

“Our CSR commitments”

CORPORATE SOCIAL
RESPONSABILITY REPORT 2025



**GROUPE
LE DUFF**



Kamps



“Editorial”

Louis LE DUFF, Founding Chairman
Maryvonne GUILLOU, Group CEO

Everything we eat must be good and healthy, from farm to fork. At a time when companies are increasingly promoting local products, sustainability, and healthy eating, the Group embraced this simple conviction long before it became fashionable. Respect for ingredients, nature, nutritional balance and customer satisfaction have been an integral part of its business model since the beginning.

In this context, **the development of the industrial division**, consisting of Bridor (premium bakery and Viennese pastry products) and Gourming (regional-style ready meals and vegetables), is a key strategic priority for the Group. In 2025, to meet high demand, the Group accelerated its worldwide growth in Asia-Pacific (acquisition of Laurent Bakery), China, Switzerland and France with the opening of a site in Normandy (Falaise, 150 jobs), and the United States by expanding its production capacity (Vineland, New Jersey). At the same time, a new offer specifically for food service professionals was launched.

This development path goes together with a more structured CSR approach. **The CSR roadmap** has thus been the operational framework since 2023. It is based on a governance structure that directly involves management and relies on regular monitoring and continuous improvement. Progress has been made in key areas, such as carbon, animal welfare and social considerations, while the Group is working to meet the requirements of the CSRD directive.

In addition, **the Louis Le Duff Endowment Fund** also contributes to this commitment by passing on the values of healthy and sustainable food to younger generations and by promoting the sharing of expertise across borders.

This CSR report, published on a voluntary basis, reports on the Group's commitments, actions taken and progress made. We would like to thank all the teams involved. As the Group's history and Louis LE DUFF remind us: “success is only possible as a collective effort, and it depends on the commitment of every single person who is part of it”.

Stay on track!



“Contents”

Our history	6
The Group in brief	8
CSR within the Group	10
Our Ethics governance	14
Our culinary know-how around the world	16
Strong local presence	18
Our pillars	20
// Limit our environmental impact	21
// Support and develop our talents	31
// Share the love of the earth	39
Our commitments to sports and charities	46
The Louis Le Duff Endowment Fund	48
About this report	50



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.

LE DUFF Group has chosen to voluntarily publish its CSR report in order to present its commitments, actions and the monitoring of its non-financial performance. The Group is also getting ready for the implementation of the CSRD by already incorporating certain data points inspired by its requirements, in preparation for the transition to a future sustainability report.

“Our history”

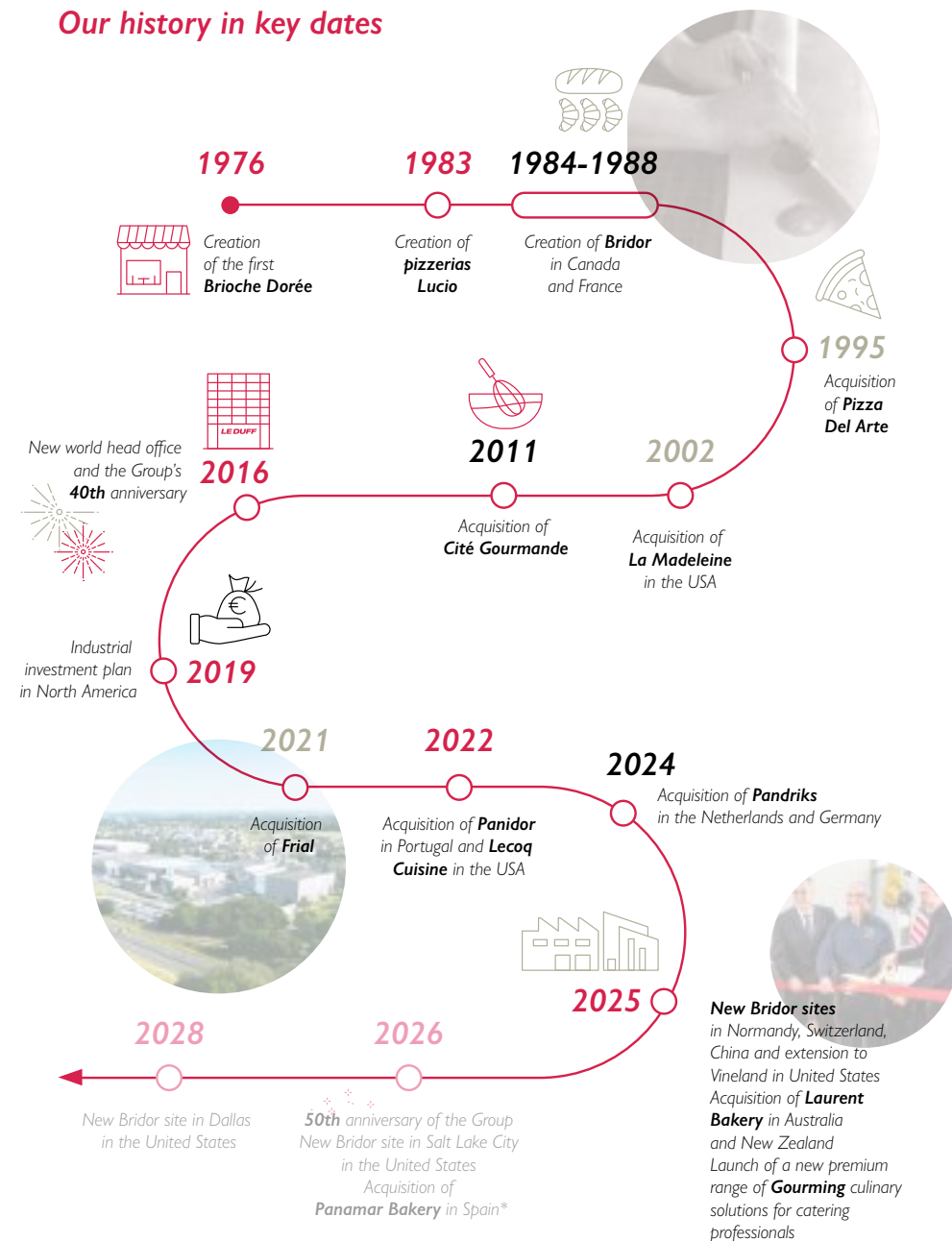
From the vision of an entrepreneur to the development of a group

Born on a vegetable farm in Brittany, Louis LE DUFF took his first steps into the working world at a very young age by helping out with the family business of growing and selling vegetables. Returning after studying in North America, Louis LE DUFF founded Brioche Dorée in Brest in 1976, convinced that a fast-food offer inspired by the French-style café-bakery was what consumers wanted. This initiative marked the birth of the Group and a café-bakery concept that would later develop through several brands in France and internationally, particularly in Germany, the United States, and Canada.

In 1984, the Group made the decision to manufacture its own products in order to have better control of quality. This strategic choice led to the creation of Bridor, specializing in premium breads and Viennese pastries and a partner of some of the most prestigious hotels and restaurants. The company has since experienced strong international growth, with customers in over 100 countries and production facilities in France, Europe, North America, and Asia. The Gourming division has also expanded to include regional-style ready meals and vacuum-sealed or frozen vegetables.



Our history in key dates



* The largest acquisition in the history of the Group allows Bridor to consolidate its global leadership in premium bakery goods and Viennese pastries.

“The Group in brief”

A global group with local roots

Brittany, the Group's historic birthplace, plays a central role in its identity. It was in Brest that Louis LE DUFF founded Brioche Dorée, marking the start of the adventure.

Now present in over 100 countries, the Group remains deeply rooted in its regions, with a head office in Rennes, including a culinary academy, and several production sites in the Greater West of France.



21 production sites



Operations in over 100 countries



18,000 employees* driven by common values



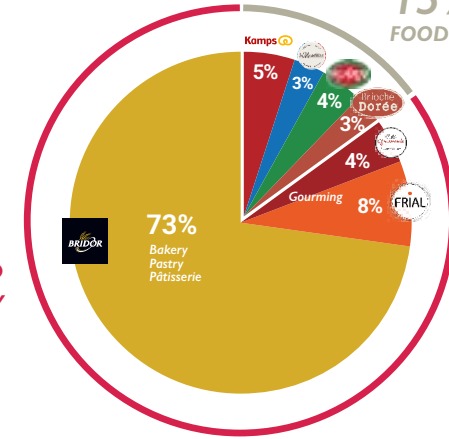
* including employees of franchised restaurants

Business model

€2.8 billion in Group revenue*

85% INDUSTRY

15%** FOOD SERVICE



INDUSTRY 85%

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 	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 15%**

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"> Flour Mineral water Baguettine Tomato sauce Mozzarella Chicken 	 <ul style="list-style-type: none"> Food and non-food purchases Logistics Quality Subsidiary geared exclusively towards the Group's French food service brands: Del Arte, Brioche Dorée, Fourmil de Pierre	 950 restaurants and outlets around the world 79% franchise 21% corporate	Millions of meals served every month for our customers in our restaurants

* 2025 revenue with BRIDOR (bakery), ready meals, food service (point-of-sale) and real estate ** corporate only

“CSR within the Group”

CSR Governance

Over time, sustainable development challenges have become an essential component of the Group's activities and strategic orientations. To give structure to this and strengthen its management, the management body initiated the implementation of **a dedicated CSR governance structure** in 2023, supporting the roll-out of projects and their integration into the overall strategy.

This organization is based on a **Group CSR Committee and specialized Technical Committees**, which each meet four times a year to monitor actions, coordinate Group-wide initiatives, and take stakeholders' expectations into account.

The work conducted is regularly reported to the **management body** and contributes to ensuring that environmental, social and societal issues are integrated into decision-making processes and strategic management.



Jérôme TAFANI

Board Member
Chair of the Group's CSR Committee

As Chair of the CSR Committee and member of the Board, I make sure that sustainability issues are regularly monitored and fully integrated into the Group's strategic direction, in order to support growth that is solid, sustainable, responsible and inclusive.



The Group's CSR Committee members, from left to right: Jérôme Tafani, Sarah Kerzerho, Sophie Le Loc'h, Amélie Mezerette, Arnaud Guillou, Stéphane Boiscouré, Édouard de Tinguy, Dominique Jaunasse

The CSR approach, driven by collaboration among entities



Edouard DE TINGUY

Chief of Staff, Communications & CSR Director

Throughout the year, our employees in all Group entities – industries and food service, in France and internationally – have actively contributed to implementing and following our CSR roadmap. Their involvement and expertise is reflected in a structured and coordinated approach, particularly through quarterly meetings that help align initiatives across the entire Group. Monitoring is ensured through agile and effective management and shared performance indicators.

The Group's CSR approach is based on three pillars:



LIMIT OUR ENVIRONMENTAL IMPACT



SUPPORT AND DEVELOP OUR TALENTS



SHARE THE LOVE OF THE EARTH

Through these pillars, many cross-functional projects are carried out, demonstrating the complementary nature of the Group's entities and the sharing of expertise within the Group. These include:

- / **The implementation of the CSRD** to ensure the Group's regulatory compliance.
- / **The decarbonization trajectory for our value chain**, included in the transition plan.
- / **The development of sustainable financing**, with the first agreement concluded in 2025.
- / **Varied projects covering a number of topics**, such as combating food waste, providing training in sustainable development and other cross-cutting initiatives that draw on different areas of expertise.

The integration of international acquisitions is also a key priority: each new entity is quickly aligned with the Group's principles and objectives, contributing to consistent worldwide growth.

Our sustainability challenges



Sophie LE LOC'H
LE DUFF Group CSR Manager

Within the context of the CSRD directive, a double materiality assessment was conducted, based on stakeholder expectations, in order to identify and prioritize key issues, risks and opportunities for the Group. The results of this approach will be published in the upcoming sustainability report. It has already helped consolidate the CSR roadmap presented in this report, by integrating business, social and environmental perspectives across all entities.

The Group follows a structured CSR roadmap, which is updated yearly as part of its governance. The 2026 version reflects a commitment to continuous improvement.

Within this context, the Group's CSR approach aligns with 12 of the United Nations' 17 Sustainable Development Goals (SDGs), which structure and guide its actions.

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

CARBON

2030

-30% in direct emissions vs 2022¹

-15% in indirect emissions vs 2024¹

WATER

2030

-25% in industrial consumption vs 2019¹

Managing water and roll out **good usage practices** in restaurants

ELECTRICITY

2030

-15% in consumption vs 2019¹

Act in favor of **low-carbon and renewable** electricity

WASTE

annual

97% of industrial waste recovered²

Develop **sustainable alternatives to packaging**³ used in restaurants



SUPPORT AND DEVELOP OUR TALENTS

SAFETY

2028

-15% frequency rate vs 2024

-15% severity rate vs 2024

DIVERSITY

annual

Gender equality index ≥ 90 for each entity in France

Monitoring gender balance in our workforce and **supervisory bodies**

TRAINING

annual

Nearly 80% of employees trained at least once per year

Strengthen training to support skills development

QUALITY OF WORKING LIFE

annual

Act in favor of a **working environment conducive to the development** of people



SHARE THE LOVE OF THE EARTH

TERRITORIES

annual

≥ 80% of purchases from **country of location**

Contributing to **territorial development** through a strong local presence

NUTRITION

annual

Promote high-quality products in terms of **ingredients and composition**

CIRCULAR ECONOMY

annual

97% FSC or PEFC-certified paper & cardboard or from recycled materials^{4,5}

Take action to reduce **food waste**

SUPPLIER RELATIONSHIP

annual

Engage our suppliers to sign our **Responsible Purchasing Charter**

ANIMAL WELFARE

2026

100% of eggs from **cage-free hens**⁴

Favor **chicken** from **welfare-friendly farms**

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

(1) Per metric ton produced in industry and per m² in restaurants • (2) In light of existing recovery solutions • (3) Single-use packaging used in restaurants • (4) Excluding La Madeleine • (5) In light of current technical constraints.

“Our Ethics governance”



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 comprising an Ethics Committee and a Compliance Team responsible for establishing a Compliance Program. In particular, this includes:



/ Anti-corruption



/ Personal data protection



/ Duty of vigilance



/ LE DUFF Group Business Ethics Code

Established in 2020, 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 has been translated into six languages in order to be applied to all employees all around 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, a strategic issue for the Group, continues to be rolled out. It is based on:

> A dedicated governance structure with:

- A Data Protection Officer (DPO),
- A Data Protection Committee,
- Data Protection Advisers.

> 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 Design and the implementation of processes to ensure increasingly responsible management of personal data.

/ Duty of vigilance

Although the Group is no longer subject to Law 2017-399 of March 27, 2017, it remains closely attuned to developments related to the European Directive on corporate sustainability due diligence (CS3D).

/ Communication and awareness

Throughout the year, the Compliance Team carries out a number of actions to promote the Compliance culture to employees through varied media (intranet, Group newsletter, etc.). For example, the Group has made December 9 its Compliance Day*. On this day, ethical values are reiterated and actions are implemented to raise awareness among all employees about the issues included in the Compliance Program.

* 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

The Group is the custodian of a **culinary heritage**, which it strives to conserve and promote through its industrial bakery-Viennese pastry-pâtisserie activities, its ready meals and vegetables, as well as its food service operations. Aiming to combine global expansion and protection of local culinary cultures, the Group works with food service and bakery-Viennese pastry-pâtisserie chefs to keep these skills alive.

This commitment is also reflected in initiatives to promote **creativity in baking**. To do this, Bridor organizes an international competition bringing together finalists from all around the world at the *École des Arts Culinaires Lenôtre* in Paris, where a judging panel made up of top names in the world of gastronomy puts contestants to the test through challenges that combine technical expertise and creativity.

+90,000

The Group serves more than 90,000 customers, restaurants and hotels around the world



Promoting French-style Cafés-Bakeries

The wealth of French expertise in **French-style cafés-bakeries**, founded on a friendly atmosphere and product excellence, deserves to reach beyond borders. By developing this concept internationally, the Group helps promote this lifestyle while meeting the expectations of consumers around the world.

This trend is particularly evident in the recent acquisitions of a chain of café-bakeries, **Laurent Bakery**, a leader in Australia and the Pacific with 18 establishments. These venues showcase craftsmanship inspired by French tradition, brought to life by teams of bakers and pastry chefs.

950 Number of restaurants worldwide, of which 780 Café-Bakeries



“Strong local presence”

Contribution to regional economic development

LE DUFF Group contributes to the economic vigor of the regions where it operates, through its industrial sites and restaurants, by creating jobs and fostering long-term career paths.



In western France, Bridor has transformed its Falaise site into a frozen Viennese pastry production facility, starting with two high-performance production lines, particularly in terms of reducing water and energy consumption. This has also led to the creation of 150 local jobs. Supported by regional and local authorities, this project contributes to the area's industrial and economic vitality.



In China, after 15 years of presence, Bridor has boosted its production capacity in Beijing with six production lines. This site improves agility and local logistics by creating jobs. It manufactures iconic breads, Viennese pastries and macarons, as well as creations inspired by Asian culinary culture.



In all countries where the Group operates, all restaurants contribute to local employment and regional vitality. With nearly 950 establishments, they offer rewarding career paths and enable teams to develop their skills while contributing to the local economy.

Supporting local agricultural supply chains

Wheat flour and potatoes are at the heart of the agricultural supply chains supported by the Group, with a focus on locally-sourced ingredients and responsible practices.

Wheat is an essential ingredient of Bridor products, which gives precedence to French wheat flour from mills located within 300 km of its facilities and supports agricultural practices that produce fewer carbon emissions. In Canada and the United States, Bridor sources locally-produced wheat flour, with traceability from field to mill and close partnerships with local farms. Within this context, an experimental platform of around 50 hectares has been developed at Ferme des Loges to test more environmentally friendly wheat varieties, with the aim of reducing the use of chemicals and maintaining crop quality.



Potatoes are a key raw material for Cité Gourmande, which prioritizes sourcing from French producers located close to its facilities in Agen and Estillac. For many years, Cité Gourmande has thus contributed to the development of a local supply chain in the south-west of France, promoting a strong local presence and long-term relationships with its agricultural partners. At the same time, this partnership aims to reduce the carbon footprint, in particular by optimizing farming practices and supply chain logistics.

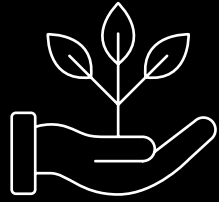
Supporting local community initiatives

The Group develops partnerships with organizations to promote its products and combat food waste, in particular through redistribution and awareness-raising actions.

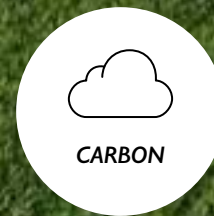
Brioche Dorée has developed partnerships with **organizations and anti-waste platforms** such as Phenix and Too Good To Go. Unsold products can thus be redistributed or offered at a reduced price, in baskets or directly at the point of sale, saving nearly 50 tons of products in one year. Frial has also stepped up its community actions by donating 146 tons of finished products in 2025, particularly frozen ready meals.

Within the Group, **cooking workshops** using anti-waste recipes are also organized to raise awareness among the teams. In particular, in Canada and France, employees are invited to try out recipes created by chefs using the Group's products in order to give them a second life.





“Limit our environmental impact”



Our commitment

Actively contribute to the fight against global warming by reducing greenhouse gas emissions across all of our activities and our value chain.

LE DUFF Group is committed to reducing its greenhouse gas (GHG) emissions across its entire operations, in line with its CSR roadmap and its climate transition plan. The actions concern scopes 1 and 2, including optimizing energy consumption, reducing refrigerant leaks and transitioning to low-emission vehicles. They also include scope 3, with the development of low-carbon supply chains, eco-designed packaging, the use of lower-emission transportation and sustainable business travel.

This approach is based on a structured governance framework and a calculation methodology that complies with the GHG Protocol, and will gradually integrate all Group entities, including recent acquisitions. It enables the definition and management of a coherent emissions reduction trajectory by incorporating the entire value chain and aligning initiatives with the Group's strategic priorities.



Our ambition

Reduce our direct emissions (scopes 1 and 2) by 30% by 2030 compared to 2022 and reduce our indirect emissions (scope 3) by 15% by 2030 compared to 2024 as part of a structured climate transition plan.

Climate transition plan by 2030

Scopes 1.2
-30%
vs 2022

Scope 3
-15%
vs 2024

Our key levers:

ENERGY

Electricity and gas:
optimization of consumption
and low-carbon electricity supply

Refrigerants:
reduction of leaks

Fuel: transition towards low-emission vehicles

Our key levers:

RAW MATERIALS

Developing and supporting **low-carbon supply chains** with our suppliers of dairy products, wheat flour, chocolate, potatoes, etc.

PACKAGING

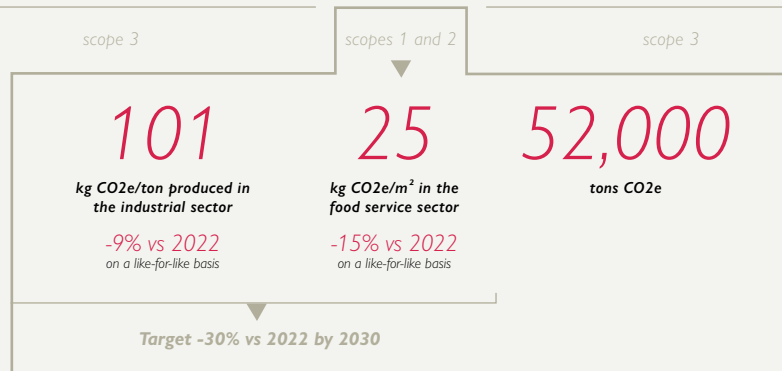
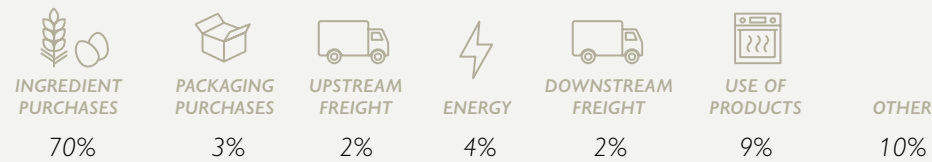
Reduction of **packaging weight and adoption of eco-design** through the use of recycled materials

TRANSPORT

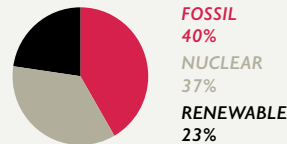
Increase in the use of **lower-emission freight alternatives** (railroad, eco-friendly fleet) and maintenance of local supply chains

Our indicators

GHG emissions in 2025 for scopes 1.2 and in 2024 for scope 3:



In line with our commitment to transparency and our proactive approach to the CSRD, we are publishing an indicator on the breakdown of our entities' energy mix, reflecting our commitment to report on our carbon performance



Jérémy SPIRITATO
Director of Operations at Bridor France

Bridor France signed a low-carbon electricity supply contract as part of the Industry France energy program. In Great Britain, FB Solution is already operating on 100% green electricity. In France, sites with ISO 50001 certification reduced their gas consumption and developed energy recovery through a local anaerobic digestion project.



Camille DE FLEURIAU
CSR and Study Coordinator at Brioche Dorée

Brioche Dorée reduced its electricity consumption by over 5% in one year, through the introduction of a tool for managing energy consumption and the roll-out of a new concept featuring more efficient equipment and optimized layouts, particularly with closed display cases.



Laure PRUNIS
CSR - Environment Project Officer
Cité Gourmande

Together with a supplier, Cité Gourmande developed a multimodal transport project to transport its raw materials from the north of France to its sites in the south-west, reducing CO₂ emissions on these routes by up to 70%. In parallel, Cité Gourmande established a local supply chain in the south-west, in collaboration with partner farmers, with the aim of reducing carbon emissions.



The year's best achievements



Aurélien LANFRANCHI
Group Indirect Purchasing Manager

The Group continued the transition of its fleet of company vehicles to electric with 28% of its vehicle fleet in France, and reduced emissions from business travel by air through the use of SAF (sustainable aviation fuel), resulting in a 13% decrease for this category.



Optimize the use of water, an essential resource for our health, economy and ecosystems, in all of our activities.

On its industrial sites, LE DUFF Group has made excellent progress in reducing its water consumption, with the target close to being reached, thanks to ongoing optimization of processes and investments in more energy-efficient technologies. The Group remains committed to consolidating these results and is pursuing its efforts, including by incorporating its recent acquisitions in this approach.

In its food service activities, which require daily water use, the Group monitors its consumption and trains its teams to encourage responsible practices. Monitoring and awareness-raising tools are being rolled out, and progress is still ongoing to optimize water management.

Our ambition

Reduce our water consumption by 25% per ton produced on our industrial sites by 2030 compared with 2019.

Improve water management and promote best practices within our food service activities.

Our indicators

1.7 Water consumption in m³/ton produced in the industrial sector
-22% vs 2019

Target: -25% by 2030 vs 2019



Illustration: water, a natural resource

The year's best achievements



David BRIENS
Project Director at Bridor France

Bridor France has reduced its water consumption to less than 1m³ per ton produced thanks to cleaning efforts and the switch to adiabatic condensers. This adiabatic system makes it possible to considerably reduce water requirements. It has gradually been rolled out at production and storage sites.



Arnaud DEVULDER
Factory Director at Cité Gourmande

Cité Gourmande has reduced its water consumption by 30% since 2019 by tracking consumption indicators and through capital investments. The installation of starch recovery systems makes it possible to recycle water within the closed-loop process and also to reduce the starch content in the effluent.



Daniel VAN MUNSTER
Head of Energy & Sustainability at Kamps



Kamps regularly trains its partners and employees on best practices for reducing water, both in the food service and industrial sectors. Area managers ensure that equipment is used economically. In addition, consumption is monitored in restaurants and at the industrial site to better manage usage.

ELECTRICITY

Our commitment

Reduce our electricity consumption to limit the environmental impact of our activities and improve the energy efficiency of our sites.

LE DUFF Group is committed to reducing its electricity consumption in order to limit the environmental impact of its activities. The industrial sites and restaurants are rolling out structured energy efficiency initiatives based on consumption management, equipment optimization and continuous improvement of practices.

In parallel, the Group is developing the use of renewable energies, in particular with low-carbon electricity supply contracts. This development makes it possible to increase the share of low-carbon energy in its activities and helps reduce its energy footprint.

Our ambition

Reduce our electricity consumption by 15% compared to 2019 (per ton produced in industry and per m² in food service) and prioritize renewable electricity with a low carbon footprint.

25%

Proportion of electricity from renewable sources for our entities

Illustration: renewable energy sources

Our indicators

467

Electricity consumption in kWh/ton produced in the industrial sector

-8% vs 2019
on a like-for-like basis

483

Electricity consumption in kWh/m² in the food service sector

-15% vs 2019
on a like-for-like basis

Target achieved!

Target: -15% by 2030 vs 2019

Frial continued its efforts to control energy, resulting in a 12% reduction in its electricity consumption compared to 2019. This performance is down to conducting airflow audits, replacing equipment (compressors, filters, drain valves), repairing compressed air leaks in production and upgrading lighting systems.

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

Recover 97% of industrial waste and maintain sorting equipment in all restaurants. At the same time, develop sustainable alternatives to single-use packaging in restaurants.

Our indicators

98% of industrial waste recovered

Target: 97% by 2025

Target achieved!

99% of restaurants equipped to sort waste

Target: 100% by 2026

The year's best achievements



Virginie DANCEL
Health Security Safety & Environment Director
Frial

Frial increased its industrial waste recovery by introducing the sorting of wax-coated cardboard, creating a recycling stream for PP/PE cans and buckets, and implementing energy recovery for residual waste.



Fabien LEHUGER
Projects Director at Del Arte

Del Arte has its own restaurants that are fully equipped for waste sorting, including biowaste, which is recycled into compost, among other things. Systems are being implemented in partnership with local waste management stakeholders.



“Support and develop our talents”



SAFETY



DIVERSITY



TRAINING



QUALITY OF WORKING LIFE

Employees at the FB solution baking center

Our commitment

Ensuring the safety of all our employees in their workplace and thus maintaining an efficient operational organization.

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

Continue to improve health and safety at work, with updated targets aiming for a 15% reduction in accident frequency and severity rates by 2028 compared to 2024, by strengthening risk prevention and control across all our activities.

Our indicators

27

Frequency rate
-18% vs 2022

Target for 2025: -17% vs 2022

✓ Target achieved!

1.8

Severity rate
+ 2% vs 2022

Target for 2025: -24% vs 2022



The year's best achievements



Julien LEDAY

Safety Manager at Bridor France



Bridor France sites continue to strengthen their safety culture with the implementation of "Safety Days". Workshops (escape games, educational games) brought in more than 600 employees from teams in Falaise, Louverné and Servon. This approach is also supported by annual prevention programs, appropriate equipment and safety discussions. These initiatives have contributed to a drop of nearly 8% in the accident frequency rate over the year.

Pascale CLOSSON-DUQUETTE

Vice President, Legal Affairs, HR and Health & Safety at Bridor North America



Bridor North America has rolled out a digital inspection solution in its Canadian factories, enabling real-time monitoring of non-conformities and improvement actions. In parallel, targeted initiatives have strengthened risk prevention, in particular through the development of forklift operators' skills, the optimization of lockout procedures and management of emergency situations involving ammonia. These actions are part of the drive to strengthen the ISO 45001-certified health and safety management system in place in Canada and which is currently being expanded across North America.

Virginie DANCEL

Health, Security, Safety & Environment Director at Frial



Frial rolled out the Cap Sécurité program, combining a review of the Savory Division's health and safety policy, the dissemination of the Golden Rules of Safety, management training in safety coaching sessions and reinforcement of the communication across all sites. This approach was complemented by an in-depth assessment of working conditions and factors related to the prevention of psycho-social risks, conducted with the help of a specialized firm. These initiatives, structured around a genuine corporate project involving all employees, help to establish a culture of sustainable prevention.

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 in the workplace are a performance lever for LE DUFF Group. Human resources teams recruit on the basis of objective criteria, such as skills, experience and qualification. These principles also guide decisions regarding pay, working conditions, promotion, mobility and training. The Group's policy is therefore based on equality, non-discrimination and inclusion, particularly of people with disabilities.

The Group is also continuing its commitment to gender equality, having achieved its gender quality target this year. Also of note is the significant representation of women within its management bodies.

Our ambition

For each entity in France, maintain a gender equality index score of above 90 while promoting the presence of women within the management bodies.

Our indicators

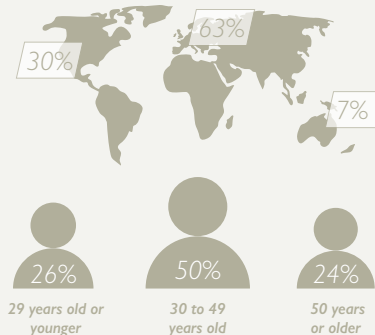
93 Gender equality index

Target > 90 for each entity every year

✓ Target achieved!

40% Proportion of women in the management bodies

In line with our commitment to transparency and our proactive approach to the CSRD, we publish indicators on the breakdown of our workforce by age group and geographical area (including recently acquired entities), illustrating the diversity of our teams.



The year's best achievements

Magdalena PERCHEL

HR Business partner at FB Solution UK



FB Solution UK is continuing its diversity and inclusion initiatives, in particular by providing training in the languages spoken by the teams, ensuring equal access to opportunities and promoting diverse teams. Fair recruitment practices, training on unconscious bias and inclusive leadership, as well as flexible working arrangements, underpin these commitments. A respectful working environment is also promoted through clear non-discrimination policies and awareness-raising actions that encourage dialogue and cultural diversity.

Stéphane BOISCOURE

Director of Human Resources in charge of social affairs at Bridor France



For International Disability Day, Bridor France organized immersive workshops involving nearly 200 employees taking part in real-life scenarios (writing with their non-dominant hand, collaborative workshops with physical constraints, etc.). In parallel, Bridor takes part in DuoDay every year in order to promote the discovery of different careers and to foster a culture of inclusion and mutual support within teams.

Patricia JUDÉAUX

Human Resources Director at Brioche Dorée



Brioche Dorée stepped up its initiatives to promote inclusion, in particular through its participation in DuoDay, which enabled the formation of 26 pairs to help people with disabilities explore our different careers. It also organized awareness-raising actions, such as the Handi'Dialogue day dedicated to discussions on the topic of health and safety at work, as well as a special event at a site in partnership with Lobodis, a socially responsible coffee roaster. These initiatives are part of a policy that aims to promote inclusive recruitment, equal opportunities and a respectful working environment.

TRAINING

Our commitment

Supporting the development of employees' skills to accompany their career progression and enhance business performance.

The Group's training policy aims to promote employability, retention and the transfer of expertise, drawing on a range of initiatives such as internal promotion, apprenticeships and mobility. The human resources teams are continuing to provide support throughout employees' careers, with initiatives focused on integrating new hires and organizing internal and external training in line with the needs of each profession.

Our ambition

Maintain a high level of training by aiming to reach nearly 80% of employees trained each year in order to support skills development.

Our indicators

79%

of employees received training at least once

Target: nearly 80%

The year's best achievements



Marie-Charlotte DE SAINT CHAMAS
Marketing and Strategic Projects Manager
Bridor APMEA

Bridor China helped its employees relocate to a new production site in Beijing, equipped with six production lines. Training actions were rolled out to help employees familiarize themselves with new tools and processes, thus helping to improve operational agility.



Pascale CLOSSON-DUQUETTE
Vice President, Legal Affairs, HR and Health & Safety at Bridor North America

Bridor North America has trained 97% of its employees in the United States and Canada through an annual program that covers onboarding, harassment prevention and the ongoing development of operational and job-specific skills. These training courses help enhance the professionalism of the teams and the quality of everyday practices.

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. This commitment is also reflected in the signing of numerous collective agreements and regular discussions at every level of the company.

Our ambition

Promoting a work environment conducive to the fulfillment of employees through initiatives dedicated to quality of life in the workplace.

The year's best achievements



Suzana BRANCO
Human Resources
Director at Panidor

Panidor showed special consideration for its employees by celebrating births during the year 2025. To mark the year-end festive season, a symbolic gesture was extended to families concerned, helping to foster a spirit of camaraderie and closeness within the teams.



Audrey LANNELONGUE
HR Officer
Cité Gourmande



Cité Gourmande continued its initiatives aimed at improving quality of life at work, in particular through access to a welfare officer, a mentoring scheme for new arrivals and French language classes. It also makes personalized gestures, such as sending bouquets of flowers for special occasions or presenting a gourmet hamper at the end of the year, helping to maintain a friendly working environment.





“Share the
love of the
earth”



ANIMAL
WELFARE



LOCAL



CIRCULAR
ECONOMY



SUPPLIER
RELATIONS



NUTRITION



Buckwheat field near Rennes

ANIMAL WELFARE & sustainable supply chains

Our commitment

Promoting a sustainable supply chain and encouraging channels that ensure animal welfare to meet growing expectations of customers and consumers.

For many years, LE DUFF Group has been implementing concrete actions to improve farming conditions and secure a reliable supply of animal-friendly ingredients.

The eggs and by-products used in all activities, whether in industry or food service, are fully in line with this approach. They now come almost exclusively from cage-free systems, offering more space and conditions that encourage the hens to behave naturally.

For chicken meat, preference is given to certified supply chains or those that are part of structured programs, ensuring compliance with strict standards regarding animal husbandry and welfare throughout the production process.



Our ambition

Achieve 100% of eggs from cage-free hens by 2026, while continuing to favor certified or integrated chicken supply chains to ensure compliance with animal welfare standards.

Our indicators

98% of eggs from cage-free hens

Target: 100% in 2026

The year's best achievements



Eric L'HEUREUX

Purchasing Director at Bridor North America



Bridor North America continued the transition of its supply chain in 2025, achieving 99% cage-free hens in its products. This target was reached thanks to the commitment of the Quality, Regulatory Affairs and Supply teams, despite challenging market conditions. This excellent progress demonstrates our commitment to animal welfare.



Aurélie MARCHAND

Purchasing Manager for Manufactured Products at Frial

Frial stepped up its commitment to animal welfare by sourcing chicken from the Nature d'Éleveurs channel, which is supported by its supplier. This collective approach brings together farmers and partners around stricter standards: improving farming conditions, reducing density to provide more space for the birds and implementing measures that encourage their natural behaviors.

With a longstanding commitment to seafood, Frial prioritizes sourcing mainly from responsible fisheries that are ASC, MSC or Global Gap certified, thus contributing to the conservation of marine resources.



Éric LEMOINE

Purchasing Manager at Bridor France

Since September 2025, Bridor France has sourced flour from low-carbon wheat supply chains, founded on sustainable wheat farming practices governed by specifications and monitored by an independent third-party organization. In addition, we prioritize certified or labeled raw materials, in particular CRC or Label Rouge flour, Guérande PGI salt, organic ingredients and Rainforest Alliance or Fairtrade-certified chocolate and hazelnuts.

TERRITORIES

Our commitment

Supporting local supply chains through long-term cooperation with local producers.

LE DUFF Group endeavors to prioritize raw materials sourced from the country where each entity is located in order to strengthen its local presence and promote more responsible and sustainable production. Purchasing teams maintain transparent and ethical relationships with their suppliers and partners and are pursuing their efforts to consolidate a structured and reliable local supply chain.

The year's best achievements

Our ambition

Maintain 80% of our raw material volumes from countries in which our entities operate.

Our indicators

81%

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

Target: 80%

Target achieved!

Emmanuelle GÉLARD

Supply Chain & Quality Director at Del Arte



Del Arte proposes an Italian culinary experience based on high-quality ingredients, of which nearly 85% are sourced in France and Italy. Cooked ham, beef, chicken, free-range eggs and crème fraîche are sourced from France, while specialties such as burrata, gorgonzola, speck, pasta and all the wines are selected from Italy.

Mickeal VAN DER TOORN

Purchasing manager at Pandriks



Pandriks has increased its local sourcing to reduce its transportation footprint. The cardboard boxes therefore come from local suppliers, saving nearly 125,000 km per year. Sunflower seeds and barley malt are purchased directly, without intermediaries, generating an additional saving of 16,000 km per year.

CIRCULAR ECONOMY

Our commitment

Reduce the environmental impact of our activities by minimizing the waste of resources and promoting a more circular approach to management.

Packaging, particularly cardboard and paper, is essential for the protection and distribution of products. The Group prioritizes FSC, PEFC or other certified sources as well as the use of recycled materials to limit the use of virgin resources. This approach is gradually being extended to all packaging, including plastic, with the incorporation of recycled materials and their improved recyclability.

The combat against food waste, particularly through product donation initiatives, is presented in "Supporting local community initiatives".

The year's best achievements

Sharon TEN BERGE

Marketing & Sustainability Director at Pandriks



Pandriks has been awarded an EcoVadis Gold rating (top 5%) in recognition of its long-term efforts, particularly those made in 2025. The entity uses FSC-certified cardboard packaging and is working on the recyclability of certain plastics.

Jabert BEN MAKHLOUF

Director of Operations FB Solution France



FB Solution France recovers all of its organic waste as part of a circular economy approach through a partnership with Paprec. Waste is transformed into energy through anaerobic digestion, while the resulting byproducts are used as animal feed, helping to reduce waste and close the material loop.

Our ambition

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

Our indicators

95%

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

Target: 97%

SUPPLIER RELATIONS

Our commitment

Establishing balanced relationships and responsible partnerships with suppliers, which are essential to the smooth operation of and ethical standards of LE DUFF Group.

Each entity is continuing to roll out the Responsible Purchasing Charter among its suppliers, in order to strengthen social, environmental and ethical principles in the supply chain. In parallel, the third-party evaluation process has been rolled out in order to better identify and prevent risks. Purchasing teams are trained in sustainable development and anti-corruption, strengthening their ability to manage suppliers responsibly while helping to meet CSRD requirements.

Our ambition

Motivate and encourage our suppliers, in France and around the world, to sign our Responsible Purchasing Charter.

The year's best achievements

In line with our commitment to transparency and our proactive approach to the CSRD, the actions presented demonstrate the Group's commitment to anti-corruption training and raising awareness of sustainable development among its procurement teams.



Amélie MEZERETTE
Compliance Officer - Group

The Group is continuing to roll out measures designed to strengthen integrity and transparency, in particular with its suppliers, in accordance with regulatory requirements, including those of the Sapin II Act. More than 1,000 employees have already received anti-corruption training since the beginning of the dedicated module, and training modules on third-party evaluation are also being rolled out.

Our indicators

85% of our suppliers have committed to our Responsible Purchasing Charter



Vincent MARIE
Purchasing Director for Europe at Bridor

Bridor France is the first bakery-Viennese pastry company to receive a label for Responsible Supplier Relations and Purchasing, thanks to the joint work of the CSR and Procurement teams. In line with ISO 20400 guidelines, this label recognizes the practical integration of sustainable practices at every stage of the value chain.

NUTRITION

Our commitment

Offering our consumers balanced and high-quality food, making sure to provide clear and transparent information on our products.

Transparency remains a major issue, integrated right from the recipe development stage, and reflected in access to nutritional information on all our products. Some entities follow a Clean Label approach to promote the naturalness of the products. Others implement efforts to improve nutritional quality, in particular by reducing salt and sugar, while preserving product taste.

Our ambition

Ensure that 100% of our products have accessible nutritional information, while promoting high-quality finished products, both in terms of their ingredients and their composition.

Our indicators

100% of our products with accessible nutritional information



Target achieved!

The year's best achievements

Juliette FOLZ
R&D Director at Bridor



Bridor France continued its "Clean Label by Bridor" commitment by removing additives or prioritizing those of natural origin. In 2025, 83% of products are clean label. Within this context, all fruit fillings of patisserie products have been reformulated.



Patrik LE MAZOU
Marketing and R&D Director at Brioche Dorée



Brioche Dorée reduced the sugar content of its mœlleux au chocolat by 16% as part of its nutritional improvement approach. This action makes it possible to offer a healthier product while maintaining taste and quality.



“Our commitments to sports and charities”

In LE DUFF Group, the commitment to social, sports and charitable causes is reflected in a wide range of initiatives led by all our entities: participation in charity walks or runs, involvement in sports challenges, support for community projects. There are so many opportunities for our teams to get together around shared values: **well-being, solidarity and a connection to local communities.**

LE DUFF Group

In the Brittany region:

- / **Marathon Vert:** 50 bibs
- / **Rennes Urban Trail:** 84 bibs
- / **Les Métropolitaines:** 44 bibs

And 36 employees took part in La Colombia, a charity walk dedicated to breast cancer prevention and screening.

The Group also took part in the Dinard Côte d'Émeraude Triathlon. 15 employees pushed themselves to the limit during this challenge, whether in the water, on a bike or on foot.

Cité Gourmande

In the south-west of France:

- / **Estillac en Rose:** participation in the charity walk to raise money for Action Cancer 47 in support of breast cancer prevention
- / **TACAN:** participation in an iconic local race
- / **Challenge Mon Hôpital:** 75 employees took part to support blood donation and children with cancer

Frial

In the Normandy region:

- / **Tour de France:** supporting a local cycling club and its young members
- / **Bayeux à Block:** Mont Blanc climbing challenge, to benefit the François Baclesse cancer center
- / **Indus'trail 2025:** participation in favor of the “Courir pour les Trisomiques” charity



Bridor France

In the west of France:

- / **BridorCup:** organization of a football tournament for 250 young people in Louverné
- / **24h du Mans:** three teams competing in the relay race. An endurance challenge shared with Pandriks employees

And participation in other local sports events, such as Intrail-Muros de Saint-Malo, Sandballez de Rennes, Laval Urban Trail, Ultra Tour du pays de Vitré, and more.

Bridor North America

In Canada, in the Montréal region:

- / **Guignolée des médias:** fund-raiser in Boucherville to benefit families in need
- / **Golf tournament x North America:** 8th edition of this event for teams
- / **La Grande Marmite:** charity event to provide meals to children facing food insecurity



Brioche Dorée

In France:

- / **Recycling coffee grounds** which are given to customers in several restaurants. Used in the garden or for plants, it enriches soil while helping to reduce waste.

Panidor

In Portugal:

- / **Organization of a blood drive** in partnership with the Portuguese Institute of Blood and Transplantation, with the involvement of employees to help save lives.



*Bravo à tous ! Well done everyone!
Gefeliciteerd allemaal! Parabéns a todos!*

Our mission

The Louis Le Duff Endowment supports, in France and abroad, general interest actions that contribute to good food, healthy nutrition and the promotion of French culinary know-how, as well as other non-profit initiatives. It is chaired by Maryvonne LE DUFF.



Our areas of action

1 Passing on and promoting culinary know-how

The Louis Le Duff Endowment Fund supports the transmission of culinary skills to younger generations. It supported the publication of the book "Family Recipes" in November 2024, in partnership with Ouest-France, which showcases its readers' best recipes and celebrates the richness of family culinary heritage.

The Fund also supported the "Brigades Culinaires" program, led by La Tablée des Chefs, which proposes cooking workshops in over 40 middle schools, mainly in priority education zones. Hosted by volunteer chefs, these workshops teach young people about healthy and sustainable food, while introducing them to basic cooking skills.

As partners of the Société nationale des Meilleurs Ouvriers de France (SnMOF) since 2009, the Fund supports the transmission of French culinary know-how, in particular through a collection of cookbooks dedicated to gastronomy, including the fifth volume "Recipes & Transmission".



2 Access to food

The Louis Le Duff Endowment Fund works to promote access to high-quality food, in particular through its partnership with the Restaurants sans Frontières charity. Following the construction of a lunchroom, a vegetable garden and a chicken coop at a school in Laos, the Fund is supporting the creation of a lunchroom shared by several schools in Madagascar in 2025.



The Fund is also a partner of the event "Les Cuisines Solidaires – La Relève" which each year brings together over 2,000 students from hospitality high schools. For two weeks, around 15,000 meals are prepared for food banks, while raising awareness among young people about the social responsibility of their profession.

Finally, the Fund supports the Forum de France de l'Alimentation, an event focused on major food issues and on the promotion of accessible and sustainable food.

3 Nutrition and Health

Since 2017, the Louis Le Duff Endowment Fund has supported the Nominoë Fund, a fund of the Rennes University Hospital, which is dedicated to developing innovative projects aimed at improving the comfort of patients, healthcare providers and families. This partnership is part of a shared commitment to promote health through food and patient well-being.



In 2025, this collaboration saw the publication of the book "Prendre soin", which highlights the initiatives undertaken to improve the quality of care, patient support and the patient experience at Rennes University Hospital.

Growing up on a traditional vegetable farm shaped many aspects of my life. In particular, I developed a deep respect for rural life, the environment, regional produce, and natural and organic products that are better for our health.



Louis LE DUFF

“About this report”

Independent Third-Party Organization (ITO) Report

In our capacity as an independent third-party organization for your company, we have carried out work aimed at formulating a limited assurance conclusion on the ESG information voluntarily prepared by KERLEUNOC (hereinafter “the Entity”), in accordance with your reporting framework (hereinafter the “Framework”) for the period from January 1, 2025 to December 31, 2025 (hereinafter the “Information”), presented in the document attached to this report (hereinafter the “CSR Report”).

Limited assurance conclusion:

Based on the work 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 Information has been prepared, in all material respects, in accordance with the Framework.

Preparation of the Information:

The absence of a generally accepted and commonly used framework or established practices on which to base the evaluation and measures of the Information allows for the use of different, yet acceptable, measurement techniques, which may affect comparability with those of other entities and over time. Therefore, the Information should be read and understood in conjunction with the Framework, available upon request from the Entity’s headquarters, the key elements of which are presented in the CSR report.

CSR reporting scope

The reporting scope for the CSR indicators is the consolidated scope of LE DUFF Group. This scope changed between 2024 and 2025 to include Group acquisitions. Indicators for the 2025 financial year are therefore provided for the extended scope. However, due to their recent integration or the non-availability of data, some entities have been excluded from the report: Bridor Switzerland, FB Solution China, Gourmet, Hôtellerie, Kerimmobilier, Laurent Bakery.

CSR reporting methodology

/ Reporting standards

For the 2025 financial year, the Group has structured its CSR reporting based on the VSME (Voluntary Sustainability Reporting Standard) and the essential information to be published. The report outlines the commitments, processes and analyses used to interpret quantitative data, as well as specific information related to the Group's activities. In addition, the Group is continuing to prepare for compliance with the European CSRD directive, which applies to data for the 2027 fiscal year.

/ Methodology and continuous improvement

The Group follows an internal CSR reporting protocol, which is structured and updated annually. It specifies the methods for calculating the collected data as well as the rules for aggregation at the Group level, taking into account organizational and sector-specific characteristics. This approach defines the basis for preparation and the reporting principles: relevance, reliability, comparability, understandability, and verifiability.

/ Voluntary external audit

To ensure the reliability, quality and traceability of the information published in this CSR report, the Group chose to undergo a voluntary external verification process. This approach demonstrates the commitment of the governance structure to ensuring a high level of methodological rigor and helps to strengthen the credibility of the published sustainability data. It also serves as a tool for ensuring the reliability of processes related to the collection, consolidation and reporting of CSR indicators.

/ Reference framework used

The report is based on data from the Group's internal information systems. Social indicators are derived from HR systems, based on the workforce at the end of the period. Environmental indicators (energy, water, waste) are derived from supplier invoices, meter readings and regulatory records, while procurement data is sourced from dedicated information systems. Based on the indicators, weighted consolidation is applied: environmental and procurement data are based on revenue or production volume, and HR data on workforce.

/ Data collection, consolidation and internal controls

The CSR data collection campaign took place from early January to late March 2026. It was based on cross-functional collaboration among various departments within the Group's entities. The teams involved included representatives from the finance, human resources, procurement, marketing and environmental departments, who were responsible for coordinating efforts across the various sites and collecting information within their respective areas of expertise. This structure ensured the reliability, consistency and completeness of the reported CSR data, as well as the submission of the necessary supporting documents for the audit conducted by the Independent Third-Party Organization. Once collected, the data is consolidated by the Group CSR team, which is responsible for aggregating information from the various entities. During this phase, consistency checks are performed to verify the integrity of the data.

Our topics, risks and opportunities

Topics and risks for the Group were identified and assessed through a materiality analysis, based on two areas: their importance for the Group and stakeholders' expectations. This approach helped identify the key social, environmental and societal challenges facing the Group and serves as the foundation for the CSR roadmap presented in this report.

TOPICS	RISKS	OPPORTUNITIES
CARBON	Contribution to climate change	Development of a carbon strategy
ELECTRICITY - WATER	Depletion of natural resources	Optimization of energy and water use, and cost reduction
WASTE	Waste management	Actions focusing on the end-of-life of products
SAFETY	Attacks on the safety of workers	Safety plan
TRAINING	Support, attractiveness and talent retention	Employee retention and performance
DIVERSITY	Worker discrimination	Diversity at work
QUALITY OF WORKING LIFE	Occupational diseases and health at work	Employee well-being and performance
ANIMAL WELFARE	Poor animal welfare	Commitment to supply chains that ensure animal welfare
LOCAL	Impact of supply chains	Strengthening local economic fabrics
CIRCULAR ECONOMY	Waste of natural resources	Sustainable use of resources
NUTRITION	Long-term negative health effects caused by food	Food information
ETHICS	Attacks on human rights, fundamental freedoms, the environment, health, and safety	Compliance program
	Corruption, influence peddling and conflicts of interest	

Acknowledgements

We would like to thank all employees who contributed to the preparation of this CSR report. Photo credits: the photos belong to LE DUFF Group and its entities.

Certifications

The Group's industrial sites have recognized certificates and ratings, illustrating their commitment to quality, safety, ethics and environmental performance. The list of certified sites gradually grows each year, reflecting the Group's ambition to structure and continuously improve its practices.



International standard for food safety and quality.

SITES CONCERNED:
Bridor (9), Cité Gourmande (2), Frial (2)



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

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



Occupational health and safety management systems.

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



Energy management systems.

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



Quality management system.

SITE CONCERNED: Kamps (1)



Sedex Members Ethical Trade Audit.

SITES CONCERNED: Bridor (9), Frial (2)



Sustainability assessment of companies.

ENTITIES CONCERNED: Bridor, Cité Gourmande, Frial

Scorecard

PILLARS	INDICATORS	2024	2025	PROGRESS	TARGET
 LIMIT OUR ENVIRONMENTAL IMPACT	Direct GHG emissions from industry vs 2022 (en kg CO ₂ e/ton) (a-b)	-8%	-9%	●	2030 -30%
	Direct GHG emissions in food service vs 2022 (in kg CO ₂ e/m ²)	1%	-15%	●	2030 -30%
	Electricity consumption in industry vs 2019 (in kWh/ton) (a)	-10%	-8%	●	2030 -15%
	Electricity consumption in food service vs 2019 (in kWh/m ²)	-4%	-15%	●	2030 -15%
	Water consumption vs 2019 (in m ³ /ton) (a)	-26%	-22%	●	2030 -25%
	Share of recovered industrial waste	96%	98%	●	2025 97%
	Share of restaurants equipped to sort waste (c)	80%	99%	●	2025 100%
 SUPPORT AND DEVELOP OUR TALENTS	Accident frequency rate vs 2022 (a)	5%	-18%	●	2025 -17%
	Accident severity rate vs 2022 (a)	-12%	2%	●	2025 -24%
	Share of employees who have received training during the year	76%	79%	●	2025 ≈ 80%
	Gender equality index (d)	94	93	●	annual 90
	Proportion of women in the management bodies	35%	40%	●	annual (f)
 SHARE THE LOVE OF THE EARTH	Share of supplies of cage-free eggs	89%	98% (e)	●	2025 100%
	Share of purchases from country of location (b)	81%	81%	●	2025 80%
	Share of FSC or PEFC certified or recycled paper and cardboard packaging	87%	95%	●	2025 97%
	Share of suppliers who have signed the responsible purchasing charter (b)	61%	85%	●	annual (f)
	Share of products with accessible nutritional information	100%	100%	●	annual 100%

ASSESSMENT OF PROGRESS TOWARD THE TARGETS SET OUT IN THE CSR ROADMAP PUBLISHED IN 2025:

● compliant or target met ● stabilized or on track to meet ● non-compliant

(a) historical indicators restated to reflect changes in the scope of consolidation resulting from recent acquisitions, in order to ensure data comparability
 (b) excluding Panidor
 (c) excluding La Madeleine
 (d) French entities only
 (e) 100% all entities, except Bridor Canada (98%), La Madeleine (75%), Panidor (72%). Bridor China excluded due to insufficient local availability
 (f) indicator tracked via ESG reporting but without a specific target



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