GROUPE BONDUELLE

La nature, notre futur



INTEGRATED REPORT

2025 — 2026


Bonduelle
HARICOTS BLANCS
Façon
Pesto Rosso
RICHE EN FIBRES
3 min
NUTRI-SCORE
A B C D E
Bonduelle
BIO 100% FRANÇAIS
CHAMPIGNONS DE PARIS ÉMINCÉS
SOURCE DE FIBRES
SANS CONSERVATEURS¹
Bonduelle
LENTILLES
Façon
Bolognaise*
CAROTTES & OIGNONS
RICHE EN FIBRES
3 min
SANS CONSERVATEURS¹
SANS ADDITIFS
Bonduelle
HARICOTS ROUGES
Façon
Chili
MAÏS & POIVRONS
RICHE EN FIBRES
SANS CONSERVATEURS¹
Bonduelle

Integrated report

3

Iconic brands

100%

of sales certified B Corp

Family business for

7

generations

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FOR MORE INFORMATION, PLEASE VISIT: BONDUELLE.COM

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

1.1.1 *La nature, notre futur*

The Bonduelle Group is above all a family story from the north of France that has lasted for seven generations. Present in nearly 100 countries, we are proud of our iconic brands, Bonduelle, Cassegrain, and Globus. We work with 1,800 passionate growers to provide vegetables harvested at their peak of flavor and nutritional value.

Family business for

7 generations

100 countries sell our products

€2,186 million in sales

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

In January 2026, we earned B Corp certification for the entire Bonduelle Group, thereby reaffirming our commitment to continuous improvement in environmental, social, and governance challenges.

Our 3 iconic brands

Bonduelle Cassegrain GLOBUS

1.1.2 Evolving while remaining true to its roots

- A family-owned group, founded in **1853**;
- a mission with a meaningful impact: inspire the transition toward a plant-rich diet to contribute to people's well-being and planet health;
- iconic, innovative brands for an accessible and delicious food transition;
- **8,800** committed employees who contribute to a responsible and effective model;
- strong ties with our production partners and expertise in the agribusiness sector;
- a multi-regional geographic presence with production and logistics sites right in the heart of the fields:
  - **27** sites in the heart of Europe's farmlands,
  - **5** sites in the heart of Eurasia's farmlands,
  - **4** sites in the heart of North America's farmlands



1.1.3 Financial and non-financial indicators

	At 2025/06/30[6]	At 2026/06/30[6]
Sales *(in millions of euros)*	2,204	2,186
Evolution	(0.9)%	(0.8)%
Current operating income *(in millions of euros)*	83.8	79.6
Net income *(in millions of euros)*	(11.5)	16.2
REBITDA *(in millions of euros)*[1]	169.0	161.3
Leverage ratio[2]	3.38x	3.58x
Capital expenditure *(in millions of euros)*[3]	73.6	64.1
ROCCE[4]	7.1%	6.6%
FOOD GOOD PLANT-RICH FOOD FOR ALL		
50% of branded sales generated by cullinary offering by 2030	41.1%	40.4%
85% of branded products rated Nutri-Score A or B by 2030 (2024 algorithm)	91.9%	92.7%
100% branded products free from controversial additives by 2030	93.5%	97.3%
Our three regions have implemented a program to promote plant-rich cuisine every year	-[5]	2 regions
PLANET SUSTAINABLY SOURCED GROWN AND PREPARED		
80% of growers engaged in regenerative agriculture by 2030	57.6%	61.1%
100% of our packaging designed to be recyclable or reusable by 2030	98.1%	98.3%
1/3 recycled material in plastic packaging by 2030	-[5]	25.0%
-38% Scopes 1 and 2 greenhouse gas (GHG) emissions by 2035 (absolute)	(3.8)%	(18.7)%
-30% Scope 3 greenhouse gas (GHG) emissions by 2035 (intensity)	(3.5)%	5.7%
PEOPLE DRIVEN BY ENGAGED ASSOCIATES AND PARTNERS		
100% of countries implement inclusive practices each year	-[5]	100%
75% employee engagement rate each year	73.0%	72.0%
100% of sites with an active Food culture program each year	65.9%	79.0%
100% of sites involved in local initiatives each year	100%	97.5%
90% of growers' contracts renewed each year	85.6%	87.1%

1 REBITDA (Recurring Earnings before Interest, Taxes, Depreciation, and Amortization). This indicator represents recurring profitability generated by the activity independent of financing conditions, taxes and depreciation and amortization of property, plant, and equipment.

2 Leverage ratio: net financial debt/REBITDA.

3 See Section 5 "Consolidated financial statements", Note 11.3 "Property, plant and equipment".

4 Current operating income before tax/capital employed.

5 No result available for the indicator.

6 The methods for calculating the extra-financial indicators are presented in Section 2 "Sustainability report and Duty of care", for each target definition. In addition, the evolution of the impact strategy is explained in Section 1.3.1 "A mission to support the food transition / From materiality to action".

1.2 TRANSFORMING OUR MODEL FOR THE LONG TERM

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

Transforming a century-old company means turning its legacy into a strength to meet the challenges of tomorrow. It means giving it the necessary resources to remain useful, relevant, and a source of value in an increasingly complex environment, while pursuing the goal that has driven us from the very beginning: to make plant-rich food simpler, more accessible, and more appealing.

A necessary transformation in a challenging environment

When we began transforming Bonduelle two years ago, we knew we had to adapt our business model to the profound changes in our operating environment.

The 2025–2026 fiscal year was marked by a series of headwinds: geopolitical instability, economic tensions, cost pressures, as well as particularly challenging agricultural and weather conditions across all our regions.

In this challenging environment, the group reported a current operating income of 79.6 million euros, which does not yet reflect the expected benefits of the transformations underway. While the progress we have made is real, it is taking place in an environment that is disrupting our path toward improved profitability.

Nevertheless, this year confirms that the decisions made were the right ones. We continued to streamline our business portfolio, strengthened our operational discipline, and accelerated the transformation of our operating models to build a more agile Bonduelle—one that is closer to today's consumers and, as a result, more competitive and better equipped to weather uncertainty. **The continuation of the group-wide transformation program and the B Corp certification of the entire Bonduelle Group**, announced in January 2026, are two major examples of this momentum.

Adapting our offerings to keep pace with changing eating habits

This transformation is also reflected in our ability to better meet consumer expectations.

All over the world, **we are developing products that fit naturally into everyday life and meet the diverse expectations of flexitarian consumers**.

From complete meals and convenient lunch options to help with meal prep and moments of sharing and conviviality, our goal is to make plant-rich foods more accessible in all their forms without compromising on enjoyment or convenience.

The initial results of this strategy are encouraging. In the United States, Loaded Bowls continue to grow and strengthen our position in the ready-to-eat plant-rich meals market. In Europe, innovations such as "Pasta Poêlée" and other new culinary offerings are gaining popularity among consumers. In Eurasia, growth in the culinary categories also confirms the validity of our strategic direction.

Beyond commercial success, these advances reflect a strong conviction: the growth of the plant-rich sector will depend on solutions that are simple, appealing, and tailored to consumers' actual needs. The transformation of our portfolio is underway.

Strengthening our resilience to build the future

The post-fiscal year climatic events observed during the summer of 2026 highlighted the growing vulnerability of agricultural systems in the face of accelerating climate change. **Behind these phenomena lie very concrete realities for growers, local communities, and the entire food supply chain.**



In the face of these challenges, we must continue to work with all stakeholders, from farm to table, to build the resilience of our food systems.

This goal is fully aligned with **our mission: inspire the transition toward a plant-rich diet to contribute to people's well-being and planet health**. Now more than ever, it serves as our guiding principle and calls on us to accelerate the evolution of our production methods and offer solutions that contribute to a desirable food transition. Our commitment, alongside our agricultural partners, to developing regenerative agriculture is a concrete example of this.

Fiscal year 2026-2027 will continue along these lines. We will resolutely continue the transformation we have begun, while maintaining our investments in our brands, our innovations, and our priority regions.

Transforming a century-old company does not happen in a year, nor is it without obstacles. The turbulence we are currently experiencing does not call our course into question; on the contrary, it underscores its necessity. Building on the commitment of our teams and agricultural partners, and the strength of our brands, we are continuing this transformation with clarity, determination, and confidence in the potential of plants to meet tomorrow's expectations.

The Global Executive Leadership Team

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



Mathias Levoir
Chief Operations Officer

Helmi Bessaies
Chief Digital Transformation Officer

Bobby Chacko
Chief Executive Officer, Bonduelle Americas

Ekaterina Eliseeva
Chief Executive Officer, Bonduelle Eurasia and Emerging Markets

Marine Henin
Head of Human Resources

Cyrille Auguste
Chief Executive Officer, Bonduelle Europe

Xavier Unkovic
Chief Executive Officer, Bonduelle Group

Céline Barral
Chief Strategy, Brands and Impact Officer

François-Xavier Lacroix
Chief Performance and Finance Officer

1.2.2 The drivers of our transformation

The 2025–2026 fiscal year was marked by tangible progress on several strategic initiatives designed to strengthen our competitiveness, our impact, and our capacity for innovation in the long term.

TRANSFORM TO WIN: our transformation strategy

The 5 pillars of the transformation strategy

1 Performance

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

2 Strong brands and innovation

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

3 Key geographies

Preparing each of our regions for the challenges of tomorrow, while staying as closely attuned as possible to consumer needs.

4 Operational excellence

Simplifying our operations and organization for greater efficiency.

5 Impact strategy

Working with living organisms to strengthen the resilience of our business model.

Reinventing our portfolio and brands

The 2025–2026 fiscal year marked an important milestone in the **evolution of our product portfolio and our brands**. To support our future growth, we have continued to refocus our offerings on more promising segments, while simplifying our product portfolio. We have also strengthened the quality of our marketing and sales execution to increase the effectiveness of our investments and the impact of our brands. This momentum was reflected, in particular, by the launch in Europe of the **"Let good win" communications platform**, designed to modernize the Bonduelle brand's image and strengthen its connection with consumers.

Strengthening our ability to execute

This year saw the establishment of the **Transformation Office, designed to accelerate the implementation of our strategic priorities** through shared governance, precise management of initiatives, and broader engagement of our teams. More than 200 initiatives have been organized around 24 strategic areas to sustainably improve our performance and support our growth trajectory. Our transformation is based on a collective, simple, and rigorous approach.

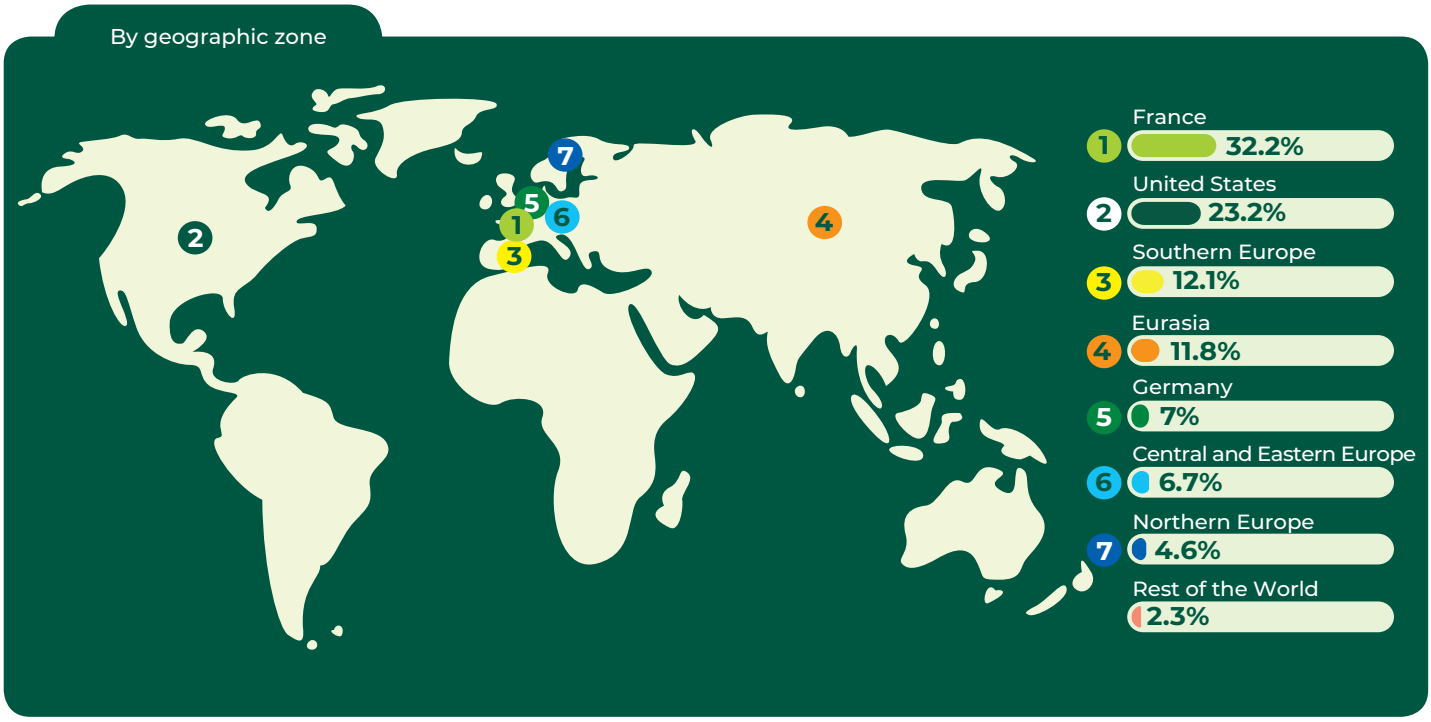
Accelerating our digital transformation

Digital technology is now a key driver of Bonduelle's transformation. As part of the Transform to Win strategic programs, it helps simplify and automate processes, improve performance management, and enhance data quality and value. A true strategic asset, **data is now a major driver of performance**, operational efficiency, and the streamlining of our operations.

Implementing our impact strategy

The 2025-2026 fiscal year was marked by the **update to our 2030 impact strategy**, which is structured around three complementary pillars: Food, Planet, and People. This ambition was reinforced by the **award of B Corp certification** to the entire group in January 2026, demonstrating our commitment to combining economic value creation, environmental contribution, and social responsibility. As part of our commitment to continuous improvement, this strategy translates our ambition into concrete and measurable actions. The associated indicators are therefore regularly reviewed and expanded to ensure they remain aligned with changes in our material challenges, the expectations of our stakeholders, and B Corp standards.

1.2.3 Breakdown of sales



By Europe Zone and Non-Europe Zone



63% Europe Zone
37% Non-Europe Zone

By brand



62% Brands
38% Private labels

By distribution channel



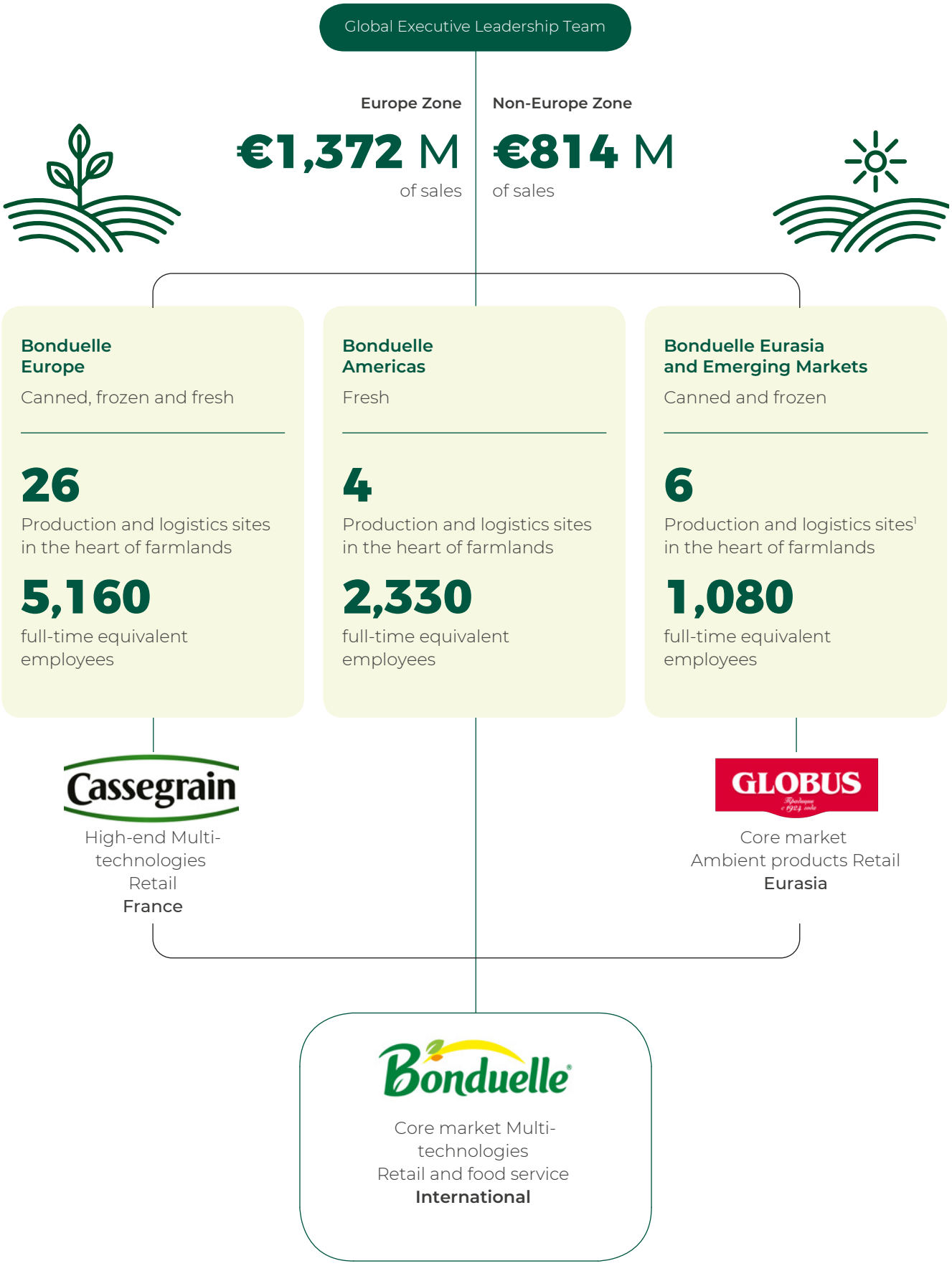
82% Retail
16% Food service
2% Other networks

By segment



51% Canned
35% Fresh
14% Frozen

1.2.4 An organization divided into three regions



1 The wild and cultivated mushroom site in Herm (France) is operated by Bonduelle Eurasia and Emerging Markets.

1.3 AN IMPACT-DRIVEN COMPANY

1.3.1 A mission to support the food transition

In the face of climate challenges, the loss of biodiversity, and growing public health concerns, we are convinced that a diet that puts vegetables and legumes at the center of the plate can help address these challenges[1].

Our Mission

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

7 out of 10 people

want to eat more plant-rich foods[2]

6 out of 10 people

support policies aimed at reducing meat consumption[3]

3 out of 4 people

believe that human and planet health are closely linked[4]

The Bonduelle Group's mission directly contributes to six of the United Nations' Sustainable Development Goals: Zero Hunger (SDG 2), Good Health and Well-being (SDG 3), Decent Work (SDG 8), Responsible Consumption (SDG 12), Climate Action (SDG 13), and Life on Land (SDG 15).



B Corp: a global movement, a call for progress

In 2025–2026, we reached a major milestone with the B Corp certification of 100% of the Bonduelle Group. This recognition reaffirms our commitment to creating value for all of our stakeholders and to making continuous progress on environmental, social, and governance challenges. Through B Corp, we are part of a global movement of companies working to serve people and the natural world.



From materiality to action

Our double materiality analysis has helped us identify the challenges where Bonduelle can have the most significant impact. They focus on access to safe, affordable, and plant-rich foods, as well as high-quality consumer information. They encompass environmental conservation in the face of climate challenges and pressure on natural resources, as well as human and societal challenges related to health, safety, human rights, working conditions, value sharing, and community development. Details on the material challenges and the assessment methodology can be found in Sections 2.1.3 and 2.1.4 of the Sustainability report and Duty of care.

To address these priorities, we have structured our impact strategy around three complementary pillars: Food, Planet and People. Supported by our B Corp certification and grounded in a commitment to continuous improvement, this strategy translates our ambition into concrete and measurable actions. The associated indicators are therefore regularly reviewed and expanded to ensure they remain aligned with changes in our materiality challenges, the expectations of our stakeholders, and B Corp standards.

1 The EAT-Lancet Commission on healthy, sustainable, and just food systems: https://www.thelancet.com/commissions-do/EAT-2025
2 Grains of Truth 2024 Report - GlobeScan | Know your world. Lead the future: https://globescan.com/2025/01/30/grains-of-truth-2024-report/
3 Global Survey 2024 - Earth4All: https://earth4all.life/global-survey-2024/
4 Global Survey 2024 - Earth4All: https://earth4all.life/global-survey-2024/

1.3.2 Higher-quality, plant-rich food for everyone

FOOD
GOOD PLANT-RICH FOOD FOR ALL

Food lies at the intersection of public health, environmental challenges, and consumer empowerment. However, only 1 in 5 adults meets the recommended intake levels for fruits and vegetables[1], while nearly 3 out of 4 consumers base their food purchases on the list of ingredients[2]. To meet these expectations, we develop products in accordance with rigorous quality and nutritional standards, with a commitment to transparency. We are also expanding our plant-rich product offerings to better cater to a wider range of mealtimes and encourage changes in eating habits, with the goal of making plant-rich food more accessible. A need confirmed by consumers: 92% of participants in an OpinionWay study on flexitarianism believe, after one year, that vegetarian meals are a useful way to add variety to their diet[3].

Build a relevant portfolio

We develop products—including more prepared foods—that fit naturally into everyday life and meet the diverse expectations of flexitarian consumers, making it easy for everyone to access plant-rich food.

Objectives by 2030

50% of revenue generated by cullinary offering

2025-2026 results

40.4% of revenue generated by cullinary offering

82% of products are suitable for a vegetarian diet

From Loaded Bowls in the United States to Bonduelle's iconic vegetables, and including Globus recipes in Eurasia and Cassegrain in France, our goal is the same everywhere: to make plant-rich food easier to incorporate into everyday life. To meet the diverse needs and expectations of flexitarians, we offer a wide range of plant-rich solutions, from everyday ingredients to meal kits, as well as ready-to-eat recipes and products designed for sharing. Delicious and affordable options that fit naturally into any lifestyle.



Offer products that meet high nutritional standards

Because quality is consumers' top priority, we continue to improve our recipes to offer products that are increasingly simple, with positive nutritional profiles and transparent information for consumers.

Objectives by 2030

100% of products free of controversial additives

85% of products rated Nutri-Score A or B (2024 algorithm)

2025-2026 results

97.3% of products are free of controversial additives

92.7% of products are rated Nutri-Score A or B

84% of Bonduelle-branded products in France list the origin of their main agricultural raw materials



Pioneers in the Origin'Info initiative: from the outset, we have supported the efforts launched by the French government to improve consumer information. This voluntary initiative demonstrates our commitment to greater transparency. Today, the origin of the main agricultural raw materials used in 84% of Bonduelle-branded products sold in France is indicated, primarily *via* a digital platform that enables this information to be updated.

1 Global variability in fruit and vegetable consumption - PubMed : https://pubmed.ncbi.nlm.nih.gov/19362694/
2 Global clean label trends. Nearly 1 in 2 consumers globally : https://www.innovamarketinsights.com/trends/global-clean-label-trends/
3 Source: 2025 Flexitarianism Observatory—OpinionWay for the Bonduelle Group—a panel of 427 flexitarian households tracked over 12 months in France.

Encourage behavior change

We help change eating habits in ways that go beyond our products.

Objectives by 2030

Our three regions have implemented a program to promote plant-rich cuisine every year

Increase the number of people who benefit from the Louis Bonduelle Foundation's initiatives each year

2025-2026 results

Two out of three regions have implemented a program to promote plant-rich cuisine

11,869 chefs trained in plant-rich cuisine in 2025-2026

536 schools participated in the Vegetable Garden World Cup



Since 2019, we have been helping catering professionals to integrate more plants into their menus via Greenology. We offer online training, hands-on recipes, and face-to-face masterclasses with our culinary advisors. In 2025-2026, 11,869 chefs were trained in plant-rich cuisine.



The Louis Bonduelle Foundation is expanding its efforts to engage younger generations through the Vegetable Garden World Cup, an international educational program developed by the Landestini association. This initiative, carried out in 16 countries, raises students' awareness of food and nature through the creation of educational gardens. In 2025–2026, it enrolled no fewer than 23,351 children in 536 schools, compared with 4,000 children two years earlier. This strong growth demonstrates the program's ability to raise awareness among a growing number of young people about challenges related to food, biodiversity, and sustainable development.

1.3.3 Toward more resource-efficient production

PLANET
SUSTAINABLY SOURCED
GROWN AND PREPARED

Changing our production methods today means taking into account resources that are under pressure and ecosystems that have been weakened. Food accounts for 20 to 30% of the global[1] individual carbon footprint, and agriculture accounts for more than 70% of global freshwater withdrawals[2]. Yet solutions do exist: diversified farming practices—at the heart of regenerative agriculture—can increase biodiversity by 37% to 189% over the long term[3]. In light of these challenges, we are transforming our practices to adopt a more resilient model. Our climate strategy is based on the Net Zero Initiative (NZI) framework to help reduce our carbon footprint, while our actions are aimed at making our production more resource-efficient.

Climate action

We are taking action both to reduce our emissions and to adapt our operations to the effects of climate change.

Objectives by 2035

38% reduction in our GHG emissions for Scopes 1 and 2 by 2035 (vs. FY20 in absolute)

30% reduction in Scope 3 GHG emissions by 2035 (vs. FY20 in intensity)

Objectives by 2030

Implementation of an analysis and adaptation plans in operations, agriculture, and procurement

2025-2026 results

18.7% reduction in Scopes 1 and 2 GHG emissions (vs. 2019–2020 in absolute)

5.7% increase in Scope 3 GHG emissions (vs. 2019-2020 in intensity) and **14.1%** reduction (vs. 2019–2020 in absolute)



Climate scenarios help us identify risks in our various areas of operation and at our priority production facilities, so we can develop local adaptation plans. In terms of agricultural sectors, we are implementing regenerative agriculture, adapting our crop varieties, and adjusting our production areas to better cope with the effects of climate change. This approach has led us, in particular, to shift part of our pea crops in France to the more temperate coastal areas.

Act to preserve natural resources

We are taking action to reduce our impact on natural resources, accelerate the circularity of our packaging, and enhance the sustainability of our supply chain.

Objectives by 2030

100% of packaging designed to be recyclable or reusable[4]

1/3 recycled material in plastic packaging

90% of irrigable surface areas managed using a decision-support tool for irrigation

2025-2026 results

98.3% of our packaging is designed to be recyclable or reusable

25% of recycled material in plastic packaging

68.6% of irrigable surface areas use a decision-support tool for irrigation

31.7% of renewable energy in our energy mix



We are continuing to expand the use of renewable energy at our production facilities. In 2025–2026, they accounted for 31.7% of our energy mix. This initiative is driven in particular by the use of biogas and biomass at our sites, the deployment of solar power systems, and the use of direct purchase agreements for renewable electricity. Thanks to biomass, the French sites in Estrées-Mons and Renescure together prevent the emission of 19,000 metric tons of CO_2 each year.

1 Greenhouse gas emissions from agrifood systems. Global, regional and country trends, 2001–2023: https://www.fao.org/statistics/highlights-archive/highlights-detail/greenhouse-gas-emissions-from-agrifood-systems.-global--regional-and-country-trends--2001-2023/en
2 The State of the Worlds Land and Water Resources for Food and Agriculture: https://www.fao.org/publications/fao-flagship-publications/the-state-of-the-worlds-land-and-water-resources-for-food-and-agriculture/en
3 Long-term agricultural diversification increases financial profitability, biodiversity, and ecosystem services: a second-order meta-analysis | Nature Communications: https://www.nature.com/articles/s41467-025-67757-7
4 As required by the European PPWR regulation.

Help protect ecosystems and biodiversity

Together with our farming partners, we are accelerating the adoption of regenerative agriculture practices: cover cropping and reduced tillage, crop rotation diversification, and sustainable management of water, nitrogen, and crop protection products. Their commitment is evaluated using a scoring grid based on research and independent standards. At the same time, we are assessing biodiversity-related challenges at our sites in order to identify our priorities for action.

Objectives by 2030

80% of growers engaged in regenerative agriculture

2025-2026 results

61.1% of growers engaged in regenerative agriculture

Since 2023, the Farm Academy has been supporting our agronomists and growers who are interested in adopting regenerative agriculture practices. The course includes 60 to 120 hours of training.

1.3.4 A momentum driven by committed employees and partners

PEOPLE
DRIVEN BY ENGAGED ASSOCIATES AND PARTNERS

Expectations of businesses are changing. Today, 3 out of 4 employees expect their employer to play an active role in health, equity, and inclusion[1], while employees who find meaning in their work are 1.5 times more engaged[2]. At the same time, 1 in 3 people participates in civic or charitable activities[3] every month, illustrating the growing importance of collective engagement. To meet these expectations, we are strengthening our role as a responsible employer by providing a stimulating and meaningful work environment. We are also developing partnerships with growers and local communities.

Be a responsible employer

We are committed to ensuring increasingly safe and well-being-focused working conditions, with the goal of zero lost-time accidents and the implementation of physical and mental health programs at all our sites. At the same time, we are stepping up our efforts to promote fair pay and inclusion. We firmly believe that the diversity of backgrounds, experiences, cultures, and perspectives is an essential asset for the Company. That is why we are committed to creating an inclusive work environment where everyone is respected, listened to, valued, and has equal opportunities to succeed and grow.

Objectives by 2030

0 annual workplace accident rate

100% of countries implementing inclusive practices every year

2025-2026 results

6.5 workplace accident rate

100% of countries implement inclusive practices



Our Diversity, Equity and Inclusion policy is based on six priorities: fair pay between women and men, inclusive hiring, equal opportunities in career paths, promoting an inclusive work environment, fostering a corporate culture open to all forms of diversity, and preventing discrimination and inappropriate behavior.

This approach is reflected in concrete actions, including the implementation of an inclusive recruitment process across Europe and the introduction of training programs focused on preventing discrimination. We are also continuing our efforts to promote equity in the workplace, with significant progress, particularly in Portugal, where gender parity has been achieved.

1 Research Digested: 2023 Edelman Trust Barometer Special Report: Trust at Work - Media Insights - Media Insights - Content Marketing and Communications Agency: https://insightsmedia.co.uk/research-digested/research-digested-2023-edelman-trust-barometer-special-report-trust-at-work/
2 State of the Global Workplace 2026 | Employee Engagement Data & Trends - Gallup: https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx
3 New global estimates reveal that 2.1 billion people volunteer monthly - ILOSTAT : https://ilostat.ilo.org/blog/new-global-estimates-reveal-that-2-1-billion-people-volunteer-monthly/

Deliver a unique employee experience

We want to provide everyone with a stimulating and meaningful work environment. By rallying our employees around a major societal issue—the transition to plant-rich food—we strengthen their commitment and their ability to become the leading ambassadors of our mission, both among our stakeholders and in their daily lives. To that end, we have developed the Food Culture program, which offers a variety of awareness tools. To complement these initiatives, we are also working to develop our employees' skills, which are essential to their performance and personal fulfillment.

Objectives by 2030

100% of employees with an individual development plan by 2030

75% employee engagement rate each year

100% of sites with an active Food culture program each year

2025-2026 results

88% of connected employees have an individual development plan

72% employee engagement rate

79% of sites with an active Food Culture program



Through our internal Food Culture program, we are strengthening the connection between our employees and our mission. Rolled out at nearly 80% of our locations, it aims to promote plant-rich food by providing practical advice and inspiring experiences. It also helps foster a shared culture centered on our products, our business lines, and plants, by raising awareness of what we grow and cook.

Engage with communities

We are committed to building a value chain where human rights are respected and protected. Through an approach based on transparency, accountability, and continuous improvement, we promote ethical working conditions. We also develop long-term partnerships with our farming partners and contribute to the vitality of the regions where we operate. Finally, we encourage our employees to actively contribute to the development of their local communities.

Objectives by 2030

100% of sites involved in local initiatives each year

90% of growers' contracts renewed every year

2025-2026 results

97.5% of sites are involved in local initiatives

87.1% of growers' contracts renewed



97.5% of our sites have a local engagement program. Employees devote time to community initiatives aimed at promoting better nutrition or protecting the environment. In Poland, they work with schools and early childhood centers to raise awareness about the benefits of a balanced diet. In France, people are taking action to replant hedgerows in the fields. In many countries, they also participate in food drives alongside local organizations, supported by our product donations. In 2025-2026, we donated 2,539 metric tons of products to food aid organizations across Europe.

1.3.5 Key figures of our impact strategy

Our commitments	Our impact targets [1]	2024-2025	2025-2026
FOOD GOOD PLANT-RICH FOOD FOR ALL — **HIGHER QUALITY, PLANT-RICH FOOD FOR EVERYONE**			
#1 Build a relevant portfolio	50% of branded products revenue generated by cullinary offering by 2030	41.1%	40.4%
#2 Offer products that meet high nutritional standards	85% of branded products rated Nutri-Score A or B by 2030 (2024 algorithm)	91.9%	92.7%
	100% of branded products free from controversial additives by 2030	93.5%	97.3%
#3 Encourage behavior change	Schools that participated in the Vegetable Garden World Cup	200	536
	Our three regions have implemented a program to promote plant-rich cuisine every year	-[2]	2 regions
PLANET SUSTAINABLY SOURCED GROWN AND PREPARED — **TOWARD MORE RESOURCE-EFFICIENT PRODUCTION**			
#4 Climate action	38% reduction in our GHG emissions for Scopes 1 and 2 by 2035 (vs. 2019-2020 in absolute)	(3.8)%	(18.7)%
	30% reduction in Scope 3 GHG emissions by 2035 (vs. 2019-2020 in intensity)	(3.5)%	5.7%
#5 Act to preserve natural resources	100% of our packaging designed to be recyclable or reusable by 2030[3]	98.1%	98.3%
	1/3 recycled material in plastic packaging by 2030	-[2]	25.0%
	90% of irrigable surface areas to use a decision-support tool for irrigation by 2030	73.5%	68.6%
#6 Help protect ecosystems and biodiversity	80% of growers engaged in regenerative agriculture by 2030	57.6%	61.1%
PEOPLE DRIVEN BY ENGAGED ASSOCIATES AND PARTNERS — **A MOMENTUM DRIVEN BY COMMITTED EMPLOYEES AND PARTNERS**			
#7 Be a responsible employer	0 annual workplace accident rate	6.9	6.5
	100% of countries implement inclusive practices each year	-[2]	100%
#8 Deliver a unique employee experience	100% of connected employees with an individual development plan by 2030	87.7%	88.4%
	75% employee engagement rate each year	73.0%	72.0%
	100% of sites with an active Food culture program each year	65.9%	79.0%
#9 Engage with communities	100% of sites involved in local initiatives each year	100%	97.5%
	90% of growers' contracts renewed each year	85.6%	87.1%

1 The methods for calculating the indicators are presented in Section 2 "Sustainability report and Duty of care", for each target definition. In addition, the evolution of the impact strategy is explained in Section 1.3.1: "A mission to support the food transition / From materiality to action".

2 No result available for the indicator.

3 As required by the European PPWR regulation.

1.3.6 Our value creation model for stakeholders and the planet

For seven generations, our family Shareholders have been committed to building a resilient business model that prioritizes the long term and creates value for all of our stakeholders. The B Corp certification of the entire Bonduelle Group now provides an external assessment of our progress and our efforts to develop the value we create and share.

RESOURCES

A family business that favors long-term investments

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

A pioneer in plant-rich food with iconic brands

- **3** iconic brands: Bonduelle, Cassegrain, Globus.
- An offering that spans **3** technologies: canned, fresh, and frozen, and **3** distribution channels: retail, food service, and industrial sales.
- **82%** of products are suitable for a vegetarian diet.
- Nearly **677,000** metric tons of cooked vegetables and legumes.

An international presence anchored in the regions

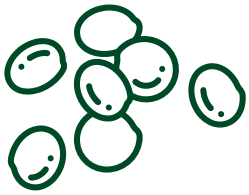
- Products sold in nearly **100** countries.
- **36** production and logistics sites in the heart of farmlands in **8** countries.
- Nearly **8,800** full-time equivalent employees, including **10%** seasonal employees.
- **47,000** hectares under cultivation by **1,823** farming partners

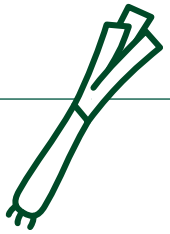
STRATEGIC AREAS TO ACHIEVE OUR MISSION

Mission:

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







Strategy:

- **Performance**
- **Strong brands and innovation**
- **Key geographies**
- **Operational and organizational excellence**
- ***Food***
- ***Planet***
- ***People***

VALUE CREATED FOR STAKEHOLDERS

For economic partners

— **2,186** million euros in sales.
— **79.6** million euros in current operating income.
— **6.6%** ROCCE.
— **100%** of the Bonduelle Group is B Corp certified.

For consumers

— **40.4%** of branded sales generated by cullinary offering.
— **92.7%** of branded products rated Nutri-Score A or B.
— **97.3%** of branded products free from controversial additives.
— **11,869** chefs trained in plant-rich cuisine.

For the planet

— **68.6%** of irrigable surface areas use a decision-support tool for irrigation.
— **98.3%** of our packaging is designed to be recyclable or reusable.
— **25%** recycled material in plastic packaging.
— **18.7%** reduction in Scopes 1 and 2 GHG emissions (vs. 2019-2020 in absolute).
— **5.7%** increase in Scope 3 GHG emissions (vs. 2019-2020 in intensity) and **14.1%** reduction (vs. 2019–2020 in absolute).

For employees

— **72%** employee engagement rate.
— **79%** of sites with an active Food Culture program.
— **100%** of countries have inclusive practices.

For farming partners

87.1% of growers' contracts are renewed.

For local communities and society at large.

97.5% of sites are involved in local initiatives.

Nearly **24,000** children took part in the Vegetable Garden World Cup.

GROUPE BONDUELLE

La nature, notre futur

Find out more :
www.bonduelle.com

Follow us!