

A pair of hands is shown from the wrist up, holding a small, thin plant with several small white flowers. The hands are positioned at the bottom of the frame, with the fingers gently gripping the stem of the plant. The background is a soft, warm sunset or sunrise, with a large, bright orange sun partially obscured by the plant's stem. The overall tone is hopeful and nurturing.

# Sustainable Development

Plan

2024 - 2026

Fruit d'Or



# At our very beginning in 1995, we witnessed a small miracle.

A piping plover, fragile and curious, chose our cranberry fields as its nesting place. Reminiscent of the distant Atlantic beaches, the vast sandy expanses of our lands were the perfect haven for this endangered bird.

Its faithful, discreet presence became our greatest lesson of love for nature. Protecting its world means preserving our common good.

This little bird, a messenger of biodiversity, triggered a heartfelt decision for us: to choose agriculture based on harmony with nature.





## About this Report

This report presents the first sustainable development plan of Fruit d'Or. It reflects our commitments to environmental preservation, individual well-being, and support for the communities with which we engage.

We detail our priorities and commitments, thereby marking our approach to increased transparency and formalizing our concrete support for the UN Sustainable Development Goals.

This plan covers fiscal years 2024-2026 and applies to our sites in Centre-du-Québec, including the Villeroy service centre, the Plessisville production site, and the Saint-Hyacinthe innovation hub in Montérégie. The objectives are set to be reached by the end of fiscal year 2026, although there are specific targets with different deadlines set earlier or later than this timeframe.

# Navigate the sustainable development plan

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# A Shared Vision

## Message from Martin and Marie-Michèle

Dear readers,

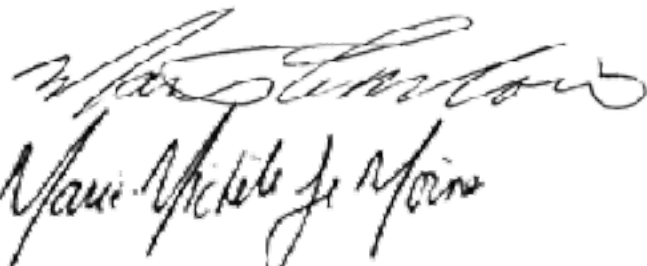
It is with great pride that Marie-Michèle and I unveil today Fruit d'Or's very first sustainable development plan. This project embodies the result of a progressive and team-oriented approach, carefully thought out and infused with humility, aimed at establishing a solid foundation to ensure the sustainability of our company. As we embark on this natural transition of governance from the first generation of founders to the second generation of our family, we fully recognize the importance of every step we take towards a more responsible future.

**Our company, founded on a deep respect for nature and driven by a sincere desire to promote kindness to all living beings, is committed to strengthening these values in every aspect of its activities.** This requires continuous commitment, constant self-questioning, and the involvement of all our partners and collaborators to amplify our impact.

This report will guide you through our sustainability journey. It explores our commitments and recent actions in caring for nature, people, and the communities around us. It symbolizes our determination to leave a legacy and offer present and future generations a future we can all be proud of.

We thank you from the bottom of our hearts for being by our side in our endeavor, for inspiring us, and for sharing our values.

With all our gratitude,



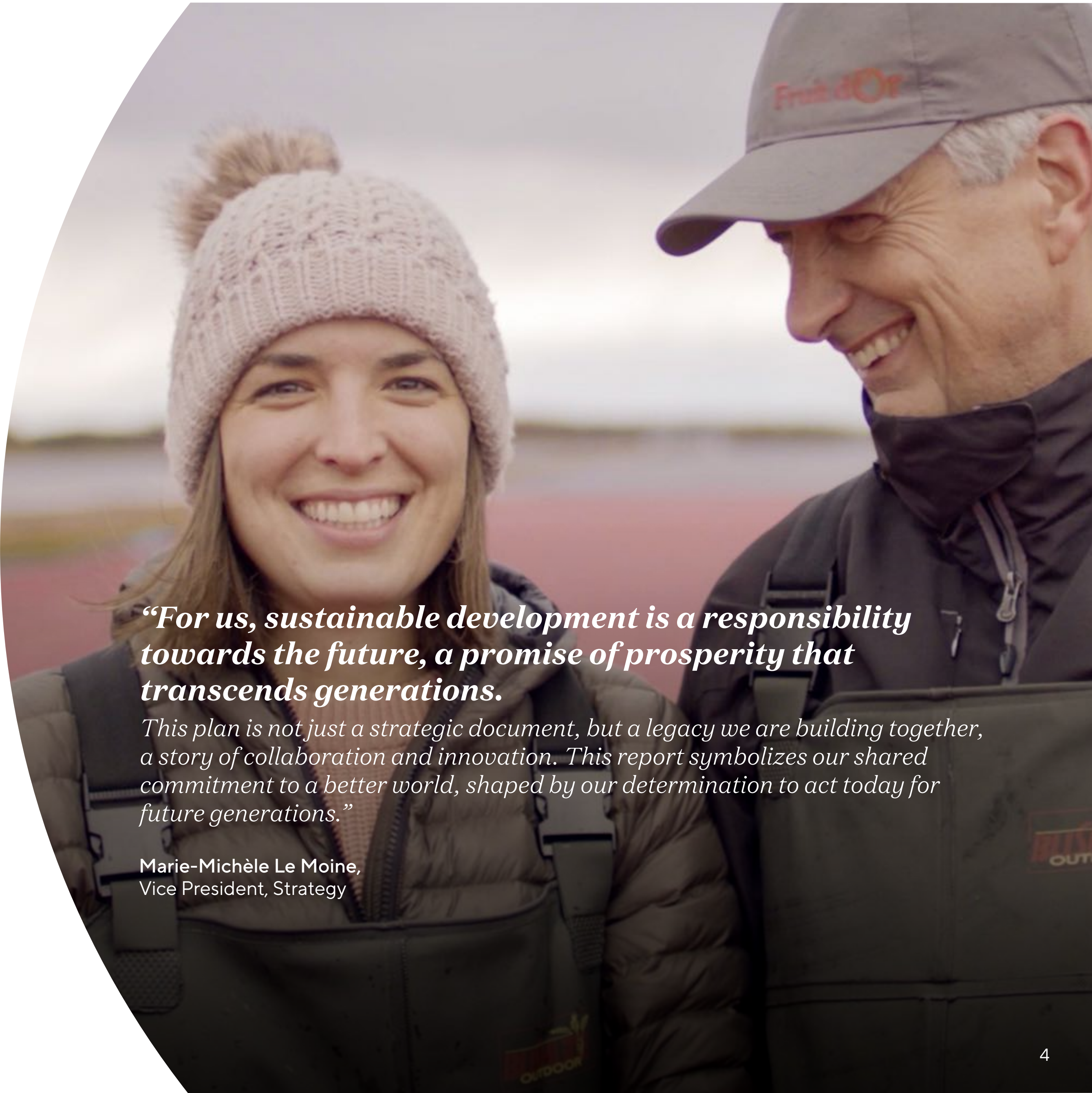
Martin Le Moine  
President and Co-founder

Marie-Michèle Le Moine  
Vice President, Strategy

***“For us, sustainable development is a responsibility towards the future, a promise of prosperity that transcends generations.***

*This plan is not just a strategic document, but a legacy we are building together, a story of collaboration and innovation. This report symbolizes our shared commitment to a better world, shaped by our determination to act today for future generations.”*

Marie-Michèle Le Moine,  
Vice President, Strategy





# Our story, Our roots.

**Fruit d’Or was born from the vision of an entrepreneur who believed in the agricultural potential of sandy soils and the strength of organic farming in the cranberry sector.** Today, our desire to do better for the environment and society positions us as the world's number one in organic cranberry processing and the second-largest processor of organic wild blueberries.

Our journey began in 1995 when our co-founders, Martin Le Moine and his wife, Rachel Carrier, united the strengths of two families and dedicated partners to found Fruit d’Or. From the beginning, everyone agreed to work by minimizing the company's environmental impact and aspired to amplify its positive contribution to society. Moreover, they aimed to become leaders alongside producers, suppliers, customers, consumers, and communities who, like them, understood the need to do more for the planet. Together, they worked tirelessly to exceed industry standards in terms of sustainable development.

The establishment of Fruit d’Or marked a turning point for the region. By becoming the third cranberry farm in Quebec in 1995, our company not only strengthened the agri-food sector but also played a key role in local economic revitalization. Our presence stimulated economic growth, attracting new investments and creating jobs, making us an important economic contributor to the region. In this endeavor, we established a model of close partnerships with our local grower-partners, allowing us to offer the world the best of our berries.

Our story is one of a team that, from its local roots in Quebec, has grown and established itself as a major player in the agri-food industry while remaining true to its values of collaboration, innovation, and kindness.

*“Fruit d’Or was built on the dream of a few families driven by **the desire to shape a future of kindness for our children and leave a sustainable legacy.** Our initial ambition to have an organic cranberry farm quickly transformed into a flourishing adventure.”*

**Martin Le Moine,**  
President and Co-founder

Photo :  
Our three founders (from left to right):  
Sylvain Dufour, Martin Le Moine, Rachel Carrier

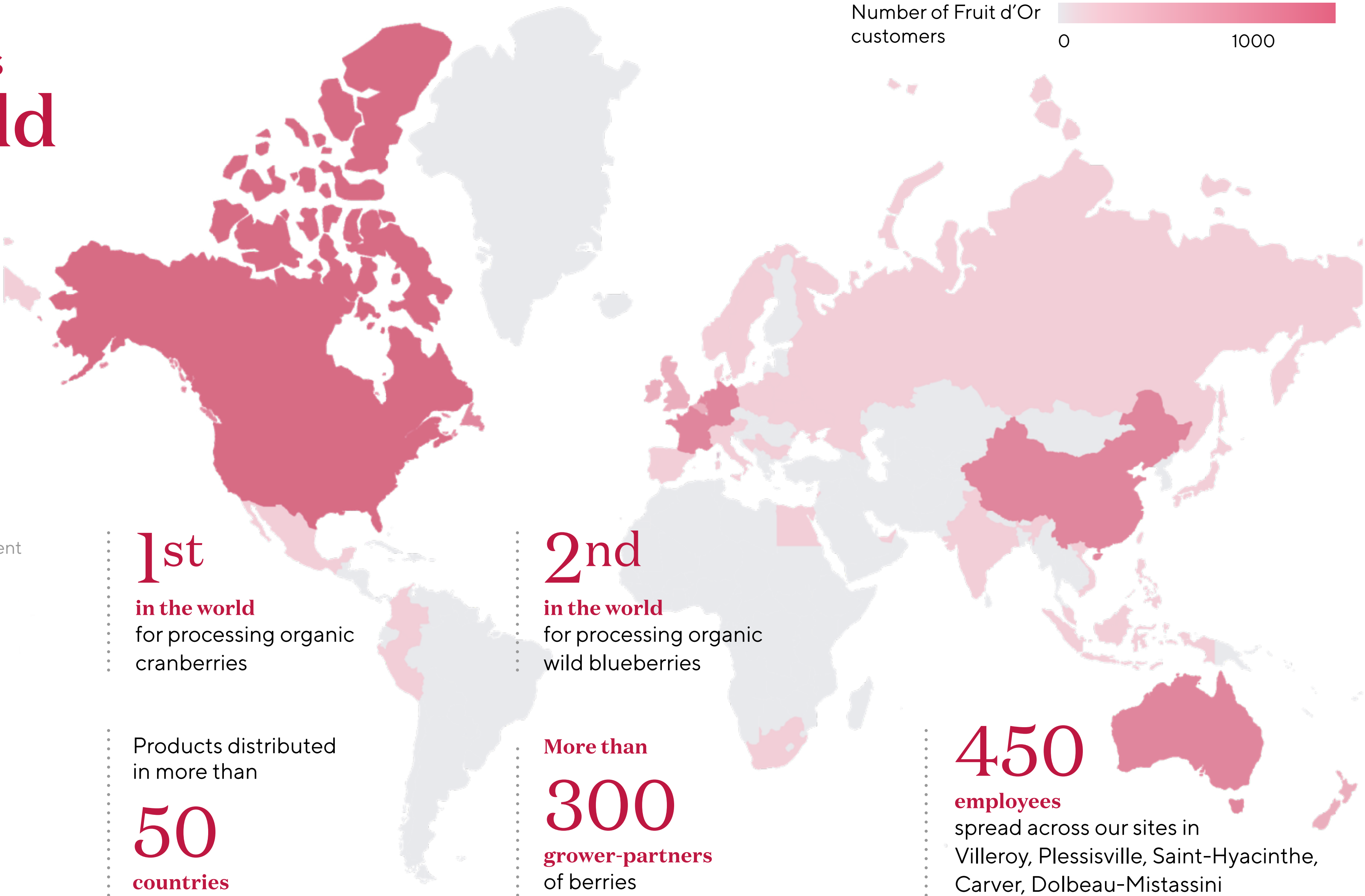


# The Best of Our Berries For the World

*"In just a few years, our humble artisanal venture has become a major player in the food industry, proudly carrying the flavors of Quebec to every corner of the globe. Today, 24 years later, **80% of the fruit we process finds its way to international markets.** We are very proud to share our story, our terroir, and our values with the entire world."*



Sylvain Dufour  
Vice President of Business Development  
and Co-founder





# Innovation and Well-being:

## Our Products for Good Health

We take great care of our fruit, from fields to finish, leveraging our **top-tier expertise in three key sectors.**



### Ingredients

Cultivating what's real

Our specialized ingredients team works with producers, manufacturers, distributors and repackers in the following categories: dairy products, snacks, cosmetics, jams and sauces, cereal, baked goods, beverages and confectionaries. Fruit d'Or offers processors and distributors from different industries a wide range of cranberry and wild blueberry products: dried fruit, concentrate, powders, juice, purees and frozen fruit.



### Nutraceuticals and co-products

Purity from the ground up

Fruit d'Or is the world's largest supplier and processor of organic cranberry and blueberry powder. Fruit d'Or's berries come from the province of Québec, Canada—a region world-renowned for the quality of its organic cranberry and wild blueberry crops—where they are grown and processed to preserve all their natural benefits. Natural health and cosmetics companies can count on pure, consistent ingredients for their top-quality products.



### Retail and private label

Patience: little berry, big love.

We take great care of our little berries: respectful culture, light pressing, delicate slow drying. We do everything we can to bring you the softest, juiciest, most flavourful bites possible. 3 product lineups meeting consumer needs and consumption occasions ; pure juice, dried fruit and healthy snacking.



Our purpose

Cultivate a **sustainable** world for **people** and **nature**, every day, with a deep commitment to the **well-being** of all.

Our values

Innovation  
Breaking new ground.

Innovation is at the very origin of Fruit d’Or. Every day we challenge ourselves to **always be better**. We embrace our creativity and constantly venture off the beaten path.

Kindness  
Cultivate kindness.

People are our priority. We advocate **humanity in leadership** influenced by respect, authenticity and concern for the well-being of everyone.

Collaboration  
Have a collaborative spirit.

What we **accomplish together** is bigger than the product itself or any individual contributing to our mission.

*“Building a successful company relies on a strong foundation of innovation, kindness, and collaboration. Since our establishment in 2000, these values have been the driving force behind our success. We’ve demonstrated that it’s possible to compete with industry giants while maintaining our humility and humanity. Our journey serves as a living testament to the positive impact these principles can have on a company and its employees.”*



Rachel Carrier  
Vice President of Human Resources  
and Co-founder



Our approach

# Cultivate with Consciousness

ESG Governance

Materiality Assessement

Our Partners

Our Strategy



# Ethics

## in action

In 2023, Fruit d'Or established an ESG (Environmental, Social, and Governance) governance structure to effectively address current and emerging challenges in sustainable development. We formed a steering committee composed of 12 experts with a variety of skills and knowledge essential to achieving our ambitions.

This committee is supported by the executive committee, and it's primary role is to collaborate in the development of the sustainable development strategy, define the action plan, and ensure its implementation. All committee members are driven by a shared commitment to the continuous improvement of sustainable development practices within our company. The responsibilities of each member are clearly defined, and each is held accountable for fulfilling the commitments outlined in our plan. This accountability is partly based on the inclusion of these commitments in their annual objectives.

**Some of the key commitments in our plan are strategically integrated into our overall business plan, ensuring consistency between our sustainable development goals and our long-term business ambitions.**



- Sonia Choquette

Isabelle Gallant

Marc Parent

Virginie Houle

Marie-Andrée Gagnon

Rachel Carrier

Philippe Bélanger

Martin Le Moine

Annie Beaudoin

Myriam Baril

Marie-Michèle Le Moine

Jocelyne Moreau
- Marketing Director

Sustainability Manager

Corporate Director of Purchasing

Communication and Corporate Events Advisor

Talent and Culture Business Partner

Vice President of Human Resources

Director of Operational Excellence and Environment

President

Director of Human Resources, Operations Sector

Research and Development Director

Vice President, Strategy

Agronomist, Project Manager *(absent from the photo)*



Materiality Assesement

# The fibres of Our Future

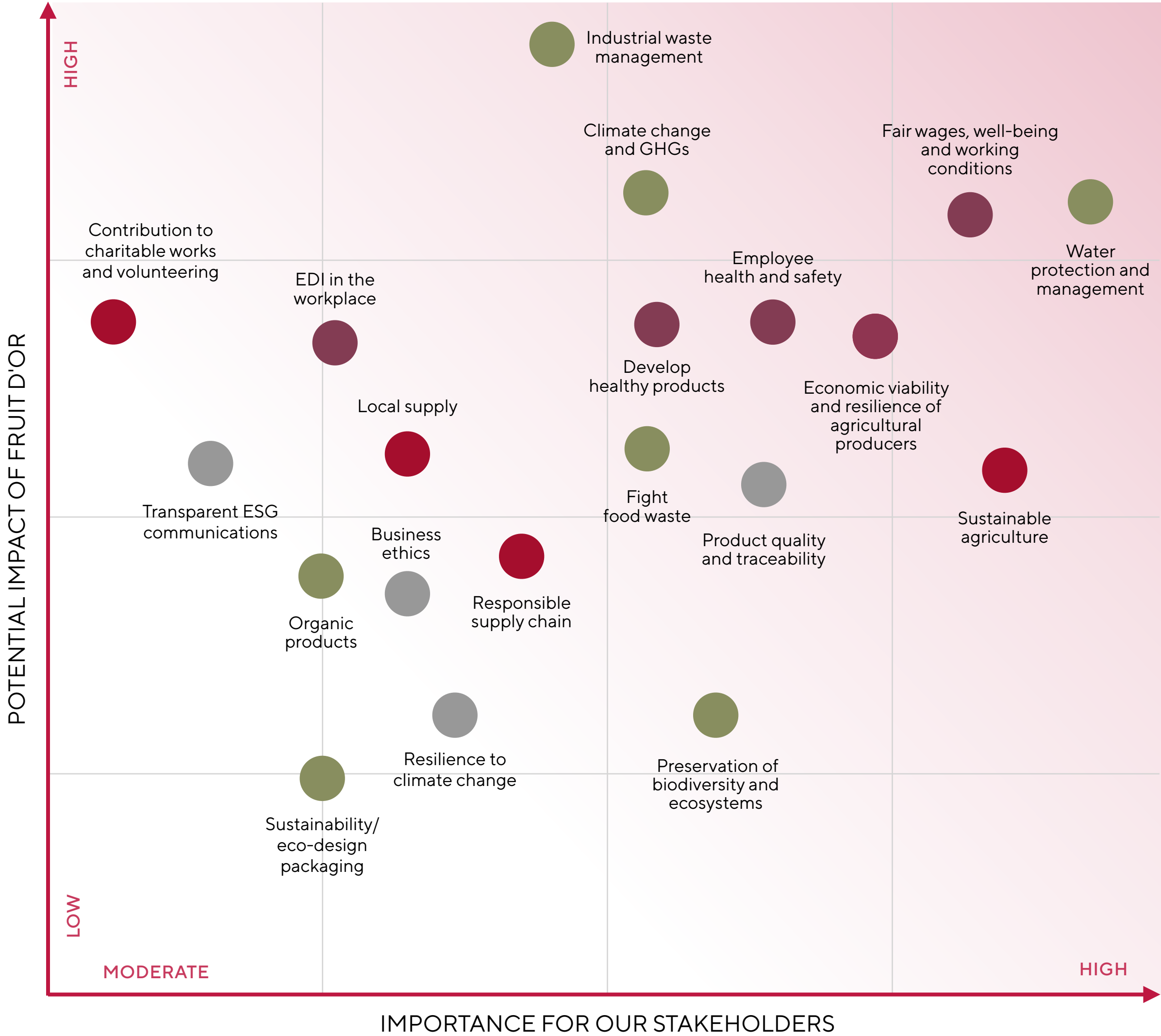
Our stakeholders have always been at the heart of our achievements, and our success is based on the values we share and the close collaborations we have built over the years.

Thus, in the winter 2024, we conducted an extensive consultation with our stakeholders to identify their needs and expectations regarding our sustainable development actions. This approach allowed us to refine and maximize the relevance of our plan by clearly identifying the sustainability issues on which we will focus our efforts over the next three years.

In partnership with an external consulting firm, we used internationally recognized sustainability standards to create a list of the twenty most relevant issues related to our activities, on which we have then consulted our stakeholders.

We spoke with a variety of stakeholders, including both internal and external parties, such as: employees, board members, customers, suppliers, cranberry growers, industry associations, financial institutions, investors, certifying bodies, municipalities, distributors, wholesalers, as well as research and expertise centres.

These consultations were conducted through an online survey and a focus group with 287 stakeholders. **The responses allowed us to identify the most significant issues for Fruit d’Or, to prioritize them according to their importance to our stakeholders, and the level of impact we can have on each.** The results of this analysis are illustrated in our materiality matrix.



Caption: Pillars of Fruit d’Or’s sustainable development plant d’Or

Caring for Nature

Caring for People

Caring for Communities

Sound ESG Governance and Ethics



# Hand in Hand

## Together

Our sustainable development approach is based on close collaborations with various strategic partners. Each of these partners plays a crucial role in our goal to operate sustainably and responsibly.

### Certifications



### Assessments



### Consultants



### Collaborations





# Our Strategy, Our Trajectory

In 2023, Fruit d’Or committed to developing its very first sustainable development plan for the next three years. This plan aims to significantly increase our positive impact and stay true to our purpose of cultivating a sustainable world for people and nature every day, with a deep commitment to the well-being of all.

Our efforts are structured around three distinct pillars, each subdivided into key priorities that guide our commitments and actions. These priorities were identified following an in-depth consultation exercise with our stakeholders. They represent areas of impact where we can make a real difference and are aligned with the United Nations’ Sustainable Development Goals (SDGs). They are detailed in the following sections.



Our impact leaders:

**Marie-Michèle Le Moine**  
Vice President, Strategy

**Isabelle Gallant**  
Sustainability Manager



## Caring for nature

At Fruit d'Or, we are profoundly convinced that caring for nature is a sacred duty. **By protecting our environment, we preserve our Mother Earth, ensuring the availability of essential natural resources, such as water, essential for growing our berries.** Every action, big or small, plays a crucial role in this effort. Together, with kindness and determination, we can preserve the beauty and diversity of our planet's resources for generations to come.



## Caring for people

People are at the heart of our business and everything we do. Every member of our team is much more than just a collaborator, they are a vital member of our professional family. **By investing in the well-being of our employees, we cultivate an environment conducive to creativity, innovation and personal development.** We believe that when employees feel more fulfilled, they make greater contributions to our growth and sustainability. This is the cornerstone of our collective success. By fostering a respectful, inclusive workplace that is attentive to individual needs, we are building a strong and sustainable company culture. One where being valued for being your authentic self pays off.



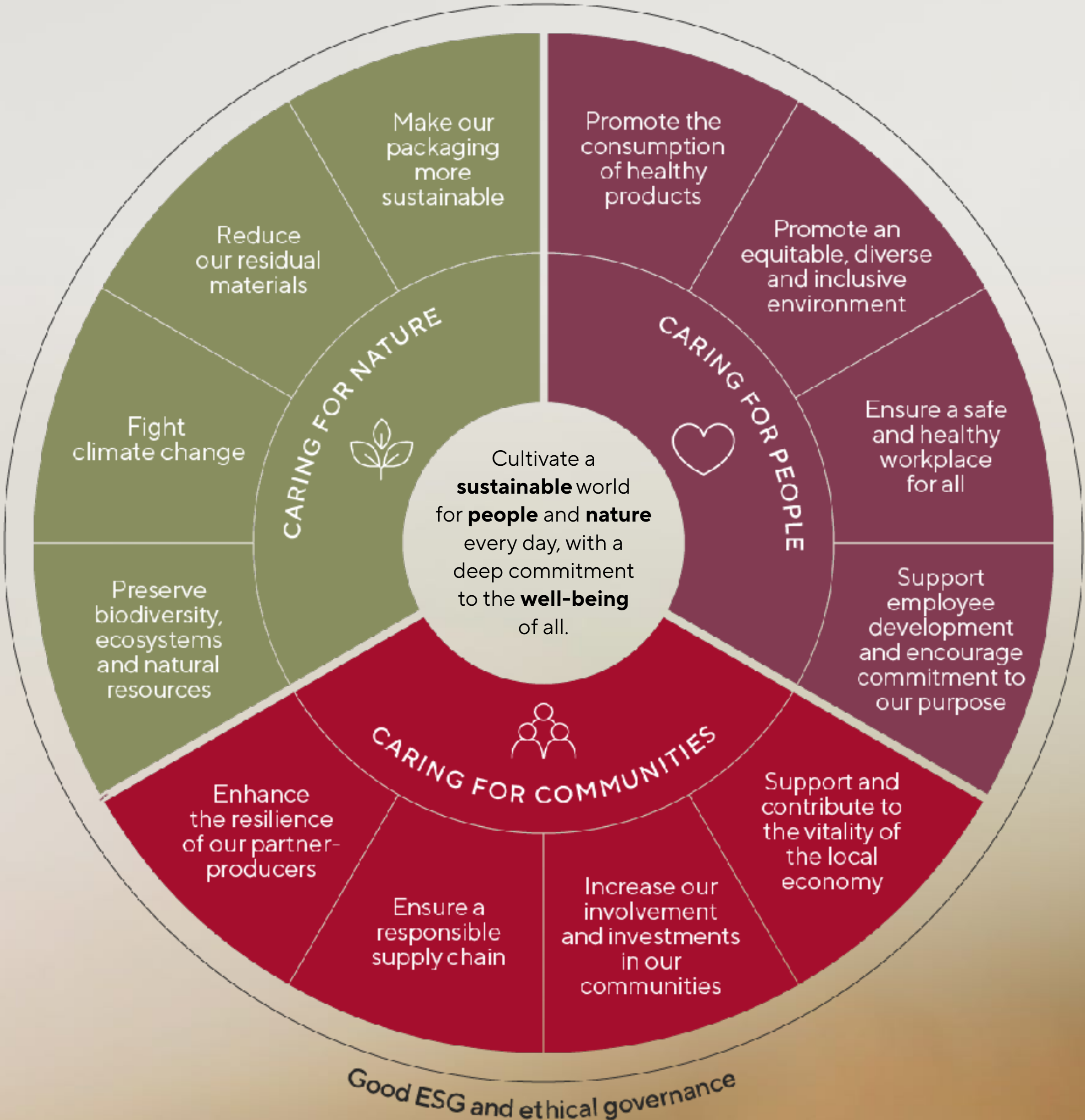
## Caring for communities

A successful business is one that contributes to the well-being of everyone within its ecosystem. Our success is interconnected with the success of all our partners at every level—our growers, the suppliers in our supply chain, and the local communities around us. **We aspire to generate positive and lasting impact by working collaboratively with all our stakeholders to address challenges and establish strong foundations for the future.**



# Our Strategy, Our Trajectory

Our sustainability strategy supports the following Sustainable Development Goals (SDGs):





# Caring for Nature



- Preserve Biodiversity, Ecosystems and Natural Resources
- Fight Climate Change
- Reduce Our Residual Materials
- Make Our Packaging More Sustainable





Preserve

# Biodiversity,

Ecosystems and Natural Resources

The achievement of our mission is closely linked to the quality of the ecological services provided by nature. Whether it is soil fertility, pollination, pest control, or erosion control, biodiversity is a natural ally. By committing to agricultural practices that exceed industry standards, we wish to protect its ecosystems as well as the natural resources that compose it.

*“Fruit d’Or was born from a desire to change paradigms by adopting agricultural practices that are more respectful of the environment. Whether in organic or conventional agriculture, it is essential for us that our berries are cultivated in harmony with nature and with the greatest respect for its limits.”*



Isabelle Gallant  
Sustainability Manager



Biodiversity, Ecosystems and Natural Resources

Commitments

Achieve

# 95%

▲ of cranberries purchased with at least one environmental certification (organic, Certified Enviro Cranberry, GlobalG.A.P, CanadaGap)

2026 vs 2023

**Performance indicator:**  
volume of cranberries purchased with at least one environmental certification (lb) / total volume of cranberries purchased (lb)

Carry out at least

# 2 projects

for agronomic research aimed at preserving or restoring ecosystems

2026

**Performance indicator:**  
number of agronomic research projects carried out for the preservation or restoration of ecosystems with producers

Maintain at more than

# 60%

our purchasing share of the Quebec organic cranberry market

2026 vs 2023

**Performance indicator:**  
volume of organic cranberries purchased by Fruit d’Or (lb) / Quebec organic cranberries harvest (lb)

Reduce by

# 12%

▼ potable water consumption in our plants compared to 2023 (in intensity)

2026 vs 2023

**Performance indicator:**  
liter of water consumed / pound of fruit entering

Reduce by more than

# 13%

▼ our plants wastewater compared to 2023 (in intensity)

2026 vs 2023

**Performance indicator:**  
liter of water discharged / pound of fruit entering





# Celebrate Life

## Through Sustainable and Respectful Agriculture

At Fruit d’Or, agriculture is not just a business opportunity, it is a true celebration of life fueled by our passion for sustainable development.

**Our approach goes far beyond the standards of conventional agriculture. In 2023, more than 91% of our berries obtained environmental certifications (Organic, Cranberry Enviro Certified (CEC), GlobalG.A.P. and CanadaGAP), confirming our commitment to respectful agricultural practices.**

In the heart of the Centre-du-Quebec region, where our cranberries are grown, the environment is a precious ally in our quest for sustainability. The mild climate reduces our need for chemical inputs, allowing for a more natural crop, respectful of the ecosystem. With the requirement to maintain a minimum surface area of 30% of each crop area in its natural state, we create biodiversity hotspots within our fields. In fact, a study conducted by a group of experts from our region has shown that fields and water basins on cranberry farms are valuable refuges for endangered species.<sup>1</sup>

Our history has deep ties to the land as a valuable part of our supply comes from organic farms. We firmly believe that organic farming is a crucial part of the solutions addressing global sustainable development challenges and the biodiversity crisis. A detailed analysis of 66 scientific studies shows that areas cultivated using organic methods have, on average, a 30% higher species richness compared to conventional areas.<sup>2</sup>

Organic certification, by prohibiting the use of synthetic chemicals, significantly reduces pressure on biodiversity, reflecting our deep conviction that agriculture and nature can coexist harmoniously. Our long-standing collaboration with the Canada Organic Trade Association (COTA) is a testament to our involvement in, and commitment to the organic movement.

<sup>1</sup> Lachance, A. 2016. Portrait of Wildlife Using the Cranberry Fields of Quebec. Bureau of Applied Ecology (Portrait de la faune utilisant les cannebergières du Québec. *Bureau d’écologie appliquée*), p. 1-54

<sup>2</sup> Bengtsson, J. et Weibull, A. 2005. The effects of organic agriculture on biodiversity and abundance: a meta-analysis. *Journal of Applied Ecology*, vol. 42, p. 261-269.





Fight

# Climate

Change

Fruit d’Or recognizes the urgency to act now to limit the effects of climate change on the planet, health and well-being of the people worldwide. Aware of our own contribution to global greenhouse gas emissions, we have made fighting climate change a fundamental priority of our sustainable development plan. We have set ambitious targets demonstrating our commitment to following a decarbonization trajectory for our activities, thereby aligning our actions with the objectives of the Paris Climate Agreement.



Reduce by

# 49%

▼ **our GHG emissions**  
(scope 1 and 2) by September 2030 compared to 2023 (intensity)

2030 vs 2023

**Performance indicator:**  
kg of CO2 equivalent / lb of fruit entering

Set

# reduction

**GHG emissions targets for**  
our scope 3 by September 2025

2025

**Performance indicator:**  
scope 3 carbon footprint completed and reduction targets established

Reduce by

# 21%

▼ **our total GHG emissions**  
(scope 1 and 2) by September 2030 compared to 2023 (absolute)

2030 vs 2023

**Performance indicator:**  
total GHG emissions in 2030 / total GHG emissions in 2023

Review our

# reduction

**targets**  
(scopes 1, 2 and 3) with the Science Based Targets Initiative

2026

**Performance indicator:**  
validation of science-based targets

Reduce by

# 24%

▼ **the energy consumption**  
in our manufacturing plants by September 2030 compared to 2023 (intensity)

2030 vs 2023

**Performance indicator:**  
gigajoules of energy purchased / lb of fruit entering

Increase by

# 15%

▲ **the share of renewable energy**  
in our energy supply by September 2030 compared to 2023

2030 vs 2023

**Performance indicator:**  
renewable energy consumption ratio in 2026 / renewable energy consumption ratio in 2023



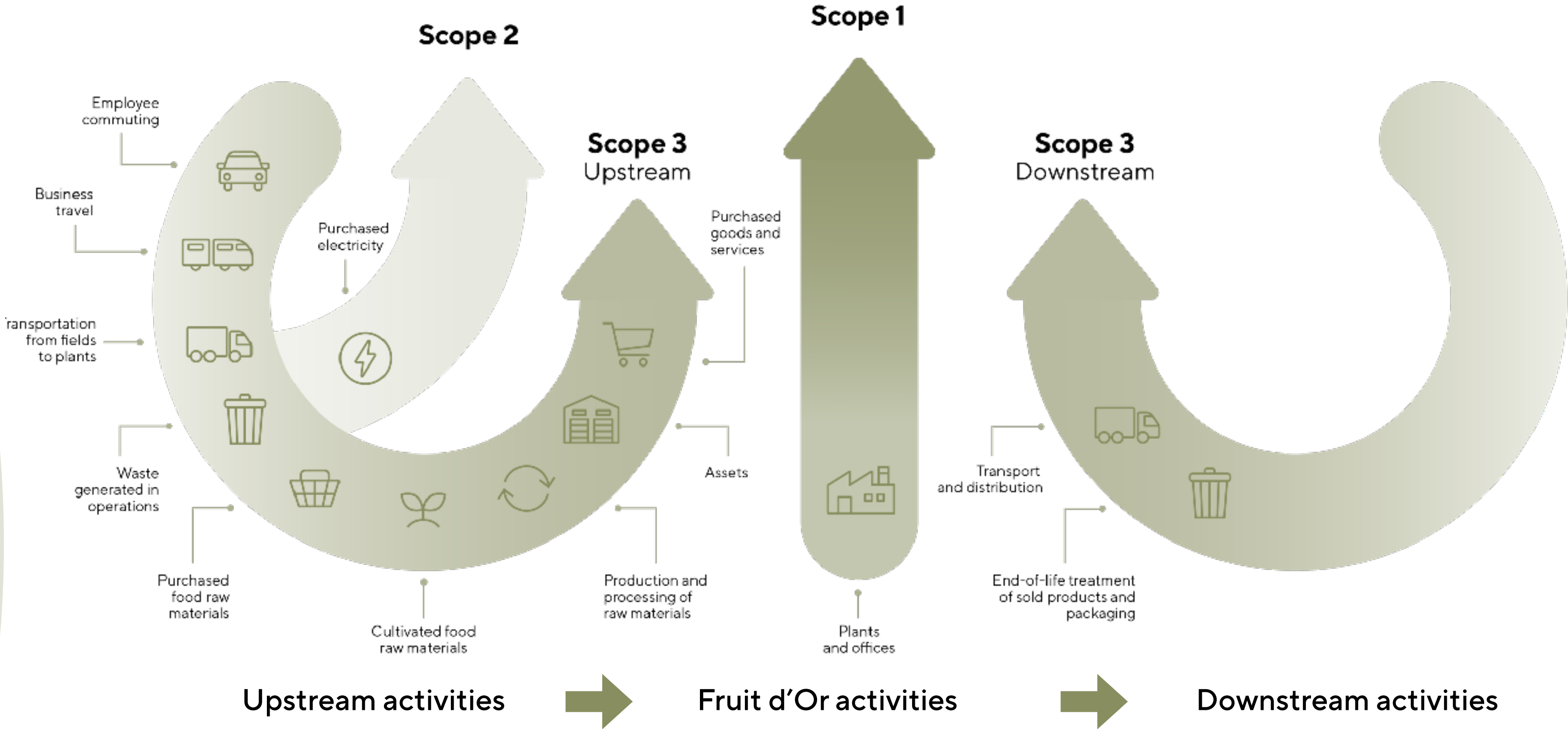
# Overview

## of Our Greenhouse Gas (GHG) Emissions

In 2023, in accordance with the ISO 14064:2018 standard, we undertook a complete inventory of our Scope 1 and 2 greenhouse gas (GHG) emissions for our Plessisville and Villeroy plants. This rigorous analysis served as a baseline to chart our GHG reduction trajectory, thus setting our objectives for the years 2026 and 2030.

Several projects will be deployed by 2030 to achieve these ambitious targets: energy efficiency projects, transition to clean technologies, purchase of renewable energy.

Thanks to this in-depth carbon assessment, Fruit d’Or is now better equipped to set the complete decarbonization trajectory of its two production sites. By the end of the 2026 fiscal year, we commit to providing additional details regarding our long-term goal of operating carbon-neutral sites.



Distribution of GHG emissions in 2023<sup>1</sup>

Villeroy and Plessisville plants



<sup>1</sup> Calculation year 2023: September 2022-August 2023



# Fruit d'Or Takes its First Step Towards Solar Energy and the Recovery of Thermal Waste

In 2022, we took on the challenge of finding innovative ways to reduce our consumption of non-renewable energy. In partnership with a local engineering firm, an in-depth analysis of the company’s energy profile highlighted our most energy-intensive processes and paved the way for innovative solutions.

One of these solutions consisted of recovering waste heat from some of our processes and re-injecting it into more energy-intensive processes, notably heating our wash water tanks. We installed heat pumps, operating partially on solar energy, on the roof of the Plessisville plant. These ingenious devices capture the heat generated during the fruit cooling process to then efficiently heat the washing water tanks.

**This seemingly simple initiative has had a significant impact. It resulted in substantial savings of nearly 200 tonnes of CO<sub>2</sub> annually**, an important step forward in our quest to successfully integrate renewable energies into our industrial processes.

## Environmental Care

To counter the distances separating our various sites, we launched a carpooling platform in 2022 as part of our CSR approach. This initiative aims to encourage our team members to share their commutes to the office with colleagues, while recognizing and rewarding the efforts of those who already practice carpooling.

Drivers are incentivized with generous reimbursements based on the distance traveled. **In addition to contributing to the reduction of our Scope 3 environmental impact, the program also contributes to building connections between colleagues.**



## Trees for the Future:

### Compensation and Reforestation

Since 2017, Fruit d'Or has taken part in Arbre-Évolution's social reforestation program to offset part of our carbon footprint associated with our consumption of hydroelectricity. **More than 1,300 trees were planted over 5 years to reforest, renaturalize and beautify the Centre-du-Quebec region.**

This number doesn't include the trees we have gifted to our employees over the years. In fact, every year during Tree and Forest month in May, every employee receives a tree they can plant with their loved ones in a place where they can watch them grow with pride. This is one of the many ways we encourage our employees to participate in the fight against climate change through the preservation of biodiversity.





# Reduce our Residual Materials

As a key player in the food processing sector, Fruit d'Or places a zero-waste culture at the heart of its aspirations and fully recognizes the imperative of responsible waste management. The valorization of our by-products has always been embedded in our values, aiming to minimize food waste and, by extension, prevent the unnecessary loss of natural resources. Our commitment goes beyond avoiding food waste; it extends to the constant search for valorization solutions, whether for small or large quantities. We also place importance on the responsible management of inorganic waste, including tertiary packaging used in the transport of our raw materials. We are fully aware that our path towards optimal waste management still requires significant efforts. The importance of source reduction, reuse, and recycling guides our approach and encourages us to continuously explore sustainable alternatives to minimize our environmental impact.



Residual Materials

Commitments

Carry out a comprehensive  
**assessment**  
of our residual materials  
(organic and inorganic) for  
each of our 2 sites by  
September 2024

2024

**Performance indicator:**  
diagnosis, identification of alternative  
solutions, and action plan completed

Fix  
**targets**  
for improving residual materials  
management for our 2 sites by  
September 2024

2024

**Performance indicator:**  
RMM improvement target established for  
each site

Establish at least one new  
**solution**  
for organic waste recovery  
by September 2024

2024

**Performance indicator:**  
number of new solution proposed



# Cultivating Ecological Innovation

The Birth of Our *Nutraceutical* Business Segment in 2014

In 2014, aware of the untapped potential of our organic residual materials, we forged a new path by creating our *Nutraceutical* business segment. **At the heart of this initiative was our desire to valorize the by-products generated by our company.** This was not just a business decision, we wanted to make a bigger commitment to the circular economy.

**Since we were convinced that every part of our berries, grown with love and care, deserved a meaningful destiny, this new venture was an environmental engagement with a measurable impact for the health of our planet and its limited resources.** Our *Nutraceutical* business segment allows these once underestimated co-products to take on a new life. We transform what would otherwise become organic waste into a range of premium nutraceutical and cosmetic ingredients, creating a virtuous circle where economy and ecology come together.

# Proud Ambassador

of ICI On Recycle +

Since 2009, our Villeroy site has been recognized by the ICI On Recycle + Program for its efforts and performance in managing its residual materials.

**Every little action counts, and over the years, we have climbed the ranks to, this year, reach the Elite level, the highest possible performance level for this program.** This concrete recognition reflects our ongoing efforts toward responsible waste management and our collective commitment to achieving it.

Our latest initiative involves repairing our wooden pallets to avoid buying new ones. Additionally, pallets that are too damaged to be repaired are sent to specialized companies that transform them into biomass, thereby actively promoting renewable energy.

The year 2023 was marked by the establishment of our RMM (Residual Materials Management) committee which works to implement our continuous improvement plan. This committee rigorously ensures the application of best practices in waste management.

*“Waste, often unloved by our society, can have inestimable economic value. At Fruit d’Or, we are constantly seeking the best options to appreciate them at their true worth. That’s why our committee affectionately named them “our precious.” We are aware of their impact, as well as their immense potential from a circular perspective!”*



Maxime Sornin  
Environment Advisor







# Sustainable Innovation

## How a Cranberry Co-Product Becomes a Luxury Cosmetic Ingredient?

In 2016, Fruit d'Or began a notable collaboration with the CHANEL PARFUMS BEAUTÉ research department, focusing on innovation in the valorization of residual materials. This approach allows us to fully utilize our berry while respecting the environment.

Our exemplary upcycling method takes advantage of every unused element of the cranberry, notably by transforming the seeds recovered during the production of dried cranberries into a precious oil. This oil, called CranOra™, is 100% natural, COSMOS-organic certified, and combines all the benefits of our berries thanks to top quality natural ingredients. It is a valuable and essential ingredient for premium skin and hair care.

**Our vertical integration method, where we work closely with our grower-partners from the growing of cranberries to the delivery of the finished product to the customer, ensures exceptional quality and traceability of our products.**

This initiative perfectly illustrates the adaptability of our products to the high-quality standards of our partners, while remaining true to our principles of sustainability and integrity.





Make Our Packaging More

# Sustainable

Most forms of packaging typically require large amounts of energy and natural resources to manufacture, in addition to generating a substantial amount of end-of-life waste. In our approach to reduce the environmental impact of our packaging, we focus on continuously seeking improvement opportunities to decrease their footprint and promote eco-design within our innovation cycle. We seek to reduce excess packaging as much as possible, optimize our packaging dimensions and reduce its weight by making the plastic layers lighter. Our goal is clear: pack less and pack better. To this end, we actively explore more environmentally friendly material alternatives while integrating eco-design principles.



Packaging more Sustainable

Commitments

Integrate an

## eco-design

**tool**  
into packaging decision-making  
by September 2024

2024

**Performance indicator:**  
use of a packaging ecodesign tool into  
decision-making

Identify

## innovative

**and eco-responsible packaging**  
solutions that will minimize our  
environmental impact

2026

**Performance indicator:**  
number of new packaging solutions  
proposed

Implement measures to promote the

## recycling

**of our packaging**  
intended for our customers  
(businesses) as well as our  
consumers

2026

**Performance indicator:**  
number of measures deployed



# Reduction of Excess Packaging

## for SourCran in 2023

The retail team, along with our internal packaging and process experts, and our packaging supplier partners are on a mission to improve the sustainability of our SourCran packaging, one of the flagship products of our consumer range.

**By ingeniously merging the functions of cardboard boxes, displays and shipping crates, and by making SourCran bags lighter, we reduced the weight of our packaging by 59%.**

In addition, our display boxes are now made from 88% recycled materials. This packaging, in addition to being more environmentally friendly when created, is fully recyclable, thus reinforcing our commitment to responsible waste management.

*“Each evolution of our processes represents an opportunity to reassess our practices and seek improvements. The recent example of our SourCran product is a perfect testimony: during the automation of our packaging line, we took the opportunity to rethink our ways of doing things! By cleverly combining creativity, innovation, and sustainability, we managed to significantly reduce their environmental footprint.”*

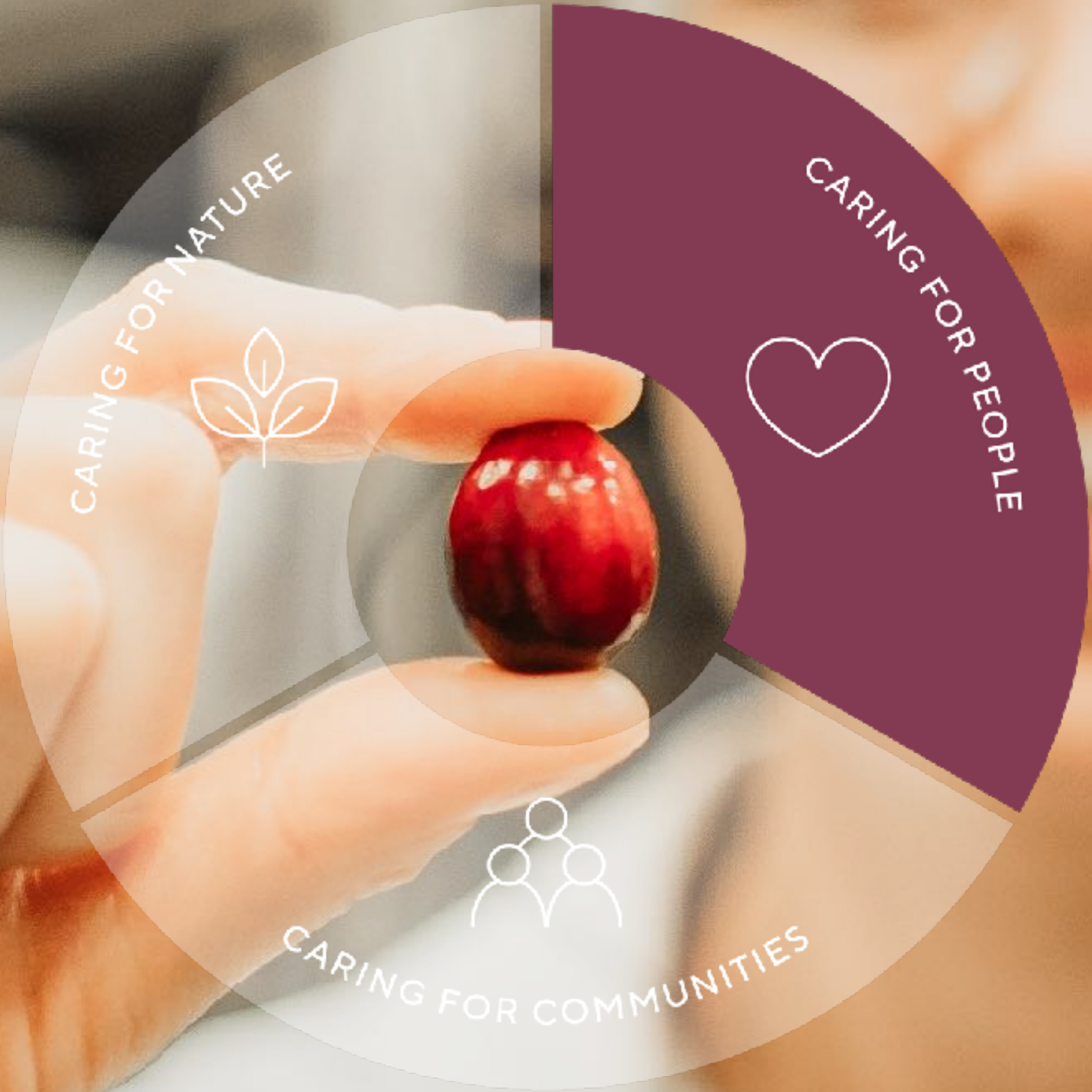


**Loriane Vidal**  
Senior R&D Specialist, Packaging





Caring for  
people



Promote the  
Consumption of  
Healthy Products

Promote an Equitable,  
Diverse and Inclusive  
Environment

Ensure a Healthy and  
Safe  
Workplace for All

Support Employee  
Development and Encourage  
Commitment to Our Purpose





Promote the Consumption of

# Healthy

Products

At Fruit d’Or, we believe that physical and mental health is closely linked to our diet. Recent events have highlighted the fragility of human health and the crucial importance of adopting healthy eating habits to preserve our well-being. We are convinced that our cranberries and wild blueberries contain exceptional functional properties capable of significantly improving individuals’ health. That’s why we are fully committed to creating healthy product innovations, making the invaluable benefits of our berries available to everyone. Whether by reducing sugar content in our products, developing antioxidant-rich ingredients, or offering healthier alternatives, we are determined to meet the long-term health needs of the population. For us, promoting the consumption of healthy food is not only a social responsibility but also an opportunity to actively contribute to the well-being and quality of life of our customers.



Consumption of Healthy Products

Commitments

Launch

# 3

▲ **new ingredients**  
with functional benefits for  
the *nutraceutical* business  
segment

2026

Performance indicator:  
Number of ingredients launched with  
functional benefits

Promote

# healthy

eating through the promotion  
through the promotion of the  
"Better for you" line of products  
(aim for one promotional  
campaign per year)

Per year

Performance indicator:  
number of marketing campaign deployed  
per year

Achieve

# 65%

▲ **of products**  
in the retail brand portfolio that  
are sugar-free or reduced in sugar

2026 vs 2023

Performance indicator:  
sales volume of sugar-free or reduced-sugar  
branded retail products (in lb and litre) / total  
sales volume of retail branded products (in lb  
and litre)

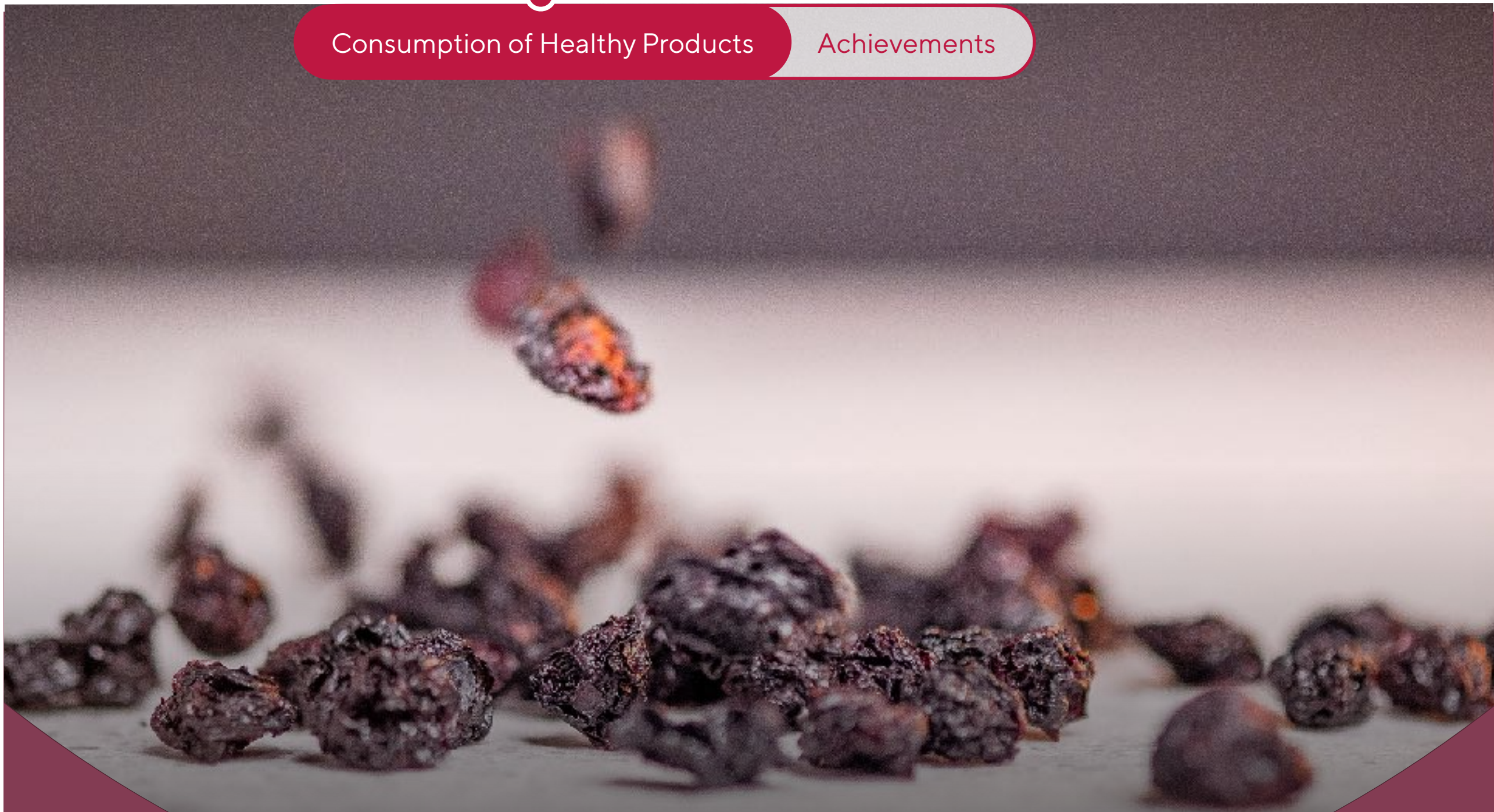


Cran d’Or™ TotalPAC :

# A Superpower for Health

Leading the way in organic cranberry farming, our full range of nutraceutical ingredients, Cran d’Or™, embodies our commitment to quality and sustainability. **Each ingredient is the result of meticulous growing and advanced processing techniques, maximizing the natural benefits of cranberries while fostering end-to-end upcycling to ensure that no part of the fruit goes to waste.**

In this nutraceutical line, Cran d'Or™TotalPAC distinguishes itself from other cranberry powders by its high content of proanthocyanidins (PAC), a specific antioxidant naturally abundant in whole, fresh cranberries. By preserving the benefits of the fruit, this full-spectrum organic cranberry powder may help improve urinary, oral, and gut health. Our customers can use it in capsules, in softgels, in beverages or integrated into functional foods.



Introducing Our Crunchy Wild-Blueberry Flakes

## Simply Healthy

In 2023, we marked a significant step forward in our *Ingredients* business segment with the launch of Blueflakes®, crunchy, unsweetened wild blueberry flakes. **Using a carefully calibrated low-temperature drying process, we created a pure treat with no added sugar or other ingredients.** Blueflakes® preserve all the health benefits of the berries, including their richness in polyphenols, known for their powerful antioxidant properties.

Supremely versatile Blueflakes® can be added to a multitude of gourmet creations such as granolas, energy bars, cold cereals, tea and sweets. It’s a new way to rediscover the pleasure of this berry in its purest and most flavorful form.



SourCran :

# When Fruit is Candy

Driven by our passion for organic cranberry growth and the finest berries, we launched our Retail business segment in 2015 with the Patience brand: an inspiring consumer-focused brand.

Drawing on Fruit d'Or's expertise, Patience offers wellness enthusiasts healthy snacks made from our meticulously grown berries in Quebec. In 2021, our pursuit of innovation and deep commitment to the health of our consumers led us to create SourCran, a creative and responsible expression of our desire to push the boundaries of pleasure and well-being.

The SourCran range joyfully reinvents the traditional sour candy, blending the nostalgia of guilty pleasures with real health benefits. **Made from our organic dried cranberries and without added sugar, they are a healthy**

**addition to a conscientious and balanced diet.** By adding natural fruity flavours and a touch of citric acid, we created sweets as delicious as the favorite candies on the market. High in fiber and with only 8 grams of sugar per 60-gram serving, they are much healthier than the most popular sour candies, plus they're gelatin-free!

With its SourCran, Patience positions itself as a healthy alternative without compromising on taste. The range, now available in five delicious flavors, is available at numerous retailers in Canada and the United States, as well as on the brand's website.



*“The growth and expansion of our SourCran line clearly demonstrate that combining innovation and health can transform the snacking market. We are proud to offer a healthy alternative to traditional candies and to have designed a product based on organic cranberries with no added sugar that delights consumers, both for its taste and its nutritional values, redefining the standards of small gourmet pleasures.”*



**Caroline Miron**  
Vice President, Marketing,  
Innovation and Retail Sales





Promote an

# Equitable,

Diverse and Inclusive Environment

At Fruit d’Or, our values have naturally led us to integrate equity, diversity, and inclusion (EDI) at all levels of the organization. However, we recognize that to maintain a positive corporate culture over time, we must consciously choose to incorporate EDI into our management practices. We place great value on human diversity, acknowledging its tangible benefits for our company and our community. By bringing together individuals from diverse backgrounds, experiences, and perspectives, we create collective wealth that nurtures innovation, creativity, and resilience. A diverse team allows us to combine everyone’s strengths and better adapt to the changes that arise, thereby enhancing our agility and our ability to meet future challenges. Furthermore, we understand the importance of treating all our employees fairly and without discrimination in recruitment, salary, benefits, and career progression. We foster an inclusive work environment where everyone is welcomed, respected, valued, and supported, regardless of any differences.

Equity, Diversity and Inclusion

Commitments

Train

# 100%

of our employees  
on unconscious biases related to  
equity, diversity, and inclusion  
(EDI)

2026

Performance indicator:  
proportion of employees trained on EDI

Maintain a

# balanced

representation of women  
in management positions:

- Senior management positions: 50%
- Management positions: 50%

2026 vs 2023

Performance indicator:  
proportion of women in senior management  
positions, proportion of women in management  
positions





# United in Diversity:

## Supporting and Integrating Immigrant Workers in the Heart of Centre-du-Quebec

At Fruit d'Or, foreign workers are vital to meeting our labour needs, especially during harvest periods. Integration can be challenging for our international employees who must adapt to a new working environment, new living arrangements and a different culture. We are committed to facilitating their integration and making sure they have a positive experience.

In 2022, we created a position dedicated to supporting these workers. This key role serves as a central link between our employees, our company culture and life in Quebec, playing a fundamental role in welcoming our workers and helping them adapt. **From their arrival, they benefit from comprehensive support, starting with administrative procedures and extending to help them discovering their new city. This support includes Spanish translation of all necessary documents, from employee meetings to medical appointments, ensuring clear and accessible communication for everyone.**

Beyond administrative necessities, we strongly encourage interaction and cultural integration through friendly activities, such as an intercultural soccer league. At Fruit d'Or, the inclusion of our foreign workers is a responsibility we all share, affirming our commitment to a welcoming and inclusive workplace for everyone.



## Towards Real Parity:

### Fruit d'Or and Gender Balance in Leadership

Gender parity in management positions is not just a goal, it is a reality we experience every day. **We are proud to have achieved equal representation within our management committee in 2023, as well as in our extended management positions where women represent 52% of the workforce.**

This equality is the result of policies promoting work-life balance that allow all our employees, regardless of gender, to progress professionally. We know that gender equality can be fragile, so we are committed to maintaining and strengthening this parity through continuous and targeted actions.

We believe that diverse perspectives and gender equality enhance our decision-making and drive innovation. Therefore, we will continue to develop inclusive strategies, ensuring a welcoming work environment for everyone and strengthening our commitment to a more balanced and inclusive future.





Ensure a

# Healthy and Safe

Workplace for All

Our people are the most valuable and essential resource of our company, which is why workplace health and safety are fundamental priorities in our sustainability strategy. We firmly believe that every incident can be prevented through a strong prevention culture, where we all share the responsibility to protect our health and safety, both physically and psychosocially. We recognize that to truly ensure the well-being of our employees and strive for an accident-free environment, it is crucial to integrate factors related to work organization, management practices, employment conditions, and social relationships into our prevention program

Healthy and Safe Workplace

Commitments

Achieve a

# frequency

▼ rate  
and a work accidents severity rate  
lower than the provincial average

2026 vs 2023

Performance indicator:  
frequency of work accidents, number of days  
lost linked to work accidents

Train

# 100%

of managers  
on psychosocial risks, to ensure  
the well-being and emotional  
health of our teams

2026

Performance indicator:  
proportion of managers trained on  
psychosocial risks





SMETA Accreditation is a Recognition of Our Commitments to

# Ethics and Safety

In November 2023, Fruit d'Or carried out the SMETA ethical trade audit for its two main operational sites located in Centre-du-Quebec. The audit methodology developed by Sedex, SMETA, is used to assess a company's compliance with the fundamental principles of the Ethical Trading Initiative (ETI) core code, as well as local legislation. We used the latest version of the SMETA audit with 4 pillars: labour standards, health and safety, environment and business ethics. Being SMETA certified is a source of great pride and helps us reaffirm our promise to respect the strictest international societal standards. In keeping with our commitment to continuous improvement, we have opted for a three-year evaluation cycle for these two sites.

*“For us, the two key ingredients supporting our accomplishments are team involvement and constant communication regarding daily challenges and issues. We are extremely proud of what we have achieved through everyone’s collaboration, and it motivates us to continue our efforts in building a strong culture of health and safety at work.”*



**Annie Beaudoin**  
Director of Human Resources,  
Operations Sector

Occupational Health and Safety (OHS):

# At the Core of Our Concerns

The health and safety of our employees are central to our daily concerns. We recognize that every situation, whether a success or a challenge, is an opportunity for learning and improvement. **Our teams’ daily commitment to risk reduction reflects our integrated and proactive vision of health and safety. This approach focuses on prevention, training, and continuous improvement.** By adopting a strategy centered around communication and collaboration, we aim to prevent incidents before they occur. Teams across all our sites actively engage in maintaining and elevating our standards.

### Villeroy: A Year Without Accidents in 2023

**The year 2023 was marked by success at our Villeroy site, where we recorded no workplace accidents.** This achievement is the result of our team’s commitment to implementing preventive actions, demonstrating a growing dedication to health and safety. We have established rigorous measures and training programs to raise awareness among our employees about best safety practices. Each team member contributes to creating a work environment where safety is a top priority.

### Plessisville: Towards Continuous Improvement

Our Plessisville site maintained stable performance throughout the year 2023. The active involvement of our employees and managers is a valuable asset that enables us to progress and consistently enhance our health and safety practices. Our multidisciplinary approach effectively manages incidents and risk situations, with a clear objective of reducing accidents and promoting a preventive culture.

	Villeroy	Plessisville	Quebec Provincial Average <sup>2</sup>
Frequency:	0	13.4	5.4
Severity <sup>1</sup> :	0	21.53	115.1 (median = 21)

<sup>1</sup>Severity: number of working days lost

<sup>2</sup>Datas from 2015-2016 ( latest data available at this time)





Strengthen Employee’s Fulfillment and

# Commitment

to our Purpose

In a work environment where kindness and recognition prevail, the benefits extend beyond individual well-being; they are also crucial for our collective success. That’s why we are committed to cultivating a culture where every employee feels valued and inspired to contribute fully to our common goals. We firmly believe that promoting a climate of mutual respect and encouraging active participation are powerful drivers for aligning with our purpose. Through these actions, we aim to create a framework where personal commitment translates into greater collaboration and creativity, and where harmony in relationships strengthens the dynamics and cohesion of our community. By prioritizing personal growth, we lay the foundations for a resilient and innovative company

Train

# 100%

of managers  
on kindness at work

2026

Performance indicator:  
proportion of managers trained on kindness

Measure employee

# engagement

rate  
by October 2024

2024

Performance indicator:  
employee engagement rate known



# Cultivate Happiness

at work

**Our company has its roots in the kindness of our founding family's history, and the happiness and well-being of all are at the heart of our company culture. For nearly 25 years we have all benefited from the friendly and warm atmosphere that characterizes our various sites where everyone feels at home.** Over the years, we have focused our efforts, implementing various programs to enhance happiness and satisfaction within our teams. Our goal is to create an environment where personal and professional development is both encouraged and celebrated. We facilitate access to mental and physical healthcare and ensure that opportunities for growth are tailored to the individual needs of our employees.



### Health and Wellbeing

Our Employee Assistance Program offers all our employees confidential mental health consultations with external professionals. We consider this an essential service as it provides invaluable assistance and goes a long way towards creating a healthier, more productive work environment that benefits everyone.

We also understand the importance of a healthy work-life balance. This is why we offer the possibility of flexible schedules, allowing our employees to better balance their work obligations and their personal passions.

To encourage an active lifestyle, all our employees have access to a gym in the workplace, as well as our sports incentive program that allocates \$300 per year per employee. This initiative allows everyone the freedom to enjoy the physical activity of their choice.



### Ecological Initiatives

Two years ago, we implemented a paid carpooling program based on the distance traveled to the workplace. This initiative not only contributes to reducing carbon emissions, but also supports our employees in their daily commute.

Our work sites are equipped with community vegetable gardens, rotating composters, and charging stations for electric and hybrid vehicles, demonstrating our commitment to a healthier and more sustainable environment. We also offer our employees a contribution of \$100 towards the purchase of a composter at home.



### Intercultural and Sporting Activities

Each year, our teams enthusiastically take part in a variety of sporting events, from bike rides and races to golf and soccer games. These activities, suitable for all fitness levels, provide a wonderful opportunity for our employees to enjoy and challenge themselves in a different setting, and above all, to have fun together. These moments of shared recreation are very appreciated and help strengthen bonds between colleagues while promoting an active and healthy lifestyle.



### Personal and Professional Development

In 2022, Fruit d'Or launched its own training program, the Fruit d'Or Academy. This academy allows our employees to benefit from practical training, mentoring sessions and other teachings related to their specific professional field. We also offer annual conferences on various subjects, ranging from how to adopt an eco-responsible lifestyle, to stress management, and on surpassing oneself. These are special moments of sharing and reflection, that not only promote personal and professional development, but also strengthen links between our employees.



Caring for  
**communities**



- Strengthening the Resilience of Agricultural Growers
- Ensure a Responsible Supply Chain
- Increase our Involvement and Investments in our Communities
- Support and Contribute to Local Economic Vitality





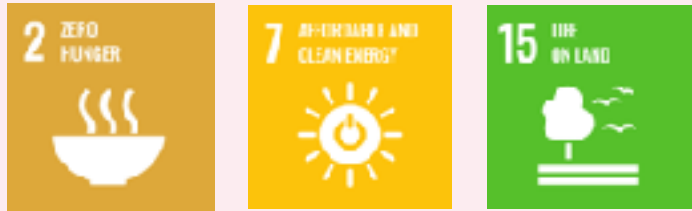
Strengthening the

# Resilience

of Agricultural Growers

The prosperity of our company is inexorably linked to our agricultural growers. We recognize that the current context, marked by labor shortages, growing environmental challenges affecting agricultural productivity (such as climate change and crop pests), and increased economic pressure, poses numerous challenges to our producers. This is why it is imperative for us to actively support those who passionately cultivate the berries we process. Our commitment to strengthening their resilience is not just an act of solidarity but a strategic necessity. By helping our grower-partners overcome current and future crises, we ensure the continuity and quality of our supply.

Since our beginning, we have forged long-term relationships with them, based on mutual trust and a shared commitment to sustainable agricultural practices. It is essential for us to continue supporting them, equipping them to face current challenges, and ensuring they have the necessary resources to thrive, even in times of uncertainty.



Maintain an increased rate of

# 2%

in agricultural yields  
for the cultivation of conventional cranberries  
compared to the 6-year average

Per year

Performance indicator:  
yield per acre (total volume of conventional cranberries  
harvested (lb) / acre)

Maintain  
agricultural yields  
for growing organic cranberries  
above the 6-year average

Per year

Performance indicator:  
yield per acre (total volume of organic cranberries  
harvested (lb) / acre)

Develop an

# access program

to new varieties of cuttings  
for cranberry growers whose yields per acre are  
less than 25% of the average

2026

Performance indicator:  
developed program

Promote the  
electrification

of cranberry farms  
by deploying a support guide for growers

2026

Performance indicator:  
guide developed and presented during the annual meeting with  
growers in 2025





Working Together for Organic Farming:

# The Inspiring Story of La Perle Rouge Farm

In 1995, when he decided to grow organic cranberries, Martin Le Moine and his partners knew they would face major challenges.

Their firm belief in the potential of sustainable and responsible agriculture has guided the company’s activities ever since, starting with creating ideal conditions for long-term development for our grower-partners.

Jean-François Lasnier, grower-owner of the La Perle Rouge farm, located in Mauricie, is a prime example of the mutually beneficial partnerships we have established over the years.

**Having started conventional cranberry farming in 2010, Jean-François benefited from Fruit d’Or’s mentoring program and worked closely with agronomists to undertake a significant project: transforming his conventional fields into organic farming.** In 2017, he achieved his first organic harvest, two years after the start of this transition.

His inspiring journey came with challenges: climate change and the very demanding management of this crop remain complex issues. Still, Jean-François believes in the importance and value of organic farming and is proud of the work accomplished. Each season, his actions are guided by his commitment to reducing his environmental impact and cultivating his land in a respectful and sustainable way for the good of the planet.

Since the launch of our financial and agronomic support program, more than 200 hectares of conventional cranberry farms have been converted into organic growing sites.



## Driving Sustainability Through Agronomic Innovation

In its ongoing commitment to support its grower-partners and improve their yields, Fruit d'Or developed and launched an innovative digital resource in 2018 : the AppOr application. This app is designed specifically to allow our growers to access their farm records from any smart device and offers them to compile their data and compare it with the average of other farms through various user-friendly dashboards.

**AppOr goes beyond a simple data archiving tool. It serves as a field management software, helping growers make critical decisions regarding fertilization, irrigation and other strategic interventions, with the goal of optimizing resource management and improving agricultural yields.** By providing accurate information, scalable analytics and useful comparisons, AppOr has become an essential tool for growers looking to increase their efficiency and sustainability.

## Precision Agriculture Guided by Satellite Imagery

Over the years, our agronomists have developed unrivaled expertise in using satellite imagery data to optimize cranberry agricultural yields. This expertise was developed in large part with the knowledge accumulated during our many innovative research projects. The data, collected by satellite, undergoes meticulous processing and in-depth analysis by our team to generate maps illustrating crop health measurements in the form of intuitive color codes.

This large-scale work promotes interventions adapted to the specific conditions of each field. **Thanks to their sharp expertise in satellite data analysis methods, our agronomists can help our growers improve their operational efficiency and optimize their yields while also reducing the impact on natural resources.**

At the start of the fertilization period, our team provides growers with a detailed report, suggesting a nitrogen fertilization schedule. This tailored approach aims to optimize nutrient inputs according to the specific needs of each field, another example of our commitment to sustainable and efficient agriculture.

## Agronomic Research for Sustainable Growing

Our agronomists are actively researching more ways to reduce the environmental footprint of our agricultural sector. **Over the past 10 years, we have carried out more than 41 agronomic research projects in the field.** In 2020, Fruit d'Or also initiated new research to determine the proper dose of nitrogen fertilizer to apply to crops, a crucial factor for maximizing performance while minimizing environmental impact.

Nitrogen plays an essential role in the development of all plants and a balanced dose is needed to ensure optimal growth. However, excessive application of nitrogen fertilizer, particularly during the flowering period, can degrade fruit quality and have significant ecological repercussions, particularly on adjacent watercourses.

Our agronomists strive to identify the optimal dose of nitrogen fertilizer. The objective is to precisely meet the nutritional needs of plants while reducing nitrogen losses to the environment. The findings from this research will guide growers towards even more sustainable agricultural practices, harmonizing productivity with environmental preservation.







Ensure a

# Responsible

Supply Chain

As social problems intensify—a worsening climate crisis and growing economic instability—supply chains are becoming increasingly vulnerable. Our commitment to a responsible supply chain is based on recognizing these challenges and our proactive willingness to overcome them. Although most of our supply chain is local, our global presence exposes us to a variety of risks. The current global context strongly underscores the urgency of strengthening the sustainability of our supply chains. We have a responsibility to identify, address, and prevent risks related to environmental, social, and governance (ESG) issues. Our supply chain must reflect our values and those of our customers. By adopting a more organized and strategic approach, we ensure that every step of our procurement process meets our ethical standards and positively contributes to our sustainability mission.



Require all of our

# suppliers<sup>1</sup>

and grower-partners  
to adhere to our supplier code of  
conduct by September 2025

2025

**Performance indicator:**  
proportion of grower-partners and  
proportion of suppliers<sup>1</sup> having signed the  
code of conduct

Engage

# 100%

of all our suppliers<sup>1</sup>  
likely to have poor ESG  
performance in a CSR  
assessment program

2026

**Performance indicator:**  
proportion of suppliers<sup>1</sup> deemed "at risk"  
having completed a CSR assessment  
questionnaire or having been audited by  
Fruit d’Or

Systematically integrate

# sustainable

development criteria  
into the selection of all suppliers

2026

**Performance indicator:**  
responsible sourcing policy integrating  
sustainability criteria deployed

<sup>1</sup>over \$100K CAD



An Increasingly

# Responsible Supply of Berries

As a leader in the processing of organic cranberries, we have always committed to promoting environmentally friendly and socially responsible agricultural practices. Responsibility is in our nature, and part of that responsibility is maintaining and supporting sustainable practices all along our cranberry supply chain.



**Annual farm visits**  
Our team of agronomists conducts yearly farm visits, ensuring an informal yet effective monitoring of compliance with environmental and social standards. This proactive approach allows us to maintain high standards of sustainability in our agricultural practices.

**Sustainable development study**  
Every two years since 2019, our team leads a sustainability study with all our grower-partners. They measure implemented sustainable practices, evaluate them and propose improvements to finally compare each grower's results with the average of all Fruit d'Or grower-partners. **Following this evaluation, each grower receives a detailed report and a personalized action plan. The plan aims to optimize areas where improvements can be made, in order to enhance the overall sustainability performance of cranberry production.**

To encourage participation and engagement among our grower-partners, they are invited to participate in a draw for a chance to win a reward.

Fruit d'Or is proud of this initiative to support and continually improve practices within our agricultural supply chain. Our grower-partners actively incorporate the proposed recommendations and this collaboration pays off year after year. Together, we share the desire to produce healthily for people and the planet, which translates into increasingly respectful and sustainable agricultural practices.

*“Each year, we are delighted and proud to see our grower-partners implement the recommendations suggested in the personalized reports we provide them. Their listening and their openness to our advice reflect the mutual trust we have built over time, and these strong relationships contribute positively to sustainable development.”*



**Jocelyne Moreau**  
Agronomist, Project  
Manager





Increase our

# Involvement

and Investments in Our Communities

The history of Fruit d'Or is firmly planted in our proximity to the local communities that surround us. These communities are not just our neighbors; they comprise the families of our employees, our grower-partners and many other stakeholders with whom we collaborate. Increasing our involvement and investments in these local communities is essential to continue building resilient and prosperous communities. By supporting their development, we ensure a sustainable future for our region and our company, while cultivating strong and meaningful relationships with those who are integral to our success. This is not only an act of social responsibility, but a strategy that allows us to create shared value, while also enhancing our employees' pride and mobilizing them around common causes.

Commitments

Investments in Our Communities

Define a

## philanthropic

strategy

based on an analysis of the social, environmental and cultural needs of the communities where we work by September 2024

2024

Performance indicator:  
strategy developed

Gradually increase our

## contributions

▲ to charitable causes

aiming for an increasing percentage of our revenue, up to 0.1% of our revenue for the year 2026

2026

Performance indicator:  
corporate contribution in money or monetary value / revenue

Encourage community

## involvement

among our employees

by offering scholarships to the most involved employees, so that they can give back to their community by September 2025

2025 / Per year

Performance indicator:  
number of scholarships awarded per year from 2025 5

Continually get

## involved

in improving the context

and social and environmental performance of our industry

2025 / Per year

Performance indicator:  
number of hours per project/file in which Fruit d'Or has been involved from the year 2025



# Building a World of Possibilities:

A Collaboration Between Partenaires 12-18 and Fruit d'Or

For over fifteen years, Fruit d'Or has been committed to partnering with the association Partenaires 12-18: a fruitful collaboration aimed at transforming the lives of adolescents. The main mission of Partenaires 12-18 is to provide comprehensive support to young people from rural areas, encouraging them to become responsible and dynamic players within their community, while strengthening their sense of regional belonging. Through an approach focused on developing healthy behaviors, the association aspires to significantly improve the health of teenagers. It also aims to stimulate their community engagement, elevate their personal and social skills, including leadership, a sense of responsibility, and the ability to take initiative. Additionally, Partenaires 12-18 strives to instill an entrepreneurial culture in young people and familiarize them with the principles of democracy.

Each year, this initiative, which reaches more than 150 teens across 20 municipalities, brings to life over 100 projects and mobilizes more than 1,250 young people.

**Over the past fifteen years, Fruit d'Or has contributed to the success and sustainability of Partenaires 12-18 by donating more than \$100,000 and actively participating in the development of the organization: support that has played a key role in the realization of projects and the strengthening of resources for young people.** By investing in these initiatives, we are investing in our own community. Many of these teenagers are the children of our grower-partners and employees; they represent the future of our region.



# Nourishing Hope

and Reducing Food Insecurity

Contributing to overall health goes beyond offering healthy products. For Fruit d'Or, it also means giving generously to food security organizations. Because healthy eating is about more than our berries, we donate to make other healthy foods available to as many people as possible. **In the last year, more than 25,500 meals were distributed through financial donations to Food Banks. We also proudly donate our products to local redistribution organizations, for a value of more than \$100,000.**

# Raising Awareness

Among the Next Generation to Generate Social Change



To offset part of our GHG emissions, and to inspire and raise-awareness through our actions, we partner with Arbre-Évolution to plant trees near riparian zones. Since the beginning of our partnership with Le Semoir, an initiative by Arbre-Évolution, we have supported free eco-educational workshops in many schools in Centre-du-Québec. **This concrete environmental education program teaches young people how to become agents of change committed to the protection and enhancement of our planet.**

*“Giving back to the community is part of Fruit d’Or’s DNA. Many of our founders and employees are involved in health-related causes: Fruit d’Or is moving in the same direction. For us, philanthropy is a way to promote overall well-being and health. Whether through environmental education, contributing to food security, or facilitating access to physical activity, we are actively committed to building, in collaboration with local organizations, a more equitable and sustainable society. In the end, we all reap the benefits!”*



**Virginie Houle**  
Communication and  
Corporate Events Advisor





## Support and Contribute to Local Economic Vitality

Our business model supports and strengthens local economic vitality, a commitment we are determined to pursue. By advancing local sourcing, we redistribute wealth within our region while building strong ties with our grower-partners. This approach also allows us to limit our carbon footprint, thanks to the proximity of our raw material supply sources. Moreover, we believe that every job created and maintained in our region plays an essential role in local economic dynamism. By ensuring a viable minimum wage for our employees, we promote a dignified standard of living and contribute to the fight against poverty, creating a positive impact on the region.



Formally commit to purchasing more than  
**50%**  
of our core products<sup>1</sup>  
within a 100 km radius of our  
head office

2026

Performance indicator:  
formalized and communicated commitment

Maintain at  
**100%**  
the proportion of employees  
paid above the minimum viable  
wage for the city of Trois-Rivières

Per year

Performance indicator:  
proportion of employees paid above the  
minimum viable wage according to the *Institut  
de recherche et d'informations  
socioéconomiques* (IRIS)

<sup>1</sup>expenses excluding labor



# Cranberries and Fruit d'Or

## at the Heart of the Economic Vitality of Centre-du-Quebec

When Fruit d'Or was founded, there were only two cranberry farms in the region. In just a few years, the industry flourished, largely through Fruit d'Or's initiatives and support.

**In 2020, a study by the Quebec Cranberry Growers Association (APCQ)<sup>1</sup> revealed that Quebec is the second largest grower of cranberries in the world, largely due to the excellent quality of organic production in the Centre-du-Quebec. At Fruit d'Or we are proud to have contributed to this success.** Between 2015 and 2019, the industry generated 2,168 jobs in Quebec, with a notable increase of 82% in Centre-du-Quebec.

This impact is also reflected in municipal revenues, with economic spin-offs of \$1.56 million in the same region. Fruit d'Or continues to invest locally, making 54% of its purchases (excluding labor) within a 100-km radius of its head office, and a large majority of its purchases in Quebec (69 %) and in Canada (76%).<sup>2</sup> This local sourcing strategy not only strengthens the regional economy but also the sustainability of the cranberry industry in Quebec.

*“Quebec has seen the birth of a dynamic industrial sector centered on cranberries, mainly thanks to the initiative and vision of Fruit d’Or. This dynamism has generated significant regional investments, contributing to the development of our territory and the global industry.”*



**Sylvain Dufour**  
Vice President of Business Development and Co-founder

<sup>1</sup> Association des producteurs de canneberge du Québec (APCQ), study carried out by Deloitte. 2020. Estimation des retombées économiques 2019 de l'industrie de la canneberge au Québec. p. 1-37  
<sup>2</sup> Internal datas, fiscal year 2022

## Ensuring a Viable Minimum Wage to Boost Local Economic Vitality

Our priority is to ensure a dignified standard of living for our employees, which is why we have adopted a livable wage that exceeds the legal requirements for hourly rates. The minimum livable wage is calculated to cover the real costs of living in different regions, allowing employees to live without food or housing insecurity. Our minimum hourly wage, set at \$19.32 in 2023, is well above the Quebec legal minimum of \$15.25<sup>1</sup>, as well as the minimum livable wage threshold in key cities like Trois-Rivières.

By guaranteeing a decent salary, we contribute not only to the well-being of our employees, but also to the economic vitality of our region. The minimum wage we offer helps stabilize the finances of local families and increases their purchasing power, boosting the regional economy.



<sup>1</sup> Selon les données de la CNESST, 2023



Our plan at a glance

Caring for Nature		
Priority	Committments	
Preserve biodiversity, ecosystems and natural resources	Achieve 95% of cranberries purchased with at least one environmental certification (organic, Certified Enviro Cranberry, GlobalG.A.P, CanadaGap)	2026
	Maintain at more than 60% our purchasing share of the Quebec organic cranberry market	2026
	Carry out at least two projects for agronomic research aimed at preserving or restoring ecosystems	2026
	Reduce by 12% potable water consumption in our plants compared to 2023 (in intensity)	2026
	Reduce by more than 13% our plants wastewater compared to 2023 (in intensity)	2026
Fight climate change	Reduce by 49% our GHG emissions (scope 1 and 2) compared to 2023 (in intensity)	2030
	Reduce by 21% our total GHG emissions (scope 1 and 2) by September 2030 compared to 2023 (absolute)	2030
	Set reduction GHG emissions targets for our scope 3 by September 2025	2025
	Review our reduction targets (scopes 1, 2 and 3) with the Science Based Targets Initiative	2026
	Reduce by 24% the energy consumption in our manufacturing plants by September 2030 compared to 2023 (intensity)	2030
	Increase by 15% the share of renewable energy in our energy supply by September 2030 compared to 2023	2030
Reduce our residual materials	Carry out a comprehensive assessment of our residual materials (organic and inorganic) for each of our 2 sites by September 2024	2024
	Fix targets for improving residual materials management for our 2 sites by September 2024	2024
	Establish at least one new solution for organic waste recovery by September 2024	2024
Make our packaging more sustainable	Integrate an eco-design tool into packaging decision-making by September 2024	2024
	Identify innovative and eco-responsible packaging solutions that will minimize our environmental impact	2026
	Implement measures to promote the recycling of our packaging intended for our customers (businesses) as well as our consumers	2026

Caring for People		
Priority	Committments	
Promote the consumption of healthy products	Launch 3 new ingredients with functional benefits for the nutraceutical business segment	2026
	Promote healthy eating through the promotion through the promotion of the "Better for you" line of products (aim for one promotional campaign per year)	Per year
	Achieve 65% of products in the retail brand portfolio that are sugar-free or reduced in sugar	2026
Promote an equitable, diverse and inclusive environment	Train 100% of our employees on unconscious biases related to equity, diversity, and inclusion (EDI)	2026
	Maintain balanced representation of women in management positions:  - Senior management positions: 50% - Management positions: 50%	2026
Ensure a safe and healthy workplace for all	Achieve a frequency rate and a severity rate of work accidents lower than the provincial average	2026
	Train 100% of managers on psychosocial risks, to ensure the well-being and emotional health of our teams	2026
Support employee development and encourage commitment to our purpose	Train 100% of managers on kindness at work	2026
	Measure employee engagement rate by October 2024	2024

Caring for Communities		
Priority	Committments	
Enhance the resilience of our partner-producers	Maintain an increased 2% in agricultural yields for the cultivation of conventional cranberries compared to the 6-year average	Per year
	Maintain agricultural yields for growing organic cranberries above the 6-year average	Per year
	Develop an access program to new varieties of cuttings for cranberry growers whose yields per acre are less than 25% of the average	2026
	Promote the electrification of cranberry farms by deploying a support guide for growers	2026
Ensure a responsible supply chain	Require all of our suppliers and grower-partners to adhere to our supplier code of conduct by September 2025	2025
	Engage 100% of all our suppliers1 likely to have poor ESG performance in a CSR assessment program	2026
	Systematically integrate sustainable development criteria into the selection of all suppliers	2026
Increase our involvement and investments in our communities	Define a philanthropic strategy based on an analysis of the social, environmental and cultural needs of the communities where we work by September 2024	2024
	Gradually increase our contributions to charitable causes aiming for an increasing percentage of our revenue, up to 0.1% of our revenue for the year 2026	2026
	Encourage community involvement among our employees by offering scholarships to the most involved employees, so that they can give back to their community by September 2025	2025 /yr
	Continually get involved in improving the context and social and environmental performance of our industry	2025 /yr
Support and contribute to the vitality of the local economy	Formally commit to purchasing more than 50% of our core products within a 100 km radius of our head office	2026
	Maintain at 100% the proportion of employees paid above the minimum viable wage for the city ofTrois-Rivières	Per year



# Committed

to the future

*Always*  
be better for the environment.

It is our commitment to continually push the boundaries of sustainable innovation in agri-food.

Because together we can *always* be better for the well-being of everyone.