

“ Our CSR commitments ”

DECLARATION OF EXTRA-FINANCIAL
PERFORMANCE 2024

GRUPE
LE DUFF



Kamps 

la Madeleine





“Editorial”

Louis LE DUFF, Founding Chairman
Maryvonne GUILLOU, Group CEO

The focus of LE DUFF Group's development model has always been on product quality, taste and a commitment to satisfying customer expectations.

Aware of the environmental, social and economic impact of its activities, LE DUFF Group and its entities put sustainable development issues at the heart of their strategic decisions.

2024 marked a decisive step in the consolidation of our CSR roadmap, built on the commitment of all of our business lines and the expertise of our teams. The reporting scope was expanded, in particular with the integration of our recent acquisitions, such as Pandriks. The double materiality assessment conducted this year made it possible to question our stakeholders – internal and external – in order to validate our orientations and ensure that they are in phase with everyone's expectations and requirements.

The first pillar of LE DUFF Group's roadmap concerns limiting our environmental impact. Aware of the importance of protecting our planet, we have increased our efforts to take concrete action in terms of energy, resource management and recycling.

The second pillar focuses on developing talent. As Louis LE DUFF, founder of LE DUFF Group, states "People are our greatest asset". We firmly believe that the Group's strength resides in the skills and the involvement of its employees.

Finally, the third pillar is sharing our love for the earth, by taking initiatives in animal welfare, supplier relations and the promotion of local areas in our purchasing decisions. In addition, we are working to pass on the values of healthy and sustainable food to younger generations and to spread culinary expertise around the world, through the Louis LE DUFF Endowment Fund.

This roadmap allows us to follow a clear and ambitious path. We sincerely thank everyone who has played a part in this progress.

We hope you enjoy reading our 2024 CSR report.

Stay on track!

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This document is interactive. You can click directly on the headings to go to the pages concerned and browse the document using the buttons that appear with this small hand.

This document presents information concerning the extra-financial performance of LE DUFF Group, in accordance with the regulations: French Decree No 2017-1265 of August 9, 2017, implementing French Ordinance No 2017-1180 of July 19, 2017, on the publication of non-financial information by certain companies. The declaration of extra-financial performance describes Le DUFF Group's Corporate Social Responsibility (CSR) approach and covers its industrial and food service activities for the period from January 1 to December 31, 2024.

“Our history”

From the vision of an entrepreneur to the development of a group

Born on a vegetable farm in Brittany, Louis LE DUFF left school at the age of 15 to work for his family as a vegetable grower and seller. Two years later, he resumed his studies, with the ambition of becoming an entrepreneur.

He graduated from the ESSCA School of Management at the age of 24 and left for America, thanks to a grant: in New York, he studied at Columbia during the day and by night worked as a “night manager” in a crêperie; in Montreal, he did an MBA at Sherbrooke University, where he opened his first crêperie next to the campus.

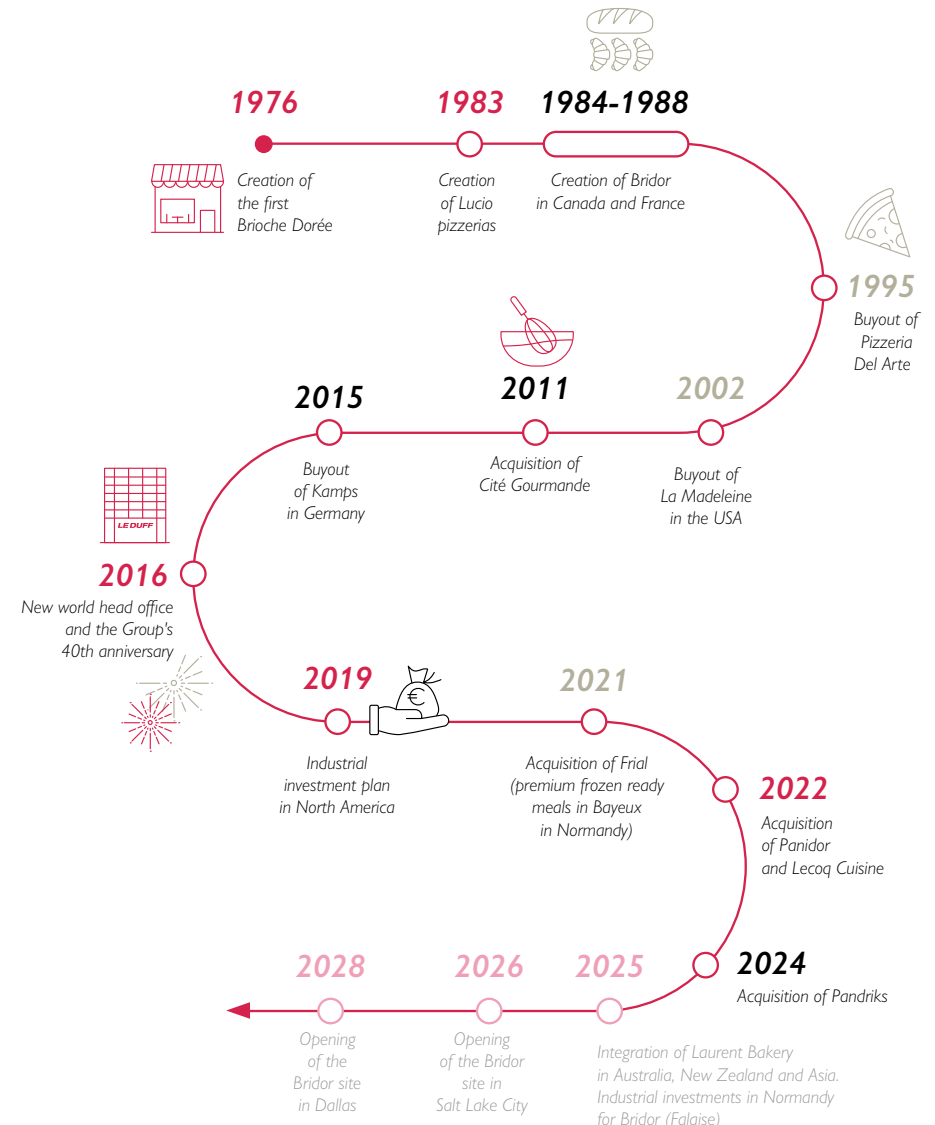
When he returned to France, he founded Brioche Dorée in Brest in 1976, convinced of the potential of French fast food. It was the start of LE DUFF Group, which went on to expand with Del Arte, Fournil de Pierre, Kamps (Germany), La Madeleine (United States) and Au Pain Doré (Canada). In 1984, in order to improve product quality, the Group created its own industrial division with Bridor (premium bakery and Viennese pastry products), which now supplies some of the world’s most prestigious hotels and restaurants and is also a key partner in the retail sector. In parallel, the Group developed its savory division with Frial and Cité Gourmande, specialized in ready meals, particularly potato-based.

The ingredients for success: high-quality, enjoyable dishes

Every day, LE DUFF Group undertakes to offer quality products made from raw materials rigorously selected for their authenticity. Its production methods are inspired by traditional bakery and culinary expertise in order to preserve the excellence of classic recipes.

Within its Culinary Academy, the Group collaborates with well-known chefs, including those with the Meilleur Ouvrier de France (MOF) title, and nutrition experts to create premium recipes.

The growth of LE DUFF Group is above all thanks to the commitment of the 19,000 people who contribute to it every day.



“The Group in brief”

A global group with local roots

Louis Le Duff founded Brioche Dorée in Brest, in his native Brittany. Today an international group, LE DUFF Group's development is rooted in its region, with a head office in Rennes and several production sites in the Greater West of France.



20 production sites



Operations in over 100 countries

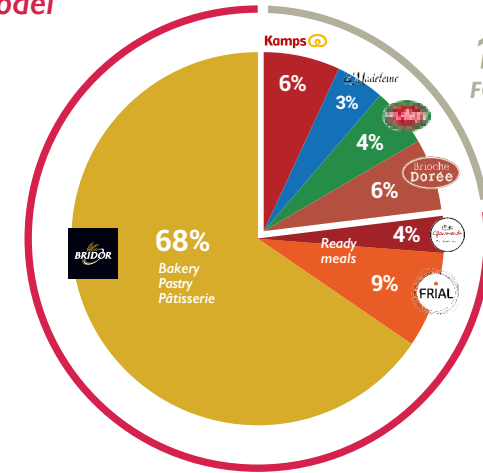


19,000 employees driven by common values



Business model

81% INDUSTRY



19%* FOOD SERVICE

INDUSTRY 81%

Resources	Entities	Market segments	Distribution	Customers
Sourcing in value: <ul style="list-style-type: none"> Food > 90% Non-food < 10% Main food purchases in volume: <ul style="list-style-type: none"> Flour Butter Sugar Chocolate Eggs Vegetables 	Frozen bakery-pastry-pâtisserie products panidor Frozen cooked vegetables (with potato base) Frozen ready meals	BREADS PASTRY PÂTISSERIE <hr/> READY MEALS & COOKED VEGETABLES	 Present in 100 countries: France, Europe, Middle East, Africa, United States, Latin America, Asia	<ul style="list-style-type: none"> Artisans Retail LE DUFF food services subsidiaries

FOOD SERVICE 19%*

Resources	Sourcing	Brands	Customers
Sourcing in value: <ul style="list-style-type: none"> Food > 90% Non-food < 10% Main food purchases in volume: <ul style="list-style-type: none"> Farine Eau minérale Baguettine Tomato sauce Mozzarella Chicken 	Logistimax LE DUFF <ul style="list-style-type: none"> Food and non-food purchases Logistics Quality <p>Subsidiary geared exclusively towards the Group's French food service brands: Del Arte, Brioche Dorée, Fournil de Pierre</p>	DEL ARTE BRIOCHE DORÉE FOURNIL DE PIERRE KAMPS la Madeleine	Millions of meals served every month for our customers in our restaurants <hr/> over 1,000 restaurants and outlets around the world 80% franchise 20% corporate

* subsidiaries only

“CSR within the Group”

CSR Governance

For many years, LE DUFF Group entities have put sustainable development issues at the heart of their activities and strategic decisions.

In 2024, the Group's CSR governance – based on three Technical Committees and the Group CSR Committee – pursued and strengthened its efforts to structure, deploy, and embed the strategic CSR orientation across the entire Group.

The aim is to meet current sustainable development challenges while incorporating our stakeholders' growing expectations. The three Technical Committees report to the Group CSR Committee, which is in direct contact with the managing body.

In addition, the Group's specialist committees, namely the Ethics Committee and the CSR Committee, work closely together to ensure rigorous monitoring of ethical and CSR commitments.



Christian de GOUVILLE

Board Member,
Chair of the LE DUFF Group CSR Committee

In LE DUFF Group, we are committed to building solid, sustainable, responsible and supportive growth. This ambition comes to life through a structured governance framework, closely linked to the management bodies, and above all nurtured through regular and cross-functional collaboration between all Group entities.

The CSR approach: the result of collaborative efforts

Throughout the year, employees in every entity, experts in their line of business, have actively contributed to following the Group's CSR roadmap. Through analyzing progress and assessing actions implemented with the help of performance indicators, they have strengthened the collective momentum for more sustainable development.

This roadmap is based on three key pillars for the Group:



LIMIT OUR ENVIRONMENTAL IMPACT



SUPPORT AND DEVELOP OUR TALENTS



SHARE THE LOVE OF THE EARTH

Among its priority commitments, the Group continues to roll out its decarbonization trajectory with the goal of reducing its environmental impact by 30% via direct emissions. Every year, the direct emissions reporting scope changes to include recent acquisitions and to refine monitoring. Studies are conducted to include these new entities in the emission reduction trajectory. The indirect emissions trajectory is also being analyzed to define and assess priority actions.

In 2024, the Group passed a milestone in preparation for the European Corporate Sustainability Reporting Directive (CSRD). The double materiality assessment was carried out in consultation with our stakeholders and with the support of our internal experts. An in-depth analysis of reporting requirements allows us to better prepare for the publication of our sustainability report.

Our sustainable development goals

Edouard DE TINGUY

Chief of Staff, Communication & CSR Director



LE DUFF Group companies have been involved in CSR initiatives for many years. This commitment is continuing with a common roadmap, designed to enhance the wealth of existing actions, set a strategic framework and meet growing regulatory requirements. The Group's CSR approach is part of a clear and well-defined roadmap, aligned with 12 of the 17 Sustainable Development Goals set by the UN in favor of a more responsible and sustainable future for everyone.

LIMIT OUR ENVIRONMENTAL IMPACT



SUPPORT AND DEVELOP OUR TALENTS



SHARE THE LOVE OF THE EARTH



LE DUFF Group's CSR roadmap



LIMIT OUR ENVIRONMENTAL IMPACT

<p>CARBON 2030</p> <p>30% reduction from direct emissions vs 2022¹</p> <p>Defining a strategy for reducing our indirect emissions</p>	<p>ELECTRICITY 2030</p> <p>15% reduction in consumption vs 2019¹</p> <p>Promoting the use of low-carbon and renewable electricity</p>
<p>WATER 2030</p> <p>25% reduction in consumption vs 2019 in industry¹</p> <p>Managing water and implementing best practices in food service</p>	<p>WASTE 2025</p> <p>97% of industrial waste recycled²</p> <p>100% of restaurants equipped to recycle waste³</p>



SUPPORT AND DEVELOP OUR TALENTS

<p>SAFETY 2025</p> <p>17% reduction in frequency rate vs 2022</p> <p>24% reduction in severity rate vs 2022</p>	<p>TRAINING 2025</p> <p>80% of staff receives training at least once a year</p> <p>Increasing training to promote upskilling</p>
<p>DIVERSITY annual</p> <p>Gender equality index ≥ 90 for each entity in France</p> <p>Monitoring gender parity in our workforce and management bodies</p>	<p>QUALITY OF WORKING LIFE annual</p> <p>Promoting a working environment conducive to the fulfillment of employees</p>



SHARE THE LOVE OF THE EARTH

<p>ANIMAL WELFARE</p> <p>100% of eggs from cage-free hens⁴</p> <p>Favor chicken from welfare-friendly farms</p>	<p>LOCAL 2025</p> <p>≥ 80% of purchases from country of location</p>	<p>CIRCULAR ECONOMY 2025</p> <p>97% FSC or PEFC certified or recycled paper and cardboard⁵</p>
<p>2025</p> <p>2026</p>	<p>NUTRITION annual</p> <p>100% of products with accessible nutritional information</p>	<p>SUPPLIER RELATIONS annual</p> <p>Engage our suppliers to sign our Responsible Purchasing Charter</p>

CSR commitments, excluding climatic and geopolitical contingencies. Industry and food service scopes.

(1) Per metric ton produced in the industrial sector and per m² in the food service sector • (2) In light of existing recycling solutions • (3) In compliance with national regulations • (4) by 2025, excluding La Madeleine • (5) In light of current technical constraints.

“Our governance & ethics”



Dominique JAUNASSE
LE DUFF Group Corporate Compliance & Legal Affairs Director

As part of its ethical approach, the Group's management body has created a Governance structure dedicated to Compliance: an Ethics Committee, a Compliance Team and a Compliance Program comprising:

- / Anti-corruption
- / Personal data protection
- / Duty of vigilance



LE DUFF Group Business Ethics Code

The Group's Business Ethics Code recalls the values and rules to be upheld by all stakeholders within the framework of their activities. This commitment is fundamental, therefore the Business Ethics Code, translated into as many languages as necessary, applies to all employees wherever they are in the world.

Whistleblowing system

The Whistleblowing System, in place since 2020, is based on a completely secure, external platform, which allows any employee to report, anonymously or not, and in complete confidentiality, situations that go against the Business Ethics Code and the law.

Anti-corruption system

The Group has been committed to fighting corruption for many years and continues to reinforce its system for the prevention, detection and remediation of corruption and influence peddling. In particular, concerning third-party assessments, it has committed to sanctions and embargoes.

Personal data protection

Personal data protection is a strategic issue for the Group and has seen remarkable momentum in many respects:

> A dedicated governance structure with:

- A Data Protection Officer (DPO),
- GDPR Committees,
- The rollout of data protection contacts.

> **The adoption of a data protection framework policy** which formalizes the fundamental principles applicable in this area.

> **Continued actions to raise employee awareness**, the recognition of Privacy by Design² and the implementation of processes to ensure increasingly responsible management of personal data.

(2) Privacy by Design: Protection of privacy from the design phase. Fundamental GDPR principle which requires that privacy protection be integrated from the design stage of a system.

Duty of vigilance

The Group and the Compliance Team remain very attentive to the new European Directive on corporate sustainability due diligence (CS3D) and its forthcoming transposition into national law.

Communication and awareness

The Group has made December 9 its Compliance Day¹. On this occasion, every year the Compliance Team gets together to reinforce ethical values and actions implemented. It is also the opportunity for employees to test their knowledge of the Compliance Program's issues in a fun way. To reinforce its identity, a new visual identity charter for Compliance has been adopted. The pages dedicated to Ethics and Compliance on the intranet have been enhanced with essential resources to offer employees better support. Let's remember that all of the elements mentioned above are supported by well-planned communication media (intranet, group newsletter, etc.).

(1) December 9: International Anti-Corruption Day

We are all concerned, we are all vigilant!

compliance@groupeleduff.com

“Culinary know-how around the world”

Protecting bakery and culinary heritage

LE DUFF Group is the custodian of a culinary heritage, which it strives to conserve and promote through its industrial bakery-Viennese pastry patisserie business, its ready meals and vegetables business, as well as its food service operations. Aiming to combine global expansion and protection of local culinary cultures, the Group is committed to working with food service and bakery-Viennese pastry-patisserie chefs.

To protect this heritage, we have to transmit our vocation to the young generations and to people who want to learn our professions. In our subsidiaries, we work each day to protect and promote traditional recipes and pass them on to the new generations.



+100 LE DUFF Group is present in over 100 countries, on five continents, with its products.



Promoting French-style Cafés-Bakeries

The wealth of French Cafe-Bakery know-how, due to its conviviality and its excellence, deserves to transcend borders.

The promotion of this universe is a showcase for France and also meets consumer expectations worldwide.

Our subsidiaries, which found their creation of value on this concept, contribute to this through developing their activity.

+1M Customers per day welcomed by LE DUFF Group in its restaurants

800 Number of “Café-Bakery” restaurants in the world



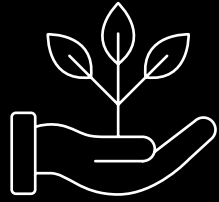
“Our topics, risks and opportunities”

Topics and risks for the Group were identified and assessed through a double materiality matrix considering their importance for the Group as well as stakeholder expectations. This work identified the main social, environmental and societal issues faced by the Group.

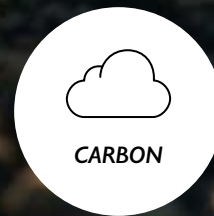
Our matrix was updated in 2024 to include a double materiality assessment, in compliance with European requirements for sustainability reporting. The Group is attentive to changes in the CSRD directive.

TOPICS	RISKS
CARBON	Contribution to climate change
ELECTRICITY - WATER	Depletion of natural resources
WASTE	Waste management
SAFETY	Attacks on the safety of workers
TRAINING	Support, attractiveness and talent retention
DIVERSITY	Worker discrimination
QUALITY OF WORKING LIFE	Occupational diseases and health at work
ANIMAL WELFARE	Poor animal welfare
LOCAL	Impact of supply chains
CIRCULAR ECONOMY	Waste of natural resources
NUTRITION	Long-term negative health effects caused by food
ETHICS	Attacks on human rights, fundamental freedoms, the environment, health, and safety
	Corruption, influence peddling and conflicts of interest
	Personal data protection

DEFINITION	OPPORTUNITIES
This risk refers to the climate risks posed by the company through its industrial and food service operations and through the activities of its agricultural suppliers and subcontractors (carriers)	Development of a carbon strategy
This risk refers to the risk of rare and necessary resources becoming depleted because of the over-consumption or irresponsible use of such resources in relation to entities' activities	<ul style="list-style-type: none"> Optimized use of energy and water Cost reduction
This item refers to the environmental risk associated with non-recycled waste and the loss of food for human consumption	Actions focusing on the end of life of products
This item refers to the risk of work accidents involving employees on production sites and in restaurants, or involving suppliers and subcontractors, in relation to direct working conditions	Safety plan
This item refers to the risk of talent drain, maintaining the engagement of employees and their interest in their work, and the costs associated with turnover and loss of knowledge	Employee retention and performance
This item refers to the risk of discrimination and risks to accessibility and career advancement, for reasons related to the social or ethnic origin, age, disability, gender, sexual orientation or politics of employees	Diversity at work
This item refers to all the risks that are run by the Group's employees in relation to their working conditions, when these are likely to affect their health in the medium or long term.	Employee well-being and performance
This item refers to the risks run by farm animals held by suppliers of meat products, in relation to farming, transportation or slaughter conditions that do not ensure their welfare, or due to insufficient or inadequate nutrition and care	Commitment to supply chains that ensure animal welfare
This item refers to the risk of dependence on imports or increased greenhouse emissions due to transportation and the decline of local economies	Strengthening local economic fabrics
This item refers to the risk of damage to the natural ecosystem and the risk of pressure on food and non-food resources	Sustainable use of resources
This item refers to the risks associated with the uninformed or non-controlled consumption of products by diners in restaurants and by consumers of industrial products	Food information
This item refers to the risks to human rights, fundamental freedoms, the environment and health & safety to which the Group remains sensitive	Compliance program
This item refers to the risk of corruption, influence peddling and conflicts of interest with all the Group's stakeholders	
This item refers to the risks associated with protecting the personal data of all the Group's stakeholders, to which it is vigilant	



“Limit our environmental impact”



CARBON



ELECTRICITY



WATER



WASTE

Our commitment

Actively contributing to the fight against global warming, caused primarily by greenhouse gas (GHG) emissions.

LE DUFF Group is pursuing its actions to reduce GHG emissions in intensity within its direct area of responsibility, with sustained efforts across several key areas: optimization of electricity and gas consumption, reduction of refrigerant leaks and transition towards hybrid or electric vehicles.

At the same time, the Group has widened its reporting scope by including recent acquisitions and strengthening its monitoring of carbon emissions as part of an ongoing commitment to progress. Work is in progress to include the entire value chain in a roadmap, with particular emphasis on upstream emissions, which make up a large share of our carbon footprint.

Our ambition

Reduce our direct greenhouse gas (GHG) emissions by 30% compared to 2022 by 2030, while defining a strategy to reduce our indirect emissions.

Our indicators

Scope 1 and 2 GHG emissions:

99

kg Co2e/ton produced in the industrial sector

On a like-for-like basis with 2023:
74 kg CO2e/t
2023: 78 kg CO2e/t

40

kg CO2e/m² in the food service sector

On a like-for-like basis with 2023:
51 kg COe/m²
2023: 37 kg COe/m²

Target -30% vs 2022 by 2030

Our 2024 carbon footprint for scopes 1 and 2:

54,000

tons CO2e

On a like-for-like basis with 2023:
36,000 t CO2e
2023: 33,700 t CO2e

The year's best achievements

Wendy CURTIUS
CSR Officer at Frial



At Frial, we conduct a yearly analysis of our scopes 1, 2 and 3 carbon footprint in order to define reduction initiatives. We have isolated the roof of a building to minimize heat loss and set up an alarm system to detect refrigerant leaks. A drier has also been installed to recover heat. Other initiatives followed, such as the replacement of a combustion service vehicle with an electric one. Finally, our raw materials are our main lever for action and we are in discussions with our suppliers to encourage less carbon-intensive practices.

Sonia ROUDESLI

Sustainable Development Manager at Bridor France



At Bridor France, we are constantly striving to reduce our gas consumption. In Louverné, we are launching a heat recovery project on the hot water tank: the idea is to reuse the heat produced by the cold system to limit gas use. This solution has been in operation on our Servon site since 2022. We are also testing intermittent gas injection in the ovens, triggered only when the doors are opened. This type of technical optimization allows us to reduce our impact without compromising on product quality.

Sophie LE LOC'H

LE DUFF Group CSR Manager



In LE DUFF Group, climate reporting is structured around a dedicated platform, making it possible to measure the Group's carbon footprint. Entities' actions plans are consolidated there in order to assess greenhouse gas emissions linked to the Group's direct activities until 2030. As part of this approach, the Group's head office stands out for its remarkable energy efficiency, while maintaining stable electricity consumption, even with the installation of charging stations.

Our commitment

Decreasing our energy consumption to reduce the environmental impact of the Group's activities.

The Group's industrial sites have already made significant progress towards reaching their energy performance target, based on international reference frames such as ISO 50 001 or internal energy management programs. The Group's restaurants are continuing to improve their practices and their energy management to reduce their electricity consumption. The Group head office in Rennes, which is HEQ (High Environmental Quality) certified, is a further lever for optimizing energy performance.

In addition, the Group is increasing its commitment to renewable and low-carbon energy by developing self-generation on its sites and giving priority to the purchase of green electricity. This energy approach is a key strategic focus for reducing our carbon footprint.

Our ambition

Reducing our electricity consumption by 15% by 2030 compared with 2019, per ton produced for the industrial sector and per m² in the food service sector. We are also committed to giving priority to renewable energy with a low carbon footprint.

Our indicators

459

Electricity consumption in kWh/ton produced in the industrial sector

On a like-for-like basis with 2023:
478 kWh/t
2023: 498 kWh/t

548

Electricity consumption in kWh/m² in the food service sector

2023: 507 kWh/m²

Target: -15% by 2030 vs 2019

Proportion of electricity from renewable sources:

25%



@freeplik

The year's best achievements



Daniel VAN MÜNSTER
Energy & Sustainability Manager at Kamps

At **Kamps**, we already use green electricity. From January 1, 2026, we will be supplied with renewable electricity by Vattenfall, with the aim of further improving quality. We are also examining the possibility of PPA contracts and the installation of solar panels at our sites. In addition, some owners are adapting their installations so that their buildings can meet our green electricity contract.



Ricardo MORAIS
Sales & Marketing Director at Panidor

Panidor helped restore the Leiria pine forest after it was destroyed by a fire in 2017. With the active contribution of its employees and their families, over 1,000 pine trees were replanted over one hectare of land, thus enhancing the region's ability to absorb carbon dioxide (CO₂) while preserving the local fauna and flora. This initiative demonstrated Panidor's authentic commitment to preserving the environment and combating climate change.



Sharon TEN BERGE
Marketing and Sustainable Development Director at Pandriks

At **Pandriks**, we have fitted solar panels at our Meppel site. This allows us to generate part of our electricity autonomously and in a renewable manner, while reducing our environmental impact.



Camille DE FLEURIAU
CSR and Study Coordinator at Brioche Dorée

At **Brioche Dorée**, we are rolling out the Citron platform to better monitor electricity consumption at our branch sales outlets. This allows us to identify differences and support the most energy-consuming restaurants. At the same time, we have distributed best practices throughout the network to encourage simple, effective initiatives to reduce energy consumption.

WATER

Our commitment

Preserving water resources, which are essential for our health, economy and ecosystems, by optimizing their use in our operations.

Faced with the growing challenge of preserving natural resources, LE DUFF Group has already reached its water consumption reduction targets on its industrial sites thanks to ongoing optimization of its processes. It remains vigilant to maintain these advances and pursue new reduction projects, while its recent acquisitions are following the same trajectory. Food service activities, which require the use of water, demand rigorous and economic water management. Preserving this essential natural resource is a priority for LE DUFF Group, which is stepping up its actions to ensure it is used responsibly.

Our ambition

Reducing our water consumption by 25% per ton produced on our industrial sites by 2030 compared with 2019. In parallel, we are committed to improving water management and encouraging best practices in our food service activities.

Our indicators

1.6 Water consumption in m³/ton produced in the industrial sector
2023: 1.8 m³/t

Target: -25% by 2030 vs 2019



Target achieved!

The year's best achievements



André CROTEAU
Vice-President of Operations, Bridor North America

At **Bridor North America**, we have launched several actions to reduce our water consumption, in particular when cleaning production lines. In 2024, optimizations were introduced on our sites in Canada, and new projects are planned in 2025 in the United States, particularly in Vineland and Bridgeport. The goal: limit our water consumption while maintaining our hygiene and quality standards

WASTE

Our commitment

Fighting wastage of resources by rolling out actions to reduce, sort and recycle waste.

At our level, we work to fight against the depletion of natural resources by implementing a comprehensive and sustainable approach to managing the waste generated by our various activities. The industrial sites have almost reached their target by maximizing the recycling, reuse and recovery of products and are continuing their efforts to maintain these performances. At the same time, the restaurants continue to improve waste sorting by rolling out appropriate solutions.

Our ambition

Recovering 97% of industrial waste and equipping 100% of restaurants for waste recycling, by 2025.

Our indicators

96% of industrial waste recycled

Target: 97% by 2025

81% of restaurants equipped to recycle waste

Target: 100% by 2025

The year's best achievements



Laure PRUNIS
CSR-Environment Project Officer at Cité Gourmande

At **Cité Gourmande**, we have introduced a new waste management contract which now allows us to recycle plastic waste, whether soiled or not. Thanks to this development, the proportion of our non-recycled waste will significantly decrease.



Carlos GIL
Project Engineer - AC and Industrial Production at Bridor North America

At **Bridor North America**, we have reinforced our waste management by introducing sorting bins to separate recyclable, organic and residual materials. To embed these best practices, we are raising our teams' awareness about waste sorting and waste reduction strategies through training initiatives and rigorous monitoring of indicators, in collaboration with our collection service providers. In addition, we are rolling out a monitoring system to precisely quantify waste generated and to identify areas for ongoing improvement.



“Support
and develop
our talents”



SAFETY



QUALITY OF
WORKING LIFE



TRAINING



DIVERSITY

PERSONAL SAFETY

Our commitment

Ensuring the safety of all our employees in their workplace.

To reduce risks related to our industrial and food service activities worldwide, the Group is developing a safety culture among its 7,800 employees to guarantee a safe and reliable working environment. This involves prevention actions, such as training, raising awareness and ongoing accident monitoring. Although significant progress has been made, we are continuing our actions within the Group to fully reach the target. Policies and measures adapted to the specificities of each entity are being rolled out and strengthened.

Our ambition

Improving occupational health and safety performance by reducing the number of lost-time work accidents.

Our indicators

35

Frequency rate

On a like-for-like basis with 2023: 26
2023: 28

Target for 2025: -17% vs 2022

1.6

Severity rate

2023: 1.5

Target for 2025: -24% vs 2022

The year's best achievements

Patricia JUDEAUX
Human Resources Director
Brioche Dorée Fast Food



At Brioche Dorée, we are continuing to roll out the Doomap alarm system to protect isolated workers. Health and safety training is mandatory upon arrival. The "spring clean" operation was relaunched to make spaces safe, with the provision of PPE (Personal Protective Equipment) and updating of the single risk assessment document.

Corinne MARGOT
Group Human Resources Director



LE DUFF Group has launched several actions to reinforce safety at its sites. Frial, via the Cap Sécurité project conducted with ETSCAF (DSS+), has modernized its equipment, rearranged its production areas and set up preventive measures such as physical exercises and training for supervisors. Cité Gourmande is on the same track, with initiatives to adapt equipment, raise awareness and develop management skills.

QUALITY OF WORKING LIFE

Our commitment

Louis LE DUFF regularly affirms that "People are our greatest asset."

As people are at the heart of our company, the quality of life of our employees is of the utmost importance to us. This is why we are rolling out concrete actions, in particular around sport in our regions and well-being at work. Collective agreements have also been signed with staff representatives to promote a work-life balance. Offering optimal working conditions is essential in order to retain our talent and attract new talent.

Our ambition

Promoting a working environment conducive to the fulfillment of employees.

The year's best achievements

Alexandre FORCIER HALL
Managing Director,
Bridor China



At Bridor China, we are introducing initiatives to improve our teams' well-being. Each employee receives a gift card on their birthday for a cake. And to create moments of sharing, we organize friendly activities such as making a gingerbread house at Christmas, open to employees and their children.

Jabert BEN MAKHLOUF
Director of Operations,
FB Solution France



At FB Solution France, the agreement signed on professional equality and quality of life at work enables us to implement concrete measures to improve the day-to-day lives of our teams.

In terms of parenthood, we offer flexible working hours and shifts for pregnant women, and flexibility on back-to-school days. We also provide end-of-career support, with dedicated interviews from the age of 57 and the possibility of adapting a position or working hours. A charter on the right to disconnect has also been signed.

Our commitment

Continuing to develop employees' skills to allow them to deepen their technical and operational knowledge.

Our training policy supports each of our staff members and is essential for employee retention. This year, significant efforts have been undertaken by several LE DUFF Group entities to strengthen this commitment, and we are actively pursuing our actions in order to reach our targets.

The human resources departments are continuing to support employees in their projects and career development. Internal promotion, apprenticeships, transmission and mobility remain central to the Group's values.

Induction paths for new arrivals, as well as internal and external training, have been intensified and carefully structured to ensure their effective deployment in all entities.

Our ambition

Increasing the proportion of employees who have taken at least one training course during the year, all types combined, while stepping up our actions to develop skills.

Our indicators

76%

of employees received training at least once

Target for 2025: 80%



The year's best achievements

Serusha RICHES, Quality Assurance Manager, FB Solution UK



At **FB Solution UK**, we encourage internal development and promotion. Our teams take mandatory training courses in line with legal requirements, particularly in food safety (Food Safety Level 2, HACCP, internal audits, legionella awareness), health and safety (first aid, fire, actions, mental health), as well as environmental awareness.

Anna FILINOVA, Training Manager, LE DUFF Group



In **LE DUFF Group**, the Responsible Manager 2024 course fostered a wonderful inter-brand dynamic. Several groups chose to put CSR at the heart of their final project, and some modules are already taking a managerial approach to social responsibility. We also launched an e-learning course dedicated to CSR, with 11 free-access modules, designed so that each person can learn the basics at their own pace.

Jan Peter DE BOER, Human Resources Director, Pandriks



At **Pandriks**, training is tailored to the needs of each employee. For team and production managers, we have implemented three-year development plans, with specific support for team spirit, communication and the integration of new employees. The goal: to strengthen managerial skills and cohesion in the field.

Karine TANGUY, Training and Careers Manager, Bridor France



At **Bridor France**, we have strengthened our commitment to training with the development of Campus Bridor, our "school of know-how". This system gives structure to the skills development of our teams around our core businesses. In 2024, we saw a significant increase in the number of training hours delivered, as well as in the number of employees trained. A strong dynamic to pass on our expertise and help our teams grow.

DIVERSITY

Our commitment

Integrating new employees in an inclusive manner, by promoting diversity in line with the ethical values of LE DUFF Group and regulations in force.

Gender mix and diversity stimulate dynamism and are a real asset to the Group's performance. The human resources departments of LE DUFF Group recruit employees purely on objective criteria, such as qualifications, skills and professional experience. These principles also guide decisions on pay, working conditions, promotions, mobility and training. The Group's diversity policy is based on equality, non-discrimination and the inclusion of people with disabilities, with the aim of strengthening links between its entities, the areas in which they operate and their local eco-systems.

LE DUFF Group has achieved its gender equality target and has even revised it to go even further. The company also stands out for its significant representation of women on its management bodies, reflecting its commitment to diversity.

Our ambition

Maintaining a gender equality score greater than 90 for every entity in France, while ensuring gender balance in our workforce and management bodies.

Our indicators

94 Gender equality index

Target > 90 for each entity every year

✓ Target achieved!

35%

Proportion of women in the managing bodies



The year's best achievements



Romain FERIAULT
Employment Lawyer,
Bridor France

At **Bridor France**, we take concrete action for inclusion: concerning disability, we have raised awareness among our teams, organized DUODAYS and worked in partnership with LADAPT to showcase our professions. In terms of recruitment, we innovate with workshops and campaigns on social media. Finally, we support our employees at the end of their career with dedicated interviews and sessions with the French pension insurance agency.



Suzana BRANCO
Human Resources Director,
Panidor

At **Panidor**, we are gradually strengthening our commitment to diversity and inclusion. Two employees took part in initiatives on gender equality and our inclusive brand image. We work with local structures, such as CerciPenela, Cáritas de Leiria and IIEFP, to encourage the integration of disabled people. We celebrated International Women's Day, showing our commitment. An awareness-raising workshop is planned in 2025 to embed these practices within the teams. The cultural wealth of our workforce also contributes to creating a climate of openness, and parity is progressing in our governance, with 44% women on the management team.



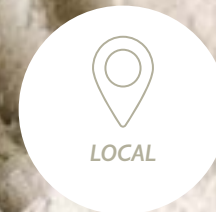
“Share
the love
of the earth”



ANIMAL
WELFARE



CIRCULAR
ECONOMY



LOCAL



SUPPLIER
RELATIONS



NUTRITION

ANIMAL WELFARE

Our commitment

Adopting sustainable supplies and promoting channels that are more respectful of animal welfare to satisfy expectations of customers and consumers.

For many years, LE DUFF Group has been committed to improving animal welfare through responsible sourcing.

Most of our eggs and by-products are from barn-housed hens and free-range hens, a practice that we have gradually reinforced in France and internationally.

LE DUFF Group is also pursuing its commitment to animal welfare by adopting labels for chicken meat sourcing. We rigorously follow the strict criteria of the European Chicken Commitment (ECC), which defines ambitious standards for raising and slaughtering broiler chickens.

Our ambition

Achieve 100% of eggs from free-range hens by 2025, while pursuing our commitment to animal welfare-friendly chicken farming.

Our indicators

89% of eggs from cage-free hens
On a like-for-like basis with 2023: 90%

Target: 100% in 2025 excluding La Madeleine

The year's best achievements



Thomas LEOUFFRE
Director of Purchasing in the Savory Division (Cité Gourmande, Frial)

In 2024, Cité Gourmande finalized the transition to 100% cage-free eggs across its references. This change, driven by our teams and partners, reflects our commitment to a farming method that is more respectful of animal welfare. A real source of collective pride.

Slimane BOUALI
Regulatory Affairs and Supplier Management Coordinator at Bridor North America



In 2024, Bridor North America reached a major milestone, achieving 100% cage-free eggs by the end of the year. This result, achieved despite a difficult context in the United States caused by bird flu, illustrates our commitment to animal welfare and the transformation of our supply chain.

CIRCULAR ECONOMY

Our commitment

Fighting against the wastage of resources by reducing the environmental impact of our activities.

LE DUFF Group is committed to reducing the environmental impact of its activities by combating the waste of resources. It is thus stepping up its efforts so that cardboard and paper, essential for protecting our products and serving our customers, are sourced from FSC, PEFC or other national-certified sources, giving priority to recycled materials and the circular economy.

In addition, the Group is taking action against food waste. Our industrial entities are taking action by reducing production losses, and the food service sector by proposing products at reduced prices and using anti-waste applications. The Group is also committed to combating food poverty, particularly through donations to charities.

The year's best achievements



Peter VAN DEN BERG
CEO Pandriks

At Pandriks, we are working to make our packaging more sustainable, particularly for our modified atmosphere products (MAP), with the introduction of mono-material films which are easier to recycle. In parallel, we are pursuing our efforts to reduce our waste at source by redesigning our processes and packaging materials.

Our ambition

Achieving 97% FSC or PEFC certified or recycled paper and cardboard by 2025.

Our indicators

87%

paper and cardboard certified by FSC or PEFC or derived from recycled materials

Target: 97% in 2025

Florent MOUSSU
Site Director, FB Solution UK



At FB Solution UK, we implement concrete actions to reduce our environmental impact. All of our cardboard packaging comes from FSC-certified raw materials. Once used by us, the packaging is compacted and 100% recycled, just like stretch wrap. Food losses are kept to a minimum thanks to optimized management.

Our commitment

Contributing to the development of local supply chains by cooperating sustainably with local producers.

Aware of the importance of more sustainable food, LE DUFF Group endeavors each year to provide its customers and consumers with locally and seasonally grown products whenever possible. The Purchasing divisions of the Group's various entities are pursuing their efforts by drawing up procurement policies favoring products of national or regional origin. They maintain transparent and ethical relations with their suppliers.

Our ambition

Maintain 80% of our raw materials sourced in the country where the entity is based.

Our indicators

81%

of supplies are from countries in which the entity is based or specialized

Target: 80% in 2025



Target achieved!



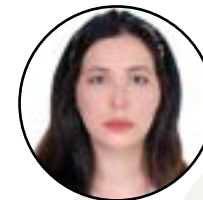
© Olivier BOUCHERAT

The year's best achievements

Éric LEMOINE
Purchasing Manager, Bridor France



At Bridor France, we prioritize French raw ingredients whenever possible, to support the local economy and limit the impact of transport. For example, 100% of our flours and compotes are of French origin. Naturally, in view of our size and certain specific requirements, it is not always possible to source exclusively from France. But when it comes to quality, we choose to go local.



Oumaima HAZOUMI
Buyer at Bridor North America

At Bridor North America, we have significantly changed our sourcing to give priority to local products. At our sites, whether in the United States or in Canada, the proportion of purchases made in the region rose from 85% to 98%. This reflects our commitment to local channels and to reducing our logistics footprint.



Aurélie MARCHAND
Purchasing Manager for manufactured products at Frial

Frial sources dairy ingredients exclusively from a local farm close to its production site. This choice reflects our commitment to short supply circuits and support for local agriculture.

SUPPLIER RELATIONS

Our commitment

Establishing balanced relations and partnerships with suppliers, integrating a responsible approach that is essential for LE DUFF Group.

In 2024, with the roll-out of the Responsible Purchasing Charter among our suppliers, LE DUFF Group established a framework of mutual commitment and values between the Group and its partners. Through this charter, the Group invites its suppliers to respect and ensure respect for all applicable laws, as well as the main principles governing working conditions and the environment. In addition, the Group strives to reduce environmental, social and societal risks throughout the supply chain.

Our ambition

Motivating and encouraging our suppliers to sign our Responsible Purchasing Charter.

Our indicators

61% of our suppliers have committed to our Responsible Purchasing Charter

The year's best achievements



Lucile FOURE
Food Service Quality Engineer,
Brioche Dorée and Del Arte

For Brioche Dorée & Del Arte, we have introduced a technical data management platform to streamline exchanges with our suppliers. The aim is to have more reliable, structured and accessible information to gain in response times and transparency. Many suppliers have already signed our commitment charter, which shows a real shared commitment to quality and responsibility.



Birgit OESER
Purchasing Director, Kamps

At Kamps, we are in regular contact with our suppliers to monitor product quality and study, whenever possible, the possibility of switching to local references. This in-depth work enables us to ensure the consistency of our standards while exploring more responsible alternatives.

NUTRITION

Our commitment

Offering our consumers healthy and balanced nutrition, making sure to provide clear and transparent information on our products.

Transparency is a major issue, integrated right from the recipe development stage, and reflected in guaranteed access to nutritional information on all our products for our customers. Group entities follow specific indicators and adapt their actions in line with consumer expectations. For example, efforts are made to reduce sugar and salt while promoting naturalness, with the support of experts, chefs and nutritionists.

Our ambition

Achieving 100% of products with nutritional information on our packaging, customer catalogs or websites.

Our indicators

100% of our products with accessible nutritional information

Target: 100% in 2025



Target achieved!

The year's best achievements

Isabelle DUSSOUS
Quality Director, Bridor Europe



At Bridor, we are constantly improving the nutritional quality of our products. At Pandriks, with the brand SlooOW, all breads display a Nutri-Score A or B. In compliance with our nutritional policy, we are reducing added sugar and salt, giving priority to less refined flours, fiber and natural ingredients. Most of our recipes have the Clean Label, with other labels (organic, Label Rouge, CRC) whenever possible.

Samuel GUILLOUX
R&D - Sourcing Manager at Frial



At Frial, transparency and nutritional quality are key to our commitments. In 2024, we reworked a number of recipes to improve their Nutri-Score, in particular for Picard and Thiriet. All our recipes have the Clean Label: no added flavorings, no E numbers, no hydrocolloids. This approach is in line with the company's DNA.

“Our commitments to sports and charities”

LE DUFF Group

LE DUFF GROUP SPORTS PARTNERSHIPS

LE DUFF Group encouraged its employees to take part in numerous emblematic sporting events in 2024, encouraging internal cohesion and active lifestyles:

- / **Marathon Vert**: 46 bibs + 50 employees mobilized for plogging, combining sport and waste collection
- / **Rennes Urban Trail**: 68 bibs
- / **Dinard Marathon**: 9 bibs
- / **Les Métropolitaines**: 17 bibs

These commitments are part of the Group’s ambition to promote sport and healthy living and to reinforce links with local communities.

LA COLOMBIA CHARITY WALK

46 Group employees took part in La Colombia, a charity walk dedicated to breast cancer prevention and screening. A collective commitment to support an essential public health cause.



Bridor North America

Bridor teams in North America took part in two unifying charity events:

- / **Le Défi Entreprise**: 25 participants took part in 5 or 10 km events
- / **La Marche Relais pour la Vie**: 12 employees supported the fight against cancer

These actions demonstrate Bridor’s involvement in local initiatives and international health causes.

Bridor France

There was a strong turnout from Bridor France in 2024, which took part in nine regional sports events (Ultra Tour de Vitré, Sandballez de Rennes, Intrail Muros de Saint-Malo, 24h du Mans Vélo, etc.), representing a total of 154 bibs.

This dynamic reflects the teams’ commitment to collective sport, well-being at work and links with local communities.

Savory Division: Cité Gourmande & Frial

MON HÔPITAL CHALLENGE

Joint mobilization of over 50 employees across both sites, to support hospitalized children through the Les Emplaqués association and the Caen and Agen university hospitals. A solidarity initiative across the Savory Department
→ **€4,500 raised.**

OCTOBRE ROSE (FRIAL)

For Octobre Rose, FRIAL took part in the So'Merveilleuse walk, organized to raise awareness of breast cancer.
→ **€1,000 raised for the Ligue contre le Cancer du Calvados.**

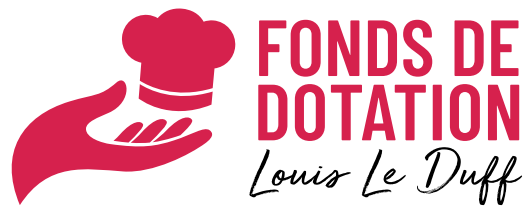
Brioche Dorée

CHARITY DONATIONS IN 2024

Brioche Dorée contributed to several charity initiatives by donating products:

- / **Blood donor session “Mon sang pour les autres”** (EFS, Rennes, January 2025): donation of 300 sandwiches
- / **UNAFAM Seminar** (December 2024): donation of 400 mini-Viennese pastries for the participants’ welcome breakfast.

These acts of support are part of the brand’s commitment to solidarity and public health.



The topics of food, know-how and transmission are at the heart of our activities. That is why, in France and abroad, the Louis LE DUFF Endowment Fund supports any action of general interest that contributes to good food, healthy nutrition, and the promotion of French know-how. With this in mind, it decided to dedicate its main mission to promoting and transmitting good nutritional values and educating young people in this area.



Passing on and promoting culinary know-how

Following the success of the first four publications of “Les Meilleures recettes des Meilleurs Ouvriers de France”, the fifth volume “RECETTES & TRANSMISSION”, published in November 2023, was voted the best recipe book in the world in association with chefs (Gourmand Awards). Throughout 2024, this bilingual book was launched in Canada in collaboration with the Institut du Tourisme et de l’Hôtellerie du Québec in April 2024, then in the United States at the first edition of the Bocuses d’Or Americas. In France, several expert workshops were organized by Meilleurs Ouvriers de France for the general public. All of these initiatives were the opportunity to celebrate French know-how and the importance of passing it on.



Health and Nutrition

The Nominoe Fund, an Endowment Fund of Rennes university hospital, was supported in the implementation of numerous projects to welcome children, their families and sick adults in a calm environment (connected health tools, virtual reality, nutrition, etc.)

Access to and awareness of healthy eating

During 2024, with Association Restaurants sans Frontières, we supported the creation of a school canteen, a vegetable garden and a chicken coop in Laos. This project, led by the Sourires d’Enfants association, their local partner, includes training for families to raise awareness of the importance of a balanced meal, and nutrition training for volunteers.

During 2024, the Endowment Fund, in partnership with Ouest-France, supported the publication of a “family recipe” book, resulting from a readers’ competition. The aim? To share favorite family recipes, sometimes passed down from generation to generation.



Maryvonne LE DUFF
President of the Louis Le Duff Endowment Fund

The activities of the Louis Le Duff Endowment Fund are dedicated to passing on, promoting and training young people in healthy food. Louis LE DUFF has built his career on these values and his combat has always been to defend France’s culinary heritage and promote it worldwide.



“ About this report ”

Independent Third-Party Organization (ITO) Report

Verification report on the declaration of extra-financial performance, concerning the financial year ending on December 31, 2024

In our capacity as an independent third-party organization (“third party”), for your company KERLEUNOC, accredited by COFRAC’s Inspection Division under number 3-1874 (scope of accreditation available on the www.cofrac.fr website), we have carried out work aimed at formulating a reasoned opinion expressing a conclusion of moderate assurance concerning the historical information (observed or extrapolated) in the declaration of extra-financial performance, prepared in accordance with the entity’s procedures (hereinafter the “Guidelines”), for the financial year ending on December 31, 2024 (hereinafter the “Information” and “Statement” respectively), presented in the management report pursuant to the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Conclusion:

Based on the procedures that we implemented, as described in the “Nature and extent of the work” section, and the information we collected, we did not note any significant anomalies liable to call into question the fact that the declaration of extra-financial performance complies with the applicable regulatory provisions and that the Information, taken as a whole, is presented in an honest manner, in accordance with the Guidelines.

Methodological notes

Indicators were calculated with weights according to volumes of finished products, revenues, or numbers of employees, as indicated in the Summary table of indicators.

The reporting scope for the indicators is the consolidated scope of LE DUFF Group. This scope changed between 2023 and 2024 to include Group acquisitions. Indicators for the 2024 financial year are provided for the extended scope, as well as for the 2023 scope in the event of a difference. The following were excluded from the report due to unavailability of data: Hôtellerie, Kerimmobilier, FB Solution Taiwan, Gourmet.

Not applicable: initiative to promote nation-army ties and support enlistment in reserve forces.

Certifications

LE DUFF Group industrial sites have over 50 certificates and ratings, illustrating their commitment to customer satisfaction, product quality as well as environmental responsibility and ethics.



International standard for food safety and quality.

SITES CONCERNED:
Bridor (7), FB Solution (1), Frial (3), Cité Gourmande (2)



International standard for the safety and quality of the processes/products of food processing companies.

SITES CONCERNED:
Bridor (5), Frial (3), Cité Gourmande (2)



Occupational health and safety management systems.

SITES CONCERNED: BRIDOR (5), Kamps (1)



Energy management systems.

SITES CONCERNED: Bridor (3), Kamps (1)



Quality management systems.

SITE CONCERNED: Kamps (1)



Sustainability assessment of companies.

SITES CONCERNED: Bridor (5), Cité Gourmande (2), Frial (3)



Sedex Members Ethical Trade Audit.

SITES CONCERNED: Bridor (4), FB Solution (1), Frial (2)

Summary table of indicators

PILLARS	TOPICS	INDICATORS	2024	TREND*	WEIGHTING	COVERAGE RATE	SCOPE
LIMIT OUR ENVIRONMENTAL IMPACT	Carbon	Direct CO ₂ e emissions in industry	99 kg CO ₂ e/ton	↗	Finished products volume	85%	GROUP / Industry / excluding Lecoq, Panidor, FB Solution France
	Carbon	Direct CO ₂ e emissions in the food service sector	40 kg CO ₂ e/m ²	↘	Revenues	77%	GROUP / Food Service / Europe
	Water	Water consumption in industry	1.6 m ³ /ton	↗	Finished products volume	99%	GROUP / Industry / excluding Lecoq
	Energy	Water consumption in the food service sector	459 kWh/ton	↗	Finished products volume	99%	GROUP / Industry / excluding Lecoq
	Energy	Electricity consumption in industry	548 kWh/m ²	↘	Revenues	96%	GROUP / Food Service / excluding Brioches Dorée America, Asia
	Energy	Share of electricity from renewable sources	25%		Revenues	96%	GROUP / Industry / excluding Lecoq / and Food Service / excluding Brioches Dorée America, Asia
	Waste	Share of recovered industrial waste	96%	↗	Finished products volume	99%	GROUP / Industry / excluding Lecoq
SUPPORT AND DEVELOP OUR TALENTS	Waste	Share of restaurants equipped for waste sorting	81%	↗	Revenues	96%	GROUP / Food Service / Europe
	Personal safety	Frequency of work accidents (rate)	34.7	↗	Number of employees	95%	GROUP / Industry / and / Food Service / excluding Brioches Dorée America
	Personal safety	Severity of work accidents (rate)	1.6	↘	Number of employees	95%	GROUP / Industry / and / Food Service / excluding Brioches Dorée America
	Skills	Share of employees who have received training during the year	76%	↗	Number of employees	90%	GROUP / Industry / excluding Lecoq and / Food Service / excluding Brioches Dorée America
SHARE THE LOVE OF THE EARTH	Diversity	Gender equality index	94	↘	Number of employees	100%	GROUP / Industry / France and / Food Service / France
	Diversity	Share of women in management bodies	35%		Number of employees	93%	GROUP / Industry / and / Food Service / excluding Brioches Dorée America
	Animal welfare	Share of supplies of cage-free eggs	89%**	↗	Revenues	95%	GROUP / Industry / Excluding China
	Local	Share of purchases from country of location	81%	↗	Revenues	95%	GROUP / Industry / excluding Panidor, FB Solution France UK and / Food Service / Excluding Brioches Dorée America, Asia
	Circular economy	Share of FSC or PEFC certified or recycled paper and cardboard packaging	87%	↗	Revenues	98%	GROUP / Industry / excluding China and / Food Service / Europe
	Nutrition	Share of products with accessible nutritional information	100%	↗	Revenues	98%	GROUP / Industry / and / Food Service / Excluding Brioches Dorée America, Asia

* Change between 2023 and 2024 on a like-for-like basis

** 100% for all entities except Bridor China (0%), Bridor North America (49%), La Madeleine (0%), Panidor (66%)



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