

INTEGRATED REPORT

Extract from the
universal registration
document

2024 — 2025





Integrated report

3

Iconic brands

More than

80%

of sales certified B Corp

Family business for

7

generations

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FOR MORE INFORMATION, PLEASE VISIT: [BONDUELLE.COM](https://www.bonduelle.com)

1.1 A FAMILY-OWNED GROUP, A PIONEER IN PLANT-RICH FOOD

1.1.1 *La nature, notre futur*

The Bonduelle Group is above all a family story from the north of France that has lasted for seven generations. Present in nearly 100 countries, we are proud of our iconic brands, Bonduelle, Cassegrain, and Globus. We partner with nearly 2,000 passionate growers to bring you vegetables harvested at their peak of flavor and nutrition.

Family business for

7 
generations

+ 100 
countries sell our products

2,204 M€ 
of sales

Because every meal is an opportunity to make a difference, we are committed to inspiring the transition to a plant-rich diet, to contribute to people's well-being and planet health.

Already more than 80% certified B Corp™, our goal is to achieve full certification for the Bonduelle Group by December 2025, thus affirming our commitment to a more sustainable and responsible model.

Our 3 iconic brands



1.1.2 Evolving while remaining true to its roots

- A family-owned group, founded in **1853**;
- A very modern mission with a strong impact: Inspire the transition toward a plant-rich diet to contribute to people's well-being and planet health;
- Iconic, innovative brands for an accessible and delicious food transition;
- Nearly **9,000** committed employees who contribute to a responsible and effective model;
- Strong links with agricultural production and a solid agro-industrial expertise;
- Multi-local presence:
 - **29** production sites in the heart of fields in Europe,
 - **6** production sites in the heart of fields in Eurasia and Mercosur,
 - **4** production sites in the heart of the fields in the United States.



1.1.3 Financial and extra-financial indicators

	At 2024/06/30 ¹	At 2025/06/30
Sales (<i>in millions of euros</i>)	2,223	2,204
Evolution	(1.4)%	(0.9)%
Current operating income (<i>in millions of euros</i>)	83	84
Net income (<i>in millions of euros</i>)	(120)	(11)
REBITDA (<i>in millions of euros</i>) ²	161	169
Leverage ratio ³	3.57x	3.38x
Capital expenditure (<i>in millions of euros</i>) ⁴	77.2	73.6
ROCCE ⁵	6.9%	7.1%
		
100% of our products evaluated Nutri-Score A or B by 2025	99.1%	98.8%
100% products free from controversial additives by 2030	84.5%	93.5%
> 15% of sales achieved through innovations each year	5.6%	6.6%
		
80% of growers engaged in regenerative agriculture by 2030	58.4%	59.3%
100% of cultivated area using pollinator protection plan by 2030	69.5%	67.2%
100% of our packaging designed to be recyclable or reusable by 2025	98%	98.1%
0 virgin fossil plastics used in packaging by 2030 (-100% vs. FY20 by volume)	(45.3)%	(45.4)%
-38% Scopes 1 and 2 greenhouse gas (GHG) emissions by 2035 (absolute)	(19.4)%	(14.2)%
-30% Scope 3 greenhouse gas (GHG) emissions by 2035 (intensity)	(0.3)%	(0.5)%
		
> 75% employee engagement rate (and above our external benchmark)	70%	71%
> 90% of growers' contracts renewed every year	88.7%	85.4%
100% of sites deploy actions to promote a plant-rich diet for employees by 2026	56.1%	64.9%
100% of our sites involved in local initiatives by 2025	97.6%	100%

- 1 Indicators recalculated on the scope of continuing operations, in accordance with the changes occurring in 2024-2025 and the IFRS 5 requirements for the financial report.
- 2 REBITDA (Recurring Earnings before Interest, Taxes, Depreciation, and Amortization). This indicator represents recurring profitability generated by the activity independent of financing conditions, taxes and depreciation and amortization of property, plant, and equipment.
- 3 Leverage ratio: net financial debt/REBITDA.
- 4 See Section 5 "Consolidated financial statements", Note 11.3 "Property, plant and equipment".
- 5 Current operating income before tax/capital employed.

1.2 A PIVOTAL YEAR FOR SUSTAINABLE TRANSFORMATION

1.2.1 Message from **Xavier Unkovic**, Chief Executive Officer of **the Bonduelle Group**

A transformation underway, tangible results

The year 2024-2025 marks the starting point of a profound transformation at Bonduelle. As announced in 2023-2024, we have committed to an ambitious strategic plan¹, guided by our mission.

This plan is based on a strong conviction: plant-rich food is an essential response to the challenges of human health and the preservation of our planet.

Our first year of transformation, marked by transition and the implementation of its fundamentals, enabled us to achieve our objectives and begin our recovery momentum. With current operating income of nearly 84 million euros, we met our commitments and exceeded the previous fiscal year's net income. This improvement, achieved in a complex market environment, demonstrates the relevance of our strategy and the dedication and commitment of our teams, to whom I extend my sincere gratitude.

We have taken an important step forward by refocusing our activities with the disposal of the packaged salad business in France and Germany. This choice allows us to approach the future with greater clarity and agility. I would like to pay tribute to the remarkable commitment of the teams in this demanding period.

A brand that reinvents itself by placing the consumer at the heart

Our transformation can be seen and felt by the consumers we support at every moment of consumption. The Bonduelle brand has begun its modernization process, thanks to innovative promotional campaigns and effective cross-category approaches that reflect new consumer habits: family meals, meals on the go, healthy meals, and snacks for aperitifs. The Bonduelle brand itself has been completely redesigned to represent a more modern, joyful, and universal promise.

Another highlight: the launch of the Bonduelle brand in the United States at the end of 2024. This strategic change, welcomed by distributors and consumers alike, paves the way for sustainable growth in a key market. Our Lunch Bowls reflect this ambition: to create a true "plant-rich destination" in-store, in several categories.

Toward a sustainable rebound and a stronger positive impact

The year 2025-2026 begins with a sense of recovery, trust, and determination to restore our ability to invest, innovate, and grow.

Our transformation is supported by changes in our organizations, designed to better meet consumer expectations and enable us to effectively implement our strategy.

It is based on a regional organization of strengthened and pooled global expertise, and local teams that are more attentive to the markets. Finally, we are continuing our commitment to People and the Planet: to achieve 100% B Corp certification by the end of 2025, which embodies our desire to act as a responsible company, serving the common good.

The Bonduelle Group is moving forward with determination, transparency, and meaning. To all our stakeholders, we reaffirm our commitment: to build a high-performance, sustainable, and inspiring company. Thank you for your trust. Let's continue to grow this forward-looking project together.



¹ See 1.3.1 A strategic reorganization guided by sustainable performance.

La nature, notre futur

The Global Executive Leadership Team

From left to right, from top, members of the Global Executive Leadership Team (GELT):



- **Bobby Chacko**
Chief Executive Officer, Bonduelle Americas
- **Marine Henin**
Head of Human Resources
- **Xavier Unkovic**
Chief Executive Officer, Bonduelle Group
- **Helmi Bessaies**
Chief Digital Transformation Officer
- **Mathias Levoir**
Chief Operations Officer

- **Cyrille Auguste**
Chief Executive Officer, Bonduelle Europe
- **Céline**
Barral, Chief Strategy, Brands and Impact Officer
- **Ekaterina Eliseeva**
Chief Executive Officer, Bonduelle Eurasia and Emerging Markets
- **Grégory Sanson**
Chief Performance and Finance Officer

A business transformation in 3 steps

2024-2025

TRANSITION



2025-2026

REBOUND



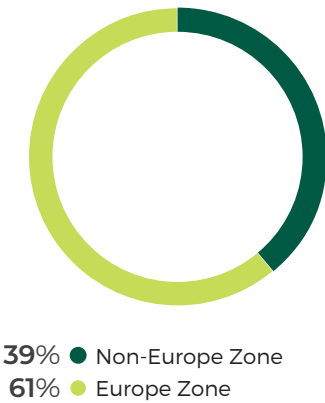
2026-2027

ACCELERATION

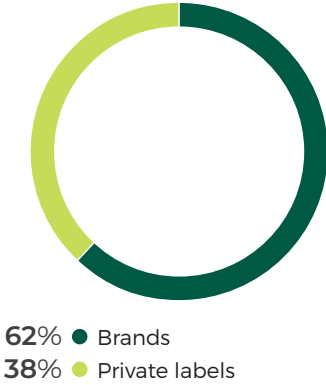
1.2.2 Breakdown of sales



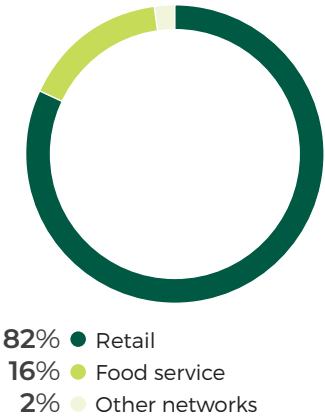
By Europe Zone and Non-Europe Zone



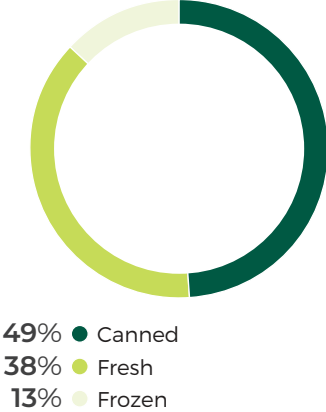
By brand



By distribution channel



By segment



1.3 A TRANSFORMATION STRATEGY IMPLEMENTED IN 2024-2025

1.3.1 A strategic reorganization guided by sustainable performance

The year 2024-2025 marked a strategic turning point for our company with the implementation of our sustainable transformation strategy, based on five founding pillars. This

dynamic has laid the foundations for a more agile, efficient model aligned with our ambition: to inspire the transition to a plant-rich diet.

TRANSFORM TO WIN: our transformation strategy

The 5 pillars of the transformation strategy

1 Performance

Strengthening operational excellence to spread a performance culture throughout the Company;

2 Brands and innovation

Developing and leveraging the power of brands to bring healthy and tasty food to the table.

3 Key geographies

Strengthen our presence in our priority regions, particularly the United States, the world's largest food market.

4 Operational excellence

Simplifying our operations and organization for greater efficiency.

5 Positive impact

Being better every day for people and the planet, by pursuing our B Corp ambition and offering good products for everyone, from regenerative agriculture.

Our redesigned organization

In a constantly changing economic context, we have committed to an in-depth transformation of our organization, based on two fundamental principles:

- 1 A resolutely consumer-centric organization and culture:** Consumer centricity is now the central pillar of our value creation model. This approach aims to proactively anticipate and meet our consumers' expectations, with the aim of strengthening their loyalty, improving their experience, and generating a sustainable competitive advantage. And our commitment goes beyond traditional sales and marketing functions. We have made the strategic choice anchor this orientation at the heart of all the Company's functions. This cross-functional nature guarantees a shared understanding of consumer needs, as well as consistency in the implementation of actions, which is an essential condition for our long-term performance.
- 2 An organization that aims for operational agility:** in an environment where speed of execution is a key factor for competitiveness, we have embarked on an ambitious organizational simplification project. The objective: to build a more agile and responsive structure, capable of adapting quickly to market requirements: lean and efficient. We have thus reduced decision-making levels, broadened areas of responsibility, and rationalized working methods. This drive for simplification helps streamline communication and speed up decision-

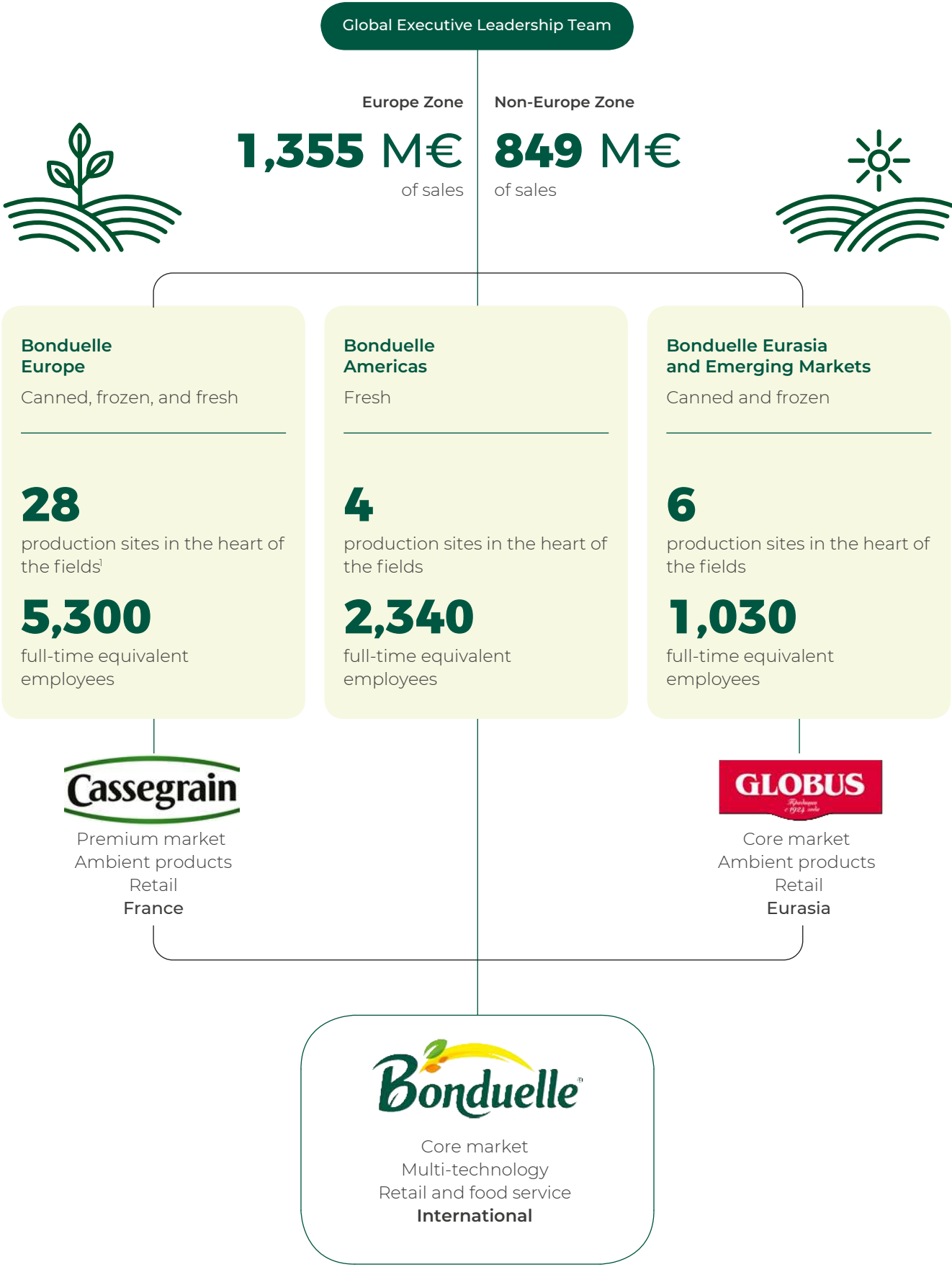
making, strengthening our ability to innovate, seize opportunities, and operate responsibly, while maintaining the financial discipline that is essential to our profitability.

Our new organization marks a decisive step in the simplification of our operating methods:

- By breaking down silos and structuring our expertise around three main zones – Europe, Americas, and Eurasia/ Emerging Markets – we are strengthening our proximity to markets and our ability to respond effectively to local expectations.
- At the same time, we have consolidated global functions (human resources, finance, innovation, operations, IT and digital, corporate social responsibility, communication) to spread best practices and ensure strategic consistency across the group.
- Finally, this transformation is rounded off with a drive for local excellence: each country is accountable for its performance, with consumer-oriented management, the mobilization of all functions, and increased demands in terms of execution and results.

This new organization gives us essential assets to ensure profitable, sustainable, and differentiating growth, as close as possible to our consumers' expectations.

1.3.2 Organized into three regions since July 1, 2025



1 The wild and farmed mushroom site in Herm (France) is managed directly by the group.

1.4 A COMPANY DELIVERING FINANCIAL PERFORMANCE AND POSITIVE IMPACT

1.4.1 The mission at the heart of the strategy

VISION: Plant-rich food is the foundation for both a protected planet and healthy people

Human well-being is intrinsically linked to the health of our planet

Our dependence on nature is not limited to the production of foodstuffs alone. Natural ecosystems provide other services essential to our survival and economic activities. They help regulate the climate and air quality, facilitate the absorption and recycling of waste and pollutant emissions, fight against the spread of diseases and parasites, etc. However, the artificialization and impoverishment of soils, deforestation, pollution of seas and rivers, climate disruption, the erosion of biodiversity, the massive use of pesticides, etc., endanger nature and its ability to provide us with these essential services.

Feeding people sustainably is a challenge

Food is one of the major challenges of our century. We need to meet the needs of a growing population, while limiting the human ecological footprint, which is closely linked to its food. In fact, upstream and downstream food systems account for one third of greenhouse gas (GHG) emissions produced.

In terms of health, the two main risk factors that reduce life expectancy are malnutrition and food risks. In Europe¹ and the United States², the transition to a more plant-rich diet is a public health issue, as nearly 9 out of 10 adults do not consume enough vegetables.

Plant-rich food is the solution

The risks outlined above demonstrate the need to restore plants to a prominent place on our plates. We firmly believe that now is the time for a plant-based revolution for the well-being of current and future generations and that of ecosystems.

Replace

50% 

of foods of animal origin through a plant-rich diet could reduce food-based emissions from

35% 

in the United States³ by 2030

In Europe⁴, a similar reduction in meat and dairy consumption would reduce agricultural emissions by up to

40% 

Mission:

Inspire the transition toward a plant-rich diet,
to contribute to people's well-being
and planet health

Our mission is inseparable from our economic objectives, because without economic sustainability, there is no positive impact, and conversely, there is no financial success without a contribution to sustainability issues. This is a twofold requirement, which we know will create value for our entire ecosystem.

1 <https://ec.europa.eu/eurostat/fr/web/products-eurostat-news/-/ddn-20220104-1>

2 https://www.cdc.gov/mmwr/volumes/71/wr/mm7101a1.htm?s_cid=mm7101a1_w

3 <https://css.umich.edu/publications/research-publications/implications-future-us-diet-scenarios-greenhouse-gas-emissions>

4 <https://www.sciencedirect.com/science/article/pii/S0959378014000338>

1.4.2 The B!Pact: our positive impact strategy

Accelerating the food transition

True to our mission to accelerate the food transition, we have undertaken an ambitious transformation of our model to become a positive impact group. This approach actively contributes to six Sustainable Development Goals (SDGs) defined by the UN: No. 2, No. 3, No. 8, No. 12, No. 13, No. 15.



Our positive impact roadmap, named B!Pact is built around three essential pillars: Food, Planet, People. For each of them, objectives have been defined in order to measure our impact and take concrete action with our stakeholders.



Our ambition does not stop there: this approach is part of a continuous improvement process supported by a strong commitment to obtain B Corp certification for the entire group by the end of 2025, a guarantee of transparency, high standards, and responsibility.

A continuously evolving approach

Following our double materiality analysis, the B! Pact strategy will be updated to better reflect our priority challenges. Certain themes, such as diversity, inclusion, and civic engagement, although deemed not material concerning this analysis, remain integrated into our approach because of their importance to Bonduelle. Present in markets sensitive to environmental and social challenges, we are continuing our efforts to offer responsible plant-rich food, reduce our carbon footprint, and strengthen the eco-design of our products in all our business areas.

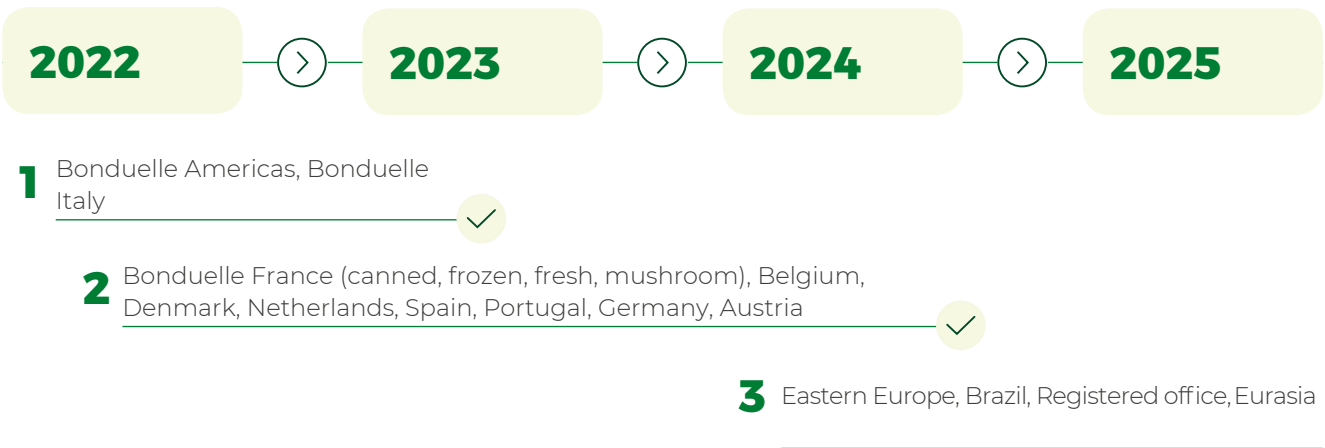
A positive impact recognized by the B Corp certification

We have set ourselves the ambition of obtaining B Corp certification for 100% of our operations. B Corp is a continuous improvement process that commits our entire organization to demanding environmental, social, and governance standards. It is a unifying project that accelerates Bonduelle's transformation by focusing on concrete priorities, including responsible purchasing, business ethics, energy efficiency, and employee support.

This approach is already well advanced:

- In 2022-2023, we obtained the certification for Bonduelle Italy and Bonduelle Americas (United States), i.e. one third of our sales.
- In 2023-2024, new entities were certified: Bonduelle France (canned, frozen, and fresh), Spain, Portugal, Denmark, Belgium, the Netherlands, Champiland, and Bonduelle Germany. i.e. more than 80% of our sales.
- In 2024-2025, we prepared for the certification of Bonduelle Polska, Bonduelle Ceska Republika, Bonduelle Central Europe, Hungary, Bonduelle SA (registered office), Bonduelle do Brazil, and Bonduelle in Eurasia. This last step brings us closer to our goal: to become 100% B Corp. And because certifications are based on continuous improvement, they are renewed every three years.

Towards B Corp certification for the Bonduelle Group





1.4.3 Our value creation model for stakeholders and the planet

For seven generations, our family Shareholders have been committed to building a resilient, long-term business model that has a positive impact on all our stakeholders. Having embarked on the path to B Corp certification seven years ago, we aspire to obtain this recognition, thereby guaranteeing an external assessment of our progress and our efforts to maximize the value created and shared.

RESOURCES

A family business that favors long-term investments

- A solid and sustainable family structure for **7** generations.
- Our values: integrity, simplicity, people-minded, trust, fairness, excellence, openness.
- Independent financial capital open to growth.
- **609** million euros in shareholders' equity.

A pioneer in plant-rich food with iconic brands

- **3** iconic brands: Bonduelle, Cassegrain, Globus.
- An offering that spans **3** technologies: canned, fresh, and frozen, and **3** distribution channels: retail, food service, and industrial sales
- **6.6%** of sales are generated by innovations.
- Nearly **750,000** tonnes of vegetables and legumes cooked each year.

An international presence anchored in the regions

- Products sold in nearly **100** countries.
- **39** production sites in the heart of fields in **9** countries.
- Nearly **9,000** full-time equivalent employees, including **10%** seasonal employees.
- **61,600** hectares under cultivation.
- **1,958** farming partners

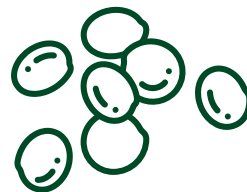


STRATEGIC AREAS TO ACHIEVE OUR MISSION

Mission:

Inspire the transition toward a plant-rich diet to contribute to people's well-being and planet health





Strategy:



VALUE CREATED FOR STAKEHOLDERS

For economic partners

- **2,204** million euros in sales.
- **84** million euros in current operating income.
- **7.1%** ROCCE.
- More than **80%** of operations are B Corp certified.

For consumers

- **82%** of sales are generated from products suitable for vegetarian diets.
- **99%** of products are evaluated Nutri-Score A or B.
- **93%** of products are free of controversial additives.
- Nearly **11,000** chefs trained in plant-rich cuisine through our Greenology program.

For the planet

- **67%** of cultivated areas have a pollinator protection plan.
- **98%** of our packaging designed to be recyclable or reusable.
- **45%** reduction in virgin fossil plastics used in our packaging, compared to 2020.
- **14%** reduction in Scopes 1 and 2 GHG emissions (absolute vs. 2020).
- **0.5%** reduction in Scope 3 GHG emissions (intensity vs. 2020)

For employees

- **71%** employee engagement rate.
- **65%** of sites deploy actions to promote a plant-rich diet for employees

For farming partners

85% of growers' contracts were renewed.

For local communities and society at large.

100% of sites are involved in local initiatives.

200 establishments are taking part in the Vegetable Garden World Cup.

1.4.4 The key figures of the B!Pact

Our commitments	Our positive impact targets ¹	2023-2024 ³	2024-2025	Targets
 WE CREATE HIGH QUALITY FLEXITARIAN FOOD EXPERIENCES AND SUSTAINABLY IMPACT EATING HABITS				
#1 Offer superior quality plant-rich food	100% of our products evaluated Nutri-Score A or B by 2025	99.1%	98.8%	100%
	100% products free from controversial additives by 2030	84.5%	93.5%	100%
#2 Develop a plant-rich offer by meeting the diverse needs of the flexitarian diet	> 15% of sales achieved through innovations each year	5.6%	6.6%	>15%
#3 Promote the flexitarian diet for all	100% of countries promoting plant-rich cuisine for all through dedicated programs by 2030	71.4%	66.7%	100%
 WE TRANSFORM OUR FOOD PRODUCTION SYSTEM FROM FIELD TO FORK TO CONTRIBUTE TO CARBON NEUTRALITY				
#4 Scale up regenerative agriculture & preserve biodiversity	80% of growers engaged in regenerative agriculture by 2030	58.4%	59.3%	80%
	100% of cultivated area using pollinator protection plan by 2030	69.5%	67.2%	100%
#5 Foster the circular economy	100% of packaging designed to be recyclable or reusable by 2025	98%	98.1%	100%
	0 virgin fossil plastics used in our packaging by 2030 (-100% vs. FY20 in tonnes).	(45.3)%	(45.4)%	(100)%
#6 Contribute to carbon neutrality	38% reduction in our GHG emissions for Scopes 1 and 2 by 2035 (vs. FY20 absolute)	(19.4)%	(14.2)%	(38)%
	30% reduction in Scope 3 GHG emissions by 2035 (vs. FY20 in intensity)	(0.3)%	(0.5)%	(30)%
 WE BUILD MEANINGFUL DEVELOPMENT RICH AND INCLUSIVE PEOPLE JOURNEYS AT BONDUELLE AND BEYOND				
#7 Create healthy and fair working experiences for our people and partners to thrive	>75% employee engagement rate (and beyond our external benchmark)	70%	71%	>75%
	>90% of growers' contracts renewed every year	88.7%	85.4%	>90%
	100% sites with actions promoting a plant-rich diet for employees by 2026	56.1%	64.9%	100%
	100% permanent employees covered by life insurance by 2025	99.7%	100%	100%
#8 Foster learning and inclusive hiring practices across Bonduelle and beyond	100% of employees with an individual development plan by 2030	63.8%	88.98%	100%
	80% of growers supported with training by 2030	- ²	59.2% ¹	80%
	100% of sites to implement inclusive hiring initiatives by 2030	- ²	47.5%	100%
	100% of Managers trained in diversity, equity, and inclusion (DE&I) by 2025	22%	89% ¹	100%
#9 Encourage our teams to engage locally in actions with a positive impact	100% of our sites involved in local initiatives by 2025	97.6%	100%	100%

¹ The methods for calculating the indicators are presented in Section 2.4. Appendices: Methods for calculating key sustainability indicators.

² No result available for the indicator.

³ Indicators recalculated on the scope of continuing operations, in accordance with the changes occurring in 2024-2025 and the IFRS 5 requirements for the financial report.

1.5 A VISION OF THE CHALLENGES TO GUIDE THE POSITIVE IMPACT



Thanks to our international reach, we operate at the heart of a dynamic ecosystem and maintain a regular dialogue with our stakeholders to integrate their expectations into our strategy and commitments.

Between June 2024 and February 2025, we conducted a double materiality analysis to identify our main impacts, risks, and opportunities across our value chain. This approach is a continuation of the work carried out in 2022-2023, based on the consultation of more than 570 stakeholders.

Double materiality provides us with a clearer view of the challenges, risks, and opportunities to be addressed, in line with the major transformations underway. The material challenges detailed in Section 2.1.4 result from this analysis. We present here a selection with its own structure introduced by the United Nations Sustainable Development Goals.

1.5.1 Environmental challenges

The context



24 billion metric tons
of fertile soil are lost each year¹



1/3 of global greenhouse gas emissions
are caused by food²

¹ Source: <https://www.earthworm.org/fr/our-work/areas-of-work/living-soils>

² Source: https://www.wwf.fr/sites/default/files/doc-2020-10/20201009_Rapport_Bending-the-Curve_Full-Report_WWF.pdf

Our challenges and assets

ADAPTING TO THE IMPACTS OF CLIMATE CHANGE

Climate change is strongly affecting agricultural production, making adaptation essential to ensure healthy and accessible food. We conducted an in-depth risk analysis to strengthen our resilience across the entire value chain. Our actions include the development of regenerative agriculture, the adaptation of crop varieties, and the optimization of agricultural practices. Thanks to our partnership with Axa Climate, we are assessing the effects of climate on our operations and identifying suitable solutions, particularly for water management and logistics.



Estimating the impact of climate on agriculture :

Since 2023-2024, we have developed, in collaboration with AXA Climate, an IT tool to estimate the impact of climate change on our production zones. This forward-looking exercise helps us to anticipate changes in growing conditions and to define the actions necessary to limit the impacts on our operations in the short, medium, and long term.



Evaluate the adoption of regenerative agriculture :

Together with growers, we have set up a method to assess their adoption of regenerative agriculture. Soils enriched with organic matter, reduction in tillage, crop diversity, reasoned management of water, nitrogen, and pesticides: each of these indicators is taken into account. We then assign an overall score out of 100, which makes it possible to monitor the evolution of agricultural practices.

OPTIMIZE OUR ENERGY CONSUMPTION AND DEVELOP RENEWABLE ENERGY

Reducing energy use and intensity, improving energy efficiency, and increasing the use of renewable energy across operations and the supply chain are key drivers to reduce greenhouse gases. We are reducing our energy footprint through audits and action plans, while integrating more efficient technologies at our production sites. 10 of our sites are ISO 50001 or ISO 14001 certified, and seven others are in the process of certification. Investment in renewable energy is also a key focus of our energy strategy. In 2024-2025, renewable energy represented 28.6% of Bonduelle's energy mix.

REDUCE OUR CARBON FOOTPRINT

It is also essential to limit the scale of climate change. In response to the climate emergency, we have set up a climate strategy to contribute to carbon neutrality by 2050, with intermediate milestones validated by the Science-Based Targets Initiative (SBTi). We have already reduced our Scopes 1 and 2 emissions by 14.2% in 2024-2025 compared to 2020. We have also identified decarbonization levers, particularly in packaging, agriculture, and industry, and planned targeted investments to accelerate this transition.

PROTECT BIODIVERSITY AND ECOSYSTEMS

Accelerating the agroecological transition is essential to meet environmental challenges. The Bonduelle Group works with farming partners to promote and develop regenerative agriculture. It is a progressive approach that enables sustainable production while maintaining the balance of ecosystems and promoting the regeneration of common goods such as soil, water, and biodiversity. Nearly 6 out of 10 Bonduelle farming partners are committed to it, and we are targeting 8 out of 10 by 2030. At the same time, the Bonduelle Farm Academy trains our agronomists and growers who wish to do so in regenerative agriculture practices.



Renewable energy at the heart of our sites:

As with other group sites, we are actively engaged in the energy transition at our historic Renescure site, located in the heart of the Hauts-de-France fields. In May 2024, we inaugurated a new biomass boiler room there, fueled by 60% waste from the forestry industry. Thanks to this installation, we avoid the emission of around 6,000 tonnes of CO₂ per year.

PRESERVE WATER RESOURCES

The preservation of water resources is a growing challenge. For Bonduelle, the aim is to reduce water consumption in agricultural and industrial processes and to avoid the discharge of polluted water.

In agriculture, regenerative agriculture practices increase the resilience of soils to water shortages. We also support reasoned water management on irrigable cultivated areas: 73% are equipped with water requirement measurement tools and 72% are equipped with precision irrigation.

For our sites in the heart of the fields, we have chosen an approach adapted to each Bonduelle region: each region sets its own water consumption reduction target and roadmap, in line with the overall objective for the industrial scope (-30% by 2035). We support initiatives for access to water and the preservation of resources around our sites and participate in multi-stakeholder dialogues with administrations to ensure responsible water use in times of water stress.



The irrigated fields use precision techniques:

Together with growers, we are adopting increasingly precise water management techniques. Thanks to connected capacitive sensors, they measure soil moisture in real time, allowing them to determine the plants' needs and provide them with just the right amount of water. To irrigate efficiently, they rely on devices such as drip irrigation or precision booms. 72% of irrigated fields are equipped with them.

RETHINKING OUR PACKAGING FOR A CIRCULAR ECONOMY

We think of saving resources at the scale of the entire life cycle of our products. Our goal: to reduce packaging as much as possible, whether paper or plastic, increase the proportion of recycled or bio-sourced materials, and improve their recyclability.

We optimize our packaging to limit virgin fossil plastics. Before each launch, we also check the existence of recycling channels in the countries concerned, in order to guarantee the responsible end-of-life of our packaging. In 2024-2025, more than 98% of Bonduelle Group-branded product packaging was designed to be recyclable or reusable.



Reduce virgin fossil plastics in our packaging:

We have reduced virgin fossil plastics in our packaging by 45.4% since 2020. This decrease is the result of work carried out for several years on reducing the thickness of plastic, and more recent actions such as reducing the weight of frozen bags. We have also eliminated some packaging and are continuing the transition to recycled or bio-based materials. For example, the plastic film surrounding packaging of boxes is gradually being replaced by cardboard cases made from recycled material.

1.5.2 Food challenges

The context



840 million + people by 2030

will be affected by hunger if recent trends continue; the world is not on track to achieve Zero Hunger by 2030



9 billion people in 2050

would require nearly three planets in order to maintain current lifestyles



5 million + children

die before their 5th birthday each year

Our challenges and assets

ENSURING PRODUCT SAFETY, HEALTH, AND QUALITY

Offering safe and high-quality products that prevent health risks related to use, consumption, handling, preparation, and storage throughout the value chain is a priority. We are committed to offering safe and high-quality products, ensuring safe consumption at every stage, from harvest to storage. Thanks to rigorous traceability controls, we can respond quickly in the event of a problem. We apply the "Risk Analysis and Critical Control Points" method, ensure continuous monitoring, and implement corrective actions in the event of an incident. Our production sites are certified according to strict standards (BRC, IFS, FSSC 22000). The majority of our products are classified as Nutri-Score A or B, reflecting our commitment to quality food.



Our Nutri-Score commitment:

In European countries where this is relevant, we voluntarily display the Nutri-Score logo on our packaging. In countries where labelling is not mandatory, we ensure that our products meet criteria A or B. In 2024-2025, 98.8% of branded products were evaluated as Nutri-Score A or B.

MAKING PLANT-RICH FOOD ACCESSIBLE AND TRANSPARENT

The world's population is growing and, at the same time, natural resources and arable land are suffering from the effects of biodiversity loss and climate change. Tensions may thus appear in agrifood production and markets. Bonduelle's challenge is to help contribute to availability and affordable access to sufficient, safe, and nutritious food. We maintain competitive prices on our core products and collaborate with distributors and food service operators to make plant-rich alternatives accessible. To ensure optimal transparency, we are placing the Origin'Info logo on all Bonduelle brand products sold in retail in France. This initiative informs consumers about the origin of agricultural raw materials.



Transparency on the origin of our products:

At Bonduelle, we produce mainly in the zones where we market our products. In 2024-2025, we voluntarily applied the Origin'Info logo to our packaging. Our ambition is clear: by the end of 2026, 100% of Bonduelle-branded products sold in retail in France will indicate the origin of their main agricultural raw materials.

OFFERING ENVIRONMENTALLY-FRIENDLY PRODUCTS

The goal for Bonduelle is to focus its product portfolio on environmentally friendly products. Current annual global food emissions would fall by 17% if the global flexitarian diet were adopted worldwide, mainly by reducing red meat in favor of pulses and nuts as the main sources of protein.¹ We are actively involved in reintroducing legume crops in Europe, grown using regenerative agriculture methods, and are working to improve the sustainability of our production to limit our ecological footprint. In 2024-2025, 82.2% of our sales were generated from products suitable for vegetarian diets.



The Bonduelle Lunch Bowls range sold in the United States, main dishes rich in plants.

ENCOURAGING THE TRANSITION TO A MORE PLANT-RICH DIET

According to the United Nations Environment Program, the flexitarian regime, if adopted worldwide, would be able to feed 10 billion people and save 11 million lives every year.² It also responds to consumer demand for concrete and inspiring solutions for eating in a more balanced and environmentally friendly way. In the United States, fruit and vegetable sales increased 4.8% in 2022, despite a record inflation rate of 9.1%.³ The market share of sustainable products in the United States has increased by 9.2 percentage points since 2013. Products marketed as sustainable grow 2.3 times faster than conventionally⁴ marketed products. In Europe: 64% of consumers want to eat a diet that is higher in fruits, vegetables, and grains. This desire is particularly marked in Spain (78%) and Italy (77%). In France, this trend is up 7 points compared to 2022⁵. In response, we have stepped up our innovation to adapt our offering to local expectations. We support our consumers by offering them online content and also train catering professionals through our Greenology program. Through the Louis Bonduelle Foundation, we raise awareness of the benefits of plants and support actions in the field that aim to change eating habits, such as the Vegetable Garden World Cup proposed by the non-governmental organisation Landestini.



Training chefs in plant-rich cuisine:

Since 2019, we have been helping cater professionals to integrate more plants into their menus via Greenology. We offer online training, hands-on recipes, and face-to-face masterclasses with our culinary advisors. In 2024-2025, nearly 11,000 chefs have been trained in plant-rich cuisine.

1 Source: https://www.nature.com/articles/s41558-024-02084-1?_x_tr_sl&_x_tr_tl&_x_tr_hl
2 Source: https://eatforum.org/wp-content/uploads/2025/09/EAT-Lancet_Commission_Summary_Report.pdf
3 According to the « Power of Produce 2023 » annual report published by the Food Industry Association (FMI), <https://www.visiontimes.fr/actualite/monde/etats-unis-rapport-fmi-vente-fruits-legumes-augmente-malgre-pressions-economiques>
4 <https://www.circana.com/post/u-s-positioned-for-additional-growth-as-sustainability-marketed-products-flourish-in-europe>
5 <https://www.interfel.com/actualites/filiere-fruits-et-legumes/enquete-comparative/>

1.5.3 Human challenges

The context



The activity of companies must generate a positive impact on society, the economy, health, and the environment.

Investors are increasingly taking environmental, social, and governance (ESG) criteria into account in their decision-making. Integrating ESG information into Company operations and decisions can add value in terms of better management and financial performance¹.

Our challenges and assets

STRENGTHEN A COMMITTED GOVERNANCE AND BUSINESS MODEL

The impact business movement is growing, driven by a growing demand for value creation for all stakeholders. We have been integrating this approach for several decades by structuring our business model around a positive impact on society and the environment. Our B Corp certification, launched in 2018, reflects this progress, with over 80% of our sales certified. Our goal: to become a 100% B Corp company. A survey conducted in 2023 revealed that 69% of Europeans familiar with B Corp believe that this certification influences their purchasing decisions, reinforcing the importance of our commitment.²



Our goal is to become a 100% B Corp positive impact group:

We are aiming for B Corp certification for all our operations, a commitment that structures our positive-impact approach around high social and environmental standards. Since 2022, several entities have been certified, representing more than 80% of our sales.

ENSURING EMPLOYEE SOCIAL PROTECTION, HEALTH, AND SAFETY

Workplace safety and well-being are at the heart of our concerns. We have implemented a rigorous health and safety policy aimed at zero workplace accidents and zero occupational illness, under the supervision of the Global Safety Leadership Council (GSLC). Regular training, audits, and awareness campaigns such as Safety Weeks help reinforce this approach. The STOP (Workplace Safety through Preventive Observation) method is also applied to reduce risks.

In addition, we lead and develop social protection systems for 100% of our permanent employees.

Finally, in terms of quality of life at work (QLWC), we are acting in three areas:

- Work/life balance: supervised remote working, right to disconnect, caregiver leave.
- Quality of relations and management: harassment awareness, managerial training.
- Meaning and usefulness of work: transparency on strategy, employee engagement via annual interviews, and mental health barometers.

VALUING PARTNERSHIPS AND VALUE SHARING WITH GROWERS

Growers are essential partners in our value creation. We promote a sustainable and fair approach through collectively negotiated contracts, at rates known before planting. This economic stability allows growers to invest in agricultural innovation and the transition to regenerative agriculture. In 2024-2025, 85.4% of Bonduelle's farming partners renewed their contract, demonstrating the strength of our partnerships. Our partnership with growers is based on a shared and proactive vision of sustainable agriculture, symbolized by our commitment charter.



We are committed to the future alongside growers:

Launched in February 2025, our shared commitment charter with growers is based on three pillars: the positive impact of regenerative agriculture, the sharing of risks and value, and our close ties. Because the planet needs it, we are joining forces to prepare for the future.

¹ Source: Journal of Sustainable Finance & Investment 2022 – https://www.researchgate.net/publication/362810154_Does_sustainability_generate_better_financial_performance_review_meta-analysis_and_propositions

² Source: https://bcorporation.eu/blog_post/europeans-want-companies-to-behave-like-b-corps-insights-from-the-2023-brand-awareness-study/

