late December 2023.



## Commitment #2



# SUPPORTING OUR CONSUMERS TOWARDS MORE SUSTAINABLE PRODUCE



## #2.1 Concrete solutions to reduce your carbon footprint in the kitchen

Here at Panzani, we offer solutions to people who want to enjoy eating whilst reducing their environmental impact: our 3-minute pasta range is thinner and designed to be cooked more quickly. Initially developed to help save time in the kitchen, the range has taken on a whole new meaning today by allowing people to reduce their energy use when cooking. In this same perspective, our new packaging promotes passive cooking, which involves turning off the heat midway through cooking and covering the pan for the remaining of the cooking time for optimal cooking and reduced energy use. This extremely simple method allows for a 21%<sup>1</sup> reduction in greenhouse gas emissions during cooking.

Consequently, by proposing these simple, yet effective practices to customers, we are inviting them to be actively involved in our environmental commitment.



<sup>1</sup> Savings made thanks to passive cooking (it is recommended to turn off the heat halfway through cooking) compared to the classic cooking time of 10 minutes, boiling time included.

## #2.2 Supporting the development of more sustainable food

We have a firm belief that our pasta and couscous can play a significant role in increasing plant-based foods. Offering a simple, affordable and much-loved option, they also allow people to make up an entire meal using plant-based ingredients, as well as being well-balanced and filling. This is also the case for our vegetable-based sauces and veggie bolognese using plant-based proteins for Food Service.

To go even further still and guide our customers in their meal choices which respond to these nutritional and environmental criteria, we are currently drawing up a special charter. For this purpose, we have initiated a project to better understand the nutritional and environmental impact of our products, whether eaten alone, in combination or with other food or ingredients. This knowledge basis of over 800 possibilities will allow us to identify and create combinations which are enjoyable, offer a nutritional balance and low environmental impact. Thanks to this, we will be able to offer recipes and tips which we will be delighted to share with our customers in 2025.

Pasta and couscous are:

durum wheat + water

THAT'S AND ALL!



At Panzani, innovation helping the food transition is a strategic priority. We strongly believe that we must offer solutions to customers now to help support them in choosing more sustainable food. The creation of our nutritional and environmental charter falls firmly within this objective. We are determined to play an active role in supporting customers adopt more responsible dietary practices, offering them options which combine enjoyment, quality and environmental respect.

**Audrey Luc,**  
Director of Communication & Public Affairs, Panzani

**Astrid Chappellaz,**  
Director of Research & Development of Sauces, Panzani

# Qui

## ACTING TOWARDS THE COMMUNITY



With some 819 employees across 7 sites throughout France, we are a people-centred and passionate group, united in our shared vision. We want to make our company a responsible stakeholder contributing towards the well-being of one and all, in particular our employees, who each day give their very best, as well as our customers, who trust in us each time they shop.

Taking concrete measures for better working conditions, the well-being of our employees and their continuous development, as well as the sustainability of our expertise all constitute key challenges. Our citizen commitment also guides us. This is why we are taking concrete measures allowing our employees to commit by our side whilst further bolstering our positive impact on society.

Because, here at Panzani, we are convinced that together we can work for a better future!

## OUR TARGETS

Working on reducing accidents on production sites:

**A fourfold reduction frequency<sup>1</sup> with time off work**  
(vs 2022, equating to a Frequency < 5)<sup>2</sup>

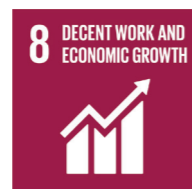
PLANNING FOR 2026

Promoting employee commitment each and every day:

**Achieving a score of 8.5/10<sup>3</sup> for our commitment**

PLANNING FOR 2026

**Our contribution towards the United Nations Sustainability Goals**



1. Frequency is the ratio between the total number of accidents (at work) having led to death or total incapacity of at least one day (excluding the date of the accident) and the total number of hours of exposure to the risk, multiplied by 1,000,000 (in order to have useable figures). 2-Frequency with stoppages in 2022: 26. 3. Via the Pulse barometer, a measurement tool evaluating performance, satisfaction and well-being of company employees.





## Commitment #1



# IMPLEMENTING INCREASINGLY RESPONSIBLE WORKING CONDITIONS

## #1.1 Protecting our employee health and safety

The health and safety of our employees is an absolute priority. We have the desire to drastically cut the number of workplace accidents. In this perspective, a new organisation focused on safety is currently being rolled out across all Panzani sites during 2024.

A host of initiatives have now been implemented. Firstly, we are modernising our infrastructure with specific investment for the health and safety of our employees. Subsequently, we are launching new processes, such as annual safety visits by members of the Board of Directors as well as the development of health and safety training programmes to meet the needs of our employees. Information days as well as workshops on sites are also organised to raise awareness of all members of staff to good health and safety practices.

Health and safety first involves prevention. This is a project we first launched back in 2023, with the aim of signing a new three-year agreement on working conditions for the 2024-2026 period. Regular interventions by social workers, nurses, occupational therapists and osteopaths are all arranged across our various sites.

**2023 INDICATORS**

12%

of Panzani employees have undergone health and safety training

---

27 accidents occurred with 19 leading to a work stoppage of at least one day:

- -40% (vs 2022) in our frequency with time off work currently at 15.2
- -20% (vs 2022) over our severity level<sup>1</sup>, currently at 1.8

**2025 TARGET**

A fourfold reduction to the frequency of accidents with time off work (vs 2022<sup>2</sup>)

## 2023: grand opening of our brand new head office

In 2023 we also celebrated the grand opening of our brand new head office in Lyon, named "Le Moulin", or the Mill, which was chosen by our employees as a tribute to our expertise as a semolina and pasta producer. This brand new site is conducive to multi-disciplinary collaboration and the well-being of teams and was designed alongside our employees, notably with the aim of respecting different working methods and also

with close attention to the environmental impact of the site. We were awarded the BREEAM Silver certification<sup>3</sup>. Furthermore, we opted for a site with easy access to public transport and soft mobility methods, to help encourage sustainable means of transportation when coming to work.

The places of work and communal areas across our industrial sites have also been significantly updated, with major investment totalling 1.2 million euros.

## #1.2 Measures in favour of well-being at work

At Panzani, taking measures in favour of well-being at work means, above all, supporting our employees each and every day through concrete initiatives perfectly suited to meet their needs. For instance, this involves working from home on additional days for people who are approaching retirement, flexible working hours for those in at-risk positions or additional support, notably through the provision of useful information via specific guides, and at important moments in life such as following childbirth or preparing for retirement.

We also organise fun events such as sporting events (football team on the La Montre site, participation in "Run in Lyon" by 45 head office employees, etc.) or family days to let employees bring their family members to work to visit. After the head office in 2023, a similar event will be organised at La Montre and Nanterre in 2024.

**Concrete initiatives**

In 2023, we launched a complete renovation of the nursing station, social work offices and the CRE-CERPAL on our Saint-Just site. Renovation work of all our industrial sites will continue throughout 2024.

*We have the firm belief that in order to develop the commitment and well-being of employees and citizens, we must:*

- offer high-quality conditions and working environment, which are suitable for the current developments and safety requirements of each individual;
- develop our talent and secure our expertise, notably as a semolina and pasta producer, for the sustainability of the durum wheat and pasta sector as a whole;
- nurture citizen-led commitment at large scale and make our employees ambassadors of our firm each day.

**Jérémy Mailly,**  
Human Resource Director,  
Panzani

**WORKFORCE**

819

employees on fixed-term, open-ended and block-release contracts as at 31st December 2023, representing an increase of circa 7% compared to the total workforce numbers in late 2022

o/w 725

on open-ended contracts as at 31st December 2023, representing an increase of circa 7% compared to the total on open-ended contracts in late 2022

## #1.3 Implementing fruitful dialogue with unions

In 2023, new union elections were organised across our various sites, which led to a renewal of dialogue with trade unions and some 90 meetings, allowing for information to be shared (CSE, CSSCT committees<sup>4</sup>), or the negotiation of collective bargaining agreements.

To foster and nurture this dialogue with unions, in 2023, Panzani initiated training, which will continue in 2024, regarding social dynamics with key stakeholders such as the chairs of management bodies, union representatives and HR teams. These training programmes also represented the ideal opportunity to delve deeper into subjects such as meeting coordination, improved working conditions and management of human relations.

In the framework of the most recent negotiations, Panzani signed several agreements with social partners. Some of these concern the whole company - wage agreements, profit-sharing agreement, agreement on the composition of staff representative bodies (IRP) -; whilst others concern, more specifically, production sites - agreement on replacement employees, on-call agreement, transportation allowances.

As an illustration, outside of the usual negotiations, union representatives were actively involved in major projects such as the move of the head office, the launch of a new category of products in 2024 or even flexi-time hours to optimise production capacity across the La Montre site.

1. The severity level of accidents is the ratio between the number of days lost through temporary incapacity over the number of hours worked multiplied by 1,000. 2. Frequency with stoppages in 2022: 26.3. The BREEAM Certification evaluates the environmental performance of a building taking into account several criteria, notably energy performance, water management, greenhouse gas emissions, interior air quality, use of sustainable materials and waste management. 4. Social and Economic Committee & Health, Safety and Working Conditions Committee.

## Commitment #2



# FOSTERING THE DEVELOPMENT OF EMPLOYEES AND SUSTAINABILITY OF OUR EXPERTISE

## Skills development

Training is a key factor in developing and supporting our talent as well as increasing loyalty and bolstering employability.

In 2023, priority was given over to employee safety and development.

In 2024, we plan to overhaul our training programmes to respond both to those needs identified by teams and managers, and to meet the targets set out by our strategy, all the time whilst taking into account our commercial ethos and the changes in our profession. The resulting programme will place a focus on professional training and measures to increase efficiency at work, such as project management or a specific management training programme.

In parallel, we want to implement an internal mobility programme, for instance without our Industrial Management department for Marketing and Sales Representation teams. Shared pathways will be developed, with option modules, so as to allow employees to experience real-life situations within their skills pathway.

We are also overseeing the organisation of exchanges between managers and employees, to allow each individual to have their say notably regarding personal development within Panzani and their training needs for the months ahead. These subjects are automatically discussed during development meetings held each year in summer.

### 2023 INDICATORS

11 professional skills certificates

+ 44.5%

hours of training (versus 2022), corresponding to 14,055 hours



Across each of our industrial sites, skills and expertise of our employees are promoted through the implementation of professional skills certificates (CQP).



## Securing our expertise

In 2023, we launched a dedicated working group aimed at bolstering and developing training programmes on our essential expertise, related to semolina and pasta production.

In parallel, we also identified and monitored roles with unique skills requirements (RCU) so as to secure and safeguard this expertise. This monitoring process is intended to anticipate employees taking retirement and guarantee the continuity of key skills within our business.



## Commitment #3



# PROMOTING EMPLOYEE COMMITMENT

## #3.1 Fostering a feedback culture!

After a pilot year in 2022, 2023 saw the wider roll-out of Pulse, a barometer measuring employee commitment<sup>1</sup>. This initiative allowed us to guarantee that employees' needs are listened to and to roll-out suitable action plans.

The results of this pilot year in 2022 and the first year of implementation in 2023 have shown a clearly positive development: our rate of participation increased by 5 points and our commitment score rose by 1.3 points at a constant perimeter. Additionally, the commitment score for this first edition (after the pilot year) was 7.9/10, with a participation rate of 54%.

### 2026 TARGET

Promoting employee commitment each and every day:  
Achieving a score of 8.5/10



In 2023, we also launched a development mechanism named "Feedback 360", which will be available to all managers. The principle of this mechanism, administered via a digital platform, consists of a personalised questionnaire for Panzani as well as an individual debriefing undertaken by a coach, offering our managers the chance to gain essential skills in terms of leadership and team management.

In 2023, this mechanism was tested by members of the Board of Directors. In 2024, it will be rolled out to our wider management team, before then being available to all managers in 2026.



<sup>1</sup> A measurement tool evaluating performance, satisfaction and well-being of company employees.





### #3.2 Promoting gender equality

Our target is to guarantee equal treatment in terms of career development and wages between men and women with the same level of responsibilities, qualifications, skills and years' service. For this purpose, indicators are monitored by staff representative bodies and we carefully supervise our **gender equality index score**.<sup>1</sup>

In 2024, Panzani launched negotiations on gender equality at work with its staff representatives, so as to reach a three-year agreement and set in stone its precise commitments and resources.

### #3.3 Promoting equal opportunities for all

Finally, we place a great deal of importance on the need to train the younger generations, notably by recruiting young people on block-release apprenticeship contracts. As at 31st December 2023, there were 55 block-release trainees at Panzani.

Our recruiters are also trained in non-discrimination and guarantee good practices in terms of recruitment.

**2023 INDICATORS**

**< 8%**  
rate of absenteeism<sup>2</sup>

**12.4%**  
rate of attrition<sup>3</sup>  
(a reduction of 22.5% vs 2022)

**86/100**  
gender equality index

**51.1%**  
female managers<sup>4</sup> as  
at 31st December 2023

**45%**  
women on the wider  
management team including  
the Board of Directors as  
at 31st December 2023

**4.26%**  
of disabled employees

1. The professional equality index is a tool which calculates pay discrepancies between men and women in a company. It is mandatory for any company with at least 50 employees during the past year. It must be published each year by 1st March. 2. The rate of absenteeism is a percentage calculated using a formula which uses the number of days of absence (monthly or annual) over the number of days worked (monthly or annual) which is multiplied by 100 to give a total percentage. 3. The rate of attrition is the number of people terminating open-ended employment contracts over 2023 divided by the total number of permanent employees as at 31/12/2022. 4. Percentage of female executives over the total number of executives.

## Commitment #4 ACTING TOWARDS CITIZEN COMMITMENT



### #4.1 Ambassadors, one and all: "Take action!"

In 2023, we launched our "Oui j'agis !" ambassadors programme, aimed at raising awareness and mobilising all employees to the environmental and societal challenges we face. For this purpose, we brought together a team of "super-ambassadors" with 13 ambassadors and 2 volunteers, across each of our sites. They play a key role in promoting company initiatives with their colleagues.



This programme is based on a dedicated programme named "Vendredi"<sup>5</sup>, and internal communication tools to share with employees **CSR-related content**. It is rolled-out on subject-specific themes, aimed at allowing each individual to take concrete action and become a spokesperson within his/her professional and personal sphere on the subjects concerned. Each of these involves a webinar backed up by communication supports such as posters and brochures, Q&A sessions led by our ambassadors and

interactive quizzes. For the first year of the "Take Action!" programme in 2023-2024, 4 subjects were scheduled: Responsible French Wheat, Climate Challenges, Health and Safety at Work, Sustainable Nutrition and Food. The first led to events in Q4 2023, and the others will be led over 2024.

**2023 INDICATORS**

**1/3** of eligible employees  
registered on the Vendredi  
platform  
at its launch in 2023 and took  
part in at least one initiative  
(an average of 5 initiatives  
per person)

### #4.2 Promoting solidarity-based initiatives

At Panzani, we have made a firm **commitment towards developing skills sponsoring**: in 2024, Panzani will allow its employees to make a commitment in favour of any worthy cause. A working group is currently being put together to help implement this initiative. Our target is to dedicate 500 days to partner charities and associations by 2026 and 1,000 days by 2030.

In parallel, we are stepping up in our commitments aimed at fighting against food precarity, a cause which is particularly dear to our heart:

- **historical charity commitments**: for more than a decade, we have actively supported organisations such as the French charity Secours populaire, Les Restos du Coeur and other charities helping students and vulnerable members of the population;
- **sharing and raising awareness during special day events**. As an example: the initiative named "La Table Panzani" offered 100 meals to the French Secours populaire on 25th October 2023, World Pasta Day;
- **anti-waste initiatives**, notably through our involvement in the "Too Good To Go" initiative and "Pour nourrir demain" which offered some 2,000 "anti-waste packages" at half price, made up using Panzani products.

**2023 INDICATORS**

**130 t**  
of products donated to  
charities, the equivalent  
of 1.3 million portions<sup>6</sup>

\*Take action.  
5. A dedicated platform to nurture employee commitment.  
6. Equivalency calculated for a 100 g portion of pasta per person.

# DASHBOARD

Parties	Sub-parties	CSR Indicators			Units	Formulas to determine CSR indicators & the perimeter	
		Definition	2023 data	Target			
<b>ABOUT</b>	All about our CSR strategy	Ecovadis score	65/100 (= Silver)				
<b>PILLAR 1: ACTING FOR OUR AGRICULTURAL SECTORS</b>	<b>Commitment #1</b> Supporting the transformation of our two strategic sectors: durum wheat and tomatoes	[Wheat] Durum wheat under the French Responsible Wheat Charter (BRF) - Nature 1 and Nature 2	244,910t o/w 90,100t of Nature 2	260,000t for the 2026 harvest from seeds sown in 2025 - 100% Nature 2 (equating to 100% of durum wheat required for production of Panzani pasta made in France)	tonne	Tonnage of French durum wheat under BRF specifications purchased by Panzani Perimeter; per year of harvest (and not tax year)	
		[Wheat] BRF indicator: Number of hectares of planted strips or set-aside	327 hectares, equating to 1.8% of BRF surface area (17,780 ha)	1,000 hectares, equating to 2% of BRF surface area (equating to 50,000 ha)	hectares		
		[Wheat] BRF indicator: Number of nesting or roosting sites	1,005 bird nesting or roosting sites	5,000 bird nesting or roosting sites	nesting/roosting sites		
		[Wheat] BRF indicator: Premium paid to OS for durum wheat under the BRF charter	€20/tonnes of which a min. of 60% is paid to farmers		€/tonnes		
		[Wheat] BRF indicator: Number of farmers committed towards the BRF	615 farmers across 4 production basins	2,000 farmers for crops sown in 2025	farmers		
		[Wheat] BRF indicator: Number of BRF clubs organised	8 BRF clubs		BRF clubs		
		[Wheat] BRF indicator: Number of farmers trained during these clubs	250 farmers		farmers		
		[Tomatoes] Share of tomatoes under the Responsible Tomato strategy	Pilot studies	80% by 2030	%		
		[Tomato] Number of pilot plots monitored to measure water use	6 plots	A 5% reduction in water use for irrigation by 2030	plots		
		[Tomato] Implementation of mixed-crop plantations	14 farmers		farmers		
	[Tomato] Number of plots having implemented mixed-crop plantations	19 plots equating to 69.5 ha		hectares			
	[Tomato] Number of farmers having implemented new fertilization strategies	12 farmers		farmers			
	[Tomato] Number of plots having tested fertilization strategies	17 ha equating to 1,160 t of tomatoes		hectares			
	[Tomato] Share of tomatoes used which are produced in France	6,000 tonnes	9,000 to 12,000 contractual tonnes in 2024	%			
	<b>Commitment #2</b> Responsible purchasing	French origin of beef	2/3				
	<b>Commitment #3</b> Supplier evaluation (SEDEX)	Percentage of top 80 suppliers registered on the SEDEX platform or equivalent	57%	100% by 2024	%		
		Percentage of top 80 suppliers currently being registered on the SEDEX platform or equivalent	25%		%		
	<b>PILLAR 2: ACTING FOR THE ENVIRONMENT</b>	<b>Commitment #1</b> Contributing towards mitigating climate change	Scope 1 and scope 2 Market-Based greenhouse gas emissions	19,013 teqCO2 (scope 1) 2,449 teqCO2 (scope 2)	- 47% (vs 2019) of greenhouse gas emissions over direct emissions (scope 1 & 2) by 2030	tCO2	
			Scope 3 greenhouse gas emissions	741,850 teqCO2	- 28% (vs 2019) of greenhouse gas emissions over indirect emissions which correspond to our raw material purchases and transportation (scope 3) by 2030	tCO2	Excluding emissions caused by the use of our products and customer travel to stores, with these being outside of our perimeter following an SBTi recommendation.
			Rate of reduction of greenhouse gas emissions upstream of durum wheat production (representing 43%)		10% to 15%	%	
Volume of durum wheat supplied by boat in the north of France			52%		%		
Volume of durum wheat supplied by boat in the south of France			42%		%		
Greenhouse gas emission reductions by customers thanks to passive cooking			21%		%	Savings made thanks to passive cooking (it is recommended to turn off the heat halfway through cooking) compared to the classic cooking time of 10 minutes, boiling time included.	
Greenhouse gas emission reductions by customers thanks to 3-minute pasta			30%		%	Savings compared to classic pasta cooking time of 10 minutes, using a natural gas or electric hob, boiling time included.	
<b>Commitment #3</b> Minimising the impact of our production sites		Natural gas usage across all of our sites	101,368,152 kWh PCS		kWh PCS		
		Share of use of natural gas across 3 transformation sites (La Montre, Nanterre, Vitrolles)	97%		%		
		Reduced use of natural gas	8% (versus 2021)		%		
	Electricity usage across all of our sites	72,151,816 kWh		kWh			

Parties	Sub-parties	CSR Indicators			Units	Formulas to determine CSR indicators & the perimeter	
		Definition	2023 data	Target			
		Total water usage across all of our sites	163,398 m³		m³	Water use across our 6 industrial sites (3 semolina plants and 3 pasta and couscous transformation plants, excluding the head office, logistical warehouses and R&D labs).	
		Process water use in mills	90%		%		
		Total water use in pasta production sites	Between 65% and 75%		%		
		Reduction to overall water usage in pasta and couscous production sites	11,000m³ in 2024 and 19,500 m³ in 2025		m³		
		Total weight of waste	5,063 t		tonne		
		Share of waste recycled	85%	95% by 2023	%		
		Weight of by-products from mills and semolina factories recycled	114,999 t		tonne		
		<b>Commitment #4</b> Adopting a circular model for all packaging	Thickness of pasta packaging	45µm	40µm in 2024	µm	
			Integration of recycled material in our PP film		Trials using 20% of rPP in 2024	%	
			Share of recyclable packaging by weight	94%	100% in 2025 in accordance with the AGEC Law	%	Weight of recyclable packaging over the total weight of packaging. Perimeter: eco-packaging declaration for household packaging on the French market in 2023 (CITEO figures)
<b>PILLAR 3: ACTING FOR BETTER FOOD</b>	<b>Commitment #1</b> Offering good, well-balanced and affordable produce	Products rated Nutri-Score A or B	90.90%	>95% in 2026	%	Number of Panzani products with a NutriScore of A and B/total number of Panzani products * 100	
		Introduction	Total workforce (on fixed-term, open-ended and block-release contracts)	819 as at 31st December 2023		employees	All employees on fixed-term + open-ended + block-release contracts
	Total employees on open-ended contracts		725 as at 31st December 2023		employees	Employees on open-ended + fixed-term contracts having taken sabbatical leave: Blue-collar + White-collar + Specialist + Directors. Exclusion: apprentices, block-release employees, trainees.	
	<b>Commitment #1</b> Implementing increasingly responsible working conditions		Panzani employees have undergone health and safety training	12%		%	All employees on fixed-term + open-ended + block-release contracts. Exclusion: temps, service providers, trainees
		Number of accidents observed including those leading to a work stoppage of at least one day	30 accidents occurred with 19 leading to a work stoppage of at least one day		accidents		
Reduction to the severity level		-20% (vs 2022) over our severity level, currently at 1.8			Number of days lost through temporary incapacity over the number of hours worked multiplied by 1,000.		
<b>Commitment #2</b> Fostering the development of employees and sustainability of our expertise	Reduced frequency of accidents with time off work	A 40% reduction (vs 2022) over our frequency of accidents currently at 15.2	A fourfold reduction by 2026		Total number of workplace accidents declared x 1,000,000/Total hours worked to be deducted		
	BREEAM certification	Silver					
<b>PILLAR 4: ACTING TOWARDS THE COMMUNITY</b>	<b>Commitment #2</b> Fostering the development of employees and sustainability of our expertise	Number of professional skills certificates	11 professional skills certificates		certificates		
		Increase in employee training hours	An increase of 44.5 hours of training (versus 2022) corresponding to 14,055 hours		%		
	<b>Commitment #3</b> Promoting employee commitment	PULSE employee commitment score	Score of 7.9/10 on the Pulse barometer with a rate of participation of 54%	Target score of 8.5/10 in 2026	%		
		Total employees on block-release contracts	55 alternating fixed-term contracts as of Dec. 31, 2023	block-release contracts	employees		
		Rate of absenteeism	Below 8%		%	All employees on fixed-term + open-ended + block-release contracts. Exclusion: temps, service providers, trainees. Percentage calculated using a formula which uses the number of days of absence (monthly or annual) over the number of days worked (monthly or annual) which is multiplied by 100 to give a total percentage	
		Rate of attrition	12.4% (a reduction of 22.5% vs 2022)		%	All employees on fixed-term + open-ended + block-release contracts. Exclusion: temps, service providers, trainees. The rate of attrition is the number of people terminating open-ended employment contracts over 2023 divided by the total number of permanent employees as at 31/12/2022	
		Gender equality index	86/100		%		
		Share of female managers	51.1% as at 31st December 2023		%	Female executives/Total executives (as a %)	
		Percentage of women on the wider management team including the Board of Directors	45% as at 31st December 2023		%		
	<b>Commitment #4</b> Promoting employee commitment	Disabled employees	4.26%		%		
Employees registered on the Vendredi platform		1/3 of employees		employees			
	Charity donations	130 tonnes of produce equating to the equivalent of 1.3 million portions		tonne			

# CSR REPORTING PERIMETER

This document gives specific information regarding Panzani's extra-financial performance. This annual CSR report is a voluntary reporting tool which presents the strategy and initiatives led by Panzani in terms of sustainability across all activities within the perimeter of the consolidated Panzani Group for the period between 1st January 2023 and 31st December 2023, corresponding to the company's tax year. This report does not include activities from its international subsidiaries, deemed non-material<sup>1</sup> (Panzani Asia, Panzani Pasta Romania, Panzani West Africa). In such instance as any indicator presented in this report covers a different perimeter, this will be clearly signposted by way of a footnote.

This report also includes an impact matrix presenting the material and significant impacts of Panzani's activities on the environment and on society. This first stage aims at preparing the publication of a dual-material impact matrix.

In addition to this report, those stakeholders interested can consult the Panzani Group website: <https://www.groupe-panzani.fr/nos-engagements>

# CSR REPORTING METHODOLOGY

The indicators used by Panzani to measure its sustainability performance in 2023 cover social, environmental and governance themes, as well as those challenges covered by the ESRs<sup>2</sup>, such as these are defined under the Delegated Acts completing directive 2013/34/EU of the European Parliament and Council concerning sustainability reporting standards<sup>3</sup>, and evaluated by Panzani as material, following an impact analysis.

A selection of indicators evaluated as particularly material in light of the Panzani commercial sector and its CSR challenges has been verified by an independent third-party, namely Ernst & Young (EY).

Since 2019, Panzani has also worked with EcoAct to measure and identify levers to reduce its greenhouse gas emissions<sup>4</sup>.

Following this work, EY has expressed a moderate level of assurance regarding the conformity and sincerity of the selection of indicators published in this report.

1. Representing less than 2% of sales turnover of the group perimeter. 2. The European Sustainability Reporting Standards (ESRS) are a set of standards set out by the European Financial Reporting Advisory Group (EFRAG) to help guide European entities in the production of sustainability and environmental, social and governance reporting (ESG). 3. The Corporate Sustainability Reporting Directive (CSRD) is an EU directive aimed at improving and expanding commercial sustainability reporting requirements. It replaces and bolsters the 2014 Non-Financial Reporting Directive (NFRD). 4. Scope 1, 2 and 3 greenhouse gas emissions are defined on p. 41-42.

# ACKNOWLEDGEMENTS

We would like to express our sincere thanks to all people involved in drafting this corporate social responsibility report.

Drafting, design and publication: LinkUp

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This is a free translation into English of the report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

## A limited degree of assurance over the report by the independent auditor regarding information presented in the CSR report for the financial year ending on 31st December 2023

Dear CEO,

In accordance with the assignment entrusted to us by your management, we have conducted a limited assurance audit of the extra-financial information (hereinafter the "Information") prepared in light of the Entity procedures (hereinafter the "Reference System"), presented in the CSR Report (hereinafter the "Declaration" for the financial year ending 31st December 2023).

### Conclusion in the form of limited assurance

On the basis of the procedures implemented by us as described under the section entitled "Nature and scope of work" and the conclusive information collected, we have not observed any significant anomalies which would call into question the Information established, in any significant manner, in accordance with the Reference System.

### Preparation of Information

The absence of any generally accepted reference framework typically used or any established best practices on which to base the assessment and measurement of Information allows for the use of different measurement techniques, but which are acceptable, and which may affect the comparability between entities over time.

Consequently, the Information must be read and understood with reference to the Reference System of which the significant elements are available in the Declaration, under the column headed "Formula for calculation of the CSR indicator & perimeter" under the table labelled "Table of indicators".

### Limitations inherent to preparation of Information

Information may be subject to uncertainties inherent to the state of scientific or economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodologies, hypotheses and/or estimates used for establishment.

### Responsibility of the Entity

It is incumbent upon the Entity management to:

- select or establish appropriate criteria on which to prepare Information;
- prepare Information in accordance with the Reference System;
- develop, implement and maintain internal controls deemed necessary to establish Information which is free of any significant anomalies, whether resulting from fraud or error.

### Responsibility of the independent auditor

It is incumbent upon us to:

- plan and perform the assignment so as to obtain the limited assurance that the Information includes no significant anomalies, whether resulting from fraud or error;
- express an independent conclusion on the basis of conclusive information we have obtained;
- send our conclusion to the CEO of Panzani.

As it is incumbent upon us to express an independent conclusion regarding Information such as this is prepared by management, we are not authorised to be involved in the preparation of said Information, as this may compromise our independence.

It is not, however, incumbent upon us to express an opinion on:

respect by the entity of other legislative and regulatory provisions applicable (notably regarding vigilance and fighting against corruption and tax evasion);

conformity of products and services with applicable regulations.

**Professional standards applied**

Our work as outlined hereunder has been undertaken in accordance with the ISAE 3000 (revised) international standard *Assurance engagements other than audits or reviews of historical financial information* published by the IAASB (*International Auditing and Assurance Standards Board*).

**Independence and quality control**

Our independence is defined by the IESBA (*International Code of Ethics for Professional Accountants (including Independence Standards)*) code of ethics.

Moreover, we apply the International Standard on Quality Management 1 which implies the definition and implementation of a quality control system comprising documented policies and procedures aimed at guaranteeing the respect of ethical standards, professional standards and legislation and regulations in force.

**Means and resources**

Our work involved the respective skills of five people undertaken between February and July 2024.

**Nature and scope of work**

We planned and conducted our work in such manner as to take into account the risk of significant anomalies which would call into question the fact that the Information was established in accordance with the Reference System. In our professional opinion, we notably implemented the following procedures:

- to gauge a proper understanding of the activities of all entities within the consolidation perimeter and the summary of the primary risk factors;
- to appreciate the appropriate nature of the Reference System in light of its relevance, completeness, reliability, neutrality and comprehensible nature, taking into consideration, where applicable, good practices in the sector;
- to audit implementation of a process for collection, compilation, processing and control aimed at ensuring the complete and coherent nature of the Information;
- to consult the documentary sources used and to undertake all necessary interviews with people concerned to analyse the roll-out and application of the Reference System;
- to implement analytical procedures concerning the Information and audit, on the basis of surveys, calculations and consolidation of Information;
- to test Information at sample level for representative entities we selected in line with their activities, contribution for the consolidated information, involvement and risk analysis;
- to conduct interviews to check the proper application of procedures, and to implement detailed tests on the basis of samples, consisting of auditing the calculations undertaken and consolidating data from supporting documents.

The procedures implemented in the framework of a limited assurance audit are less expansive than those required for reasonable assurance. Consequently, the level of assurance obtained in the framework of a limited assurance audit is substantially lower than that which would have been obtained for a reasonable assurance audit.

Lyon, 26th July 2024  
 The Independent Auditor  
 EY & Partners  
 Xavier Guillas

# Appendix 1

Information considered as most important

<b>Social information</b>	
<i>Quantitative information (including key performance indicators)</i>	<i>Qualitative information (initiatives or results)</i>
Total workforce (number); Total employees on open-ended contracts(number); Share of female managers(%); Rate of absenteeism (ratio); Frequency with stoppages (ratio). Number of accidents observed including those leading to a work stoppage of at least one day;	Results of the Human Resource policy; Results of the employee health and safety policy;
<b>Environmental information</b>	
<i>Quantitative information (including key performance indicators)</i>	<i>Qualitative information (initiatives or results)</i>
Scope 1 greenhouse gas emissions (teqCO2); Scope 2 greenhouse gas emissions (teqCO2); Scope 3 greenhouse gas emissions (teqCO2); Total water usage across all of our sites (m³); Share of recyclable packaging (%).	Results of the environmental policy.
<b>Societal information</b>	
<i>Quantitative information (including key performance indicators)</i>	<i>Qualitative information (initiatives or results)</i>
Volume of durum wheat under the French Responsible Wheat Charter (BRF) - Nature 1 and Nature 2 (tonne); Share of products rated <i>Nutri-Score</i> A or B (%).	Results of the corporate social responsibility and governance policy; Results of the customer satisfaction policy; Results of the sustainable agricultural production and supplies and traceability policy.



**For any questions or  
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