



**CORPORATE SOCIAL AND ENVIRONNENTAL  
RESPONSIBILITY REPORT  
2024**



# 2024, “A year of commitment and sustainable progress”

Dear colleagues, partners, and stakeholders,

The year 2024 will be remembered as a year of commitment for Biscuits Bouvard Group. Despite a demanding global context, we have taken decisive steps, affirming our determination to actively contribute to a more sustainable future.

One of our greatest achievements this year has been the validation of our Decarbonization Trajectory by the Science Based Targets initiative (SBTi). This commitment places us on a clear path to significantly reduce our Greenhouse Gas Emissions, with measurable and concrete objectives.

We are also proud of the commitment shown by our Business Units (BUs), which have mobilized through specific training programs, targeted CSR actions, and the integration of new more sustainable energy sources at our production sites. This collective engagement demonstrates a genuine willingness to progress at all levels of the Company.

On the front of responsible sourcing, we have committed to two new Organic Quality Supply Chains (oat flakes and einkorn), a development that reinforces our confidence in the future of Organic farming and proves that viable solutions exist to combine Quality, sustainability, and responsibility.

Finally, we are actively preparing for the arrival of the CSRD (Corporate Sustainability Reporting Directive) in 2025. This new regulation represents a true turning point in CSR reporting transparency and rigor, and we are determined to approach this change with method and anticipation.

Every action and initiative implemented this year reflects our unwavering commitment to sustainability, whether in our internal practices, environmental impact, or social contribution.

In 2025, we will continue this dynamic with the same ambition and determination, convinced that every step forward matters in building a more respectful and equitable future for all.

Thank you to all our teams, partners, and stakeholders for their daily commitment.  
Together, let's continue to move forward with confidence and responsibility.

*Alainé* *Pierre-Alain Laine'*



**Alain and Pierre-Alain Lainé**  
President and CEO  
Bouvard Group



# Our activities

Since our creation in 1990, we have been driven by the desire to design, produce, and promote tasty, healthy, and high-quality snacks. We are passionately committed to the development of innovative products that respect people and the Environment. Our core values include ambition, open-mindedness & humility, professionalism, and the pleasure to share.

## Structure and Activities of Our Group

A specialist in the snack sector, our Group offers its customers a diverse range of products: biscuits, cakes, chilled snacks, and Ready-to-Fill products. In addition to our Private Label offerings, we own exclusive and specific brands.

Our international organization is structured into three distinct Business Units:



### BOUVARD FRANCE

Our 7 French sites are dedicated to the production of various biscuits, with a strong focus on Quality and Innovation. We offer a wide range of products, including sweet and savory biscuits. Among our Own Brands, we have the Saint Georges range, the Cantreau brand, and BioAlbon for Organic products.



### BOUVARD PRO

This unit consists of six sites: three in France, one in Belgium, one in the United States, and a commercial office in the United Kingdom. Specializing in Ready-to-Fill products, it caters to both individual consumers and Food Service professionals. It includes the brands Pidy, Les 3 Toques, and Délos, all recognized for their know-how and Quality.



### BOUVARD BAKERY ITALIA

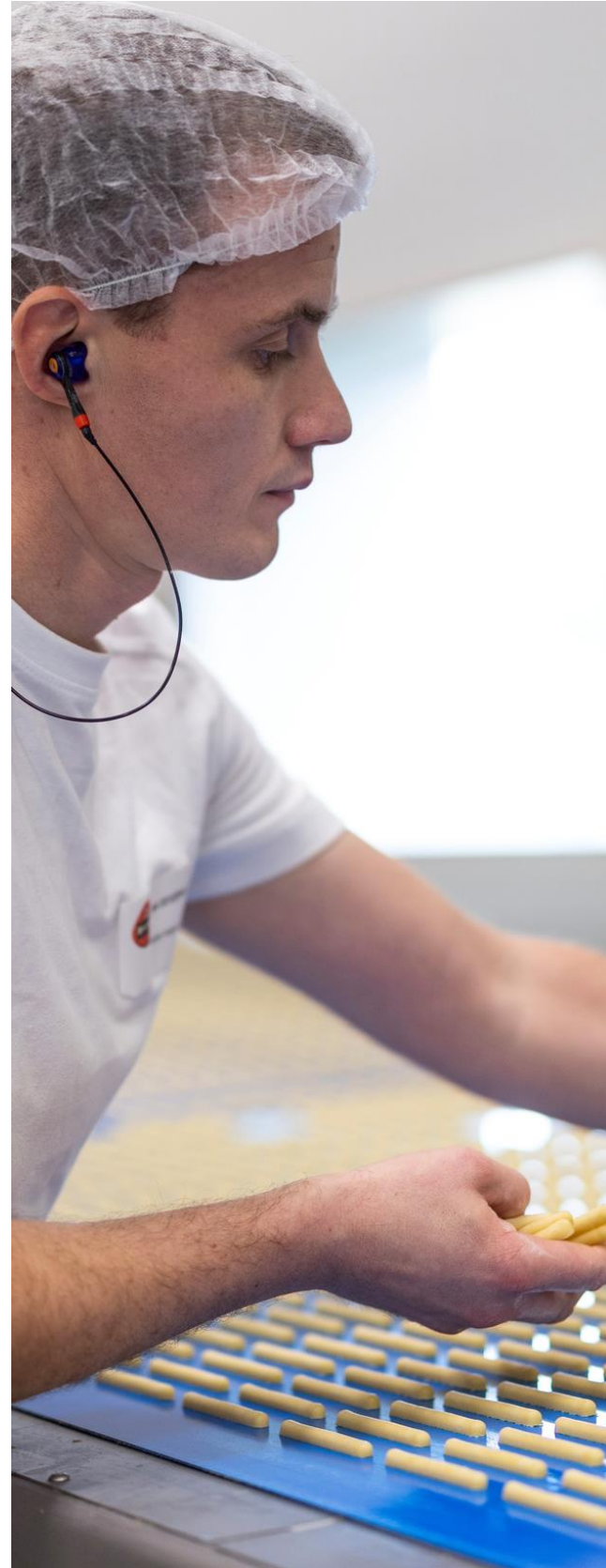
Comprising five Italian sites, this unit specializes in cakes, wafers, and chilled snacks.

Our products are available under the Lago, Gusparo, and Milino brands, as well as Private Labels, offering high-quality products for both the Italian and International markets.

Thanks to our expertise and the diversity of our offers, we meet the needs of our clients and partners while remaining firmly committed to a Corporate Social and Environmental Responsibility approach.



# Key figures 2024



**575** million € in revenue

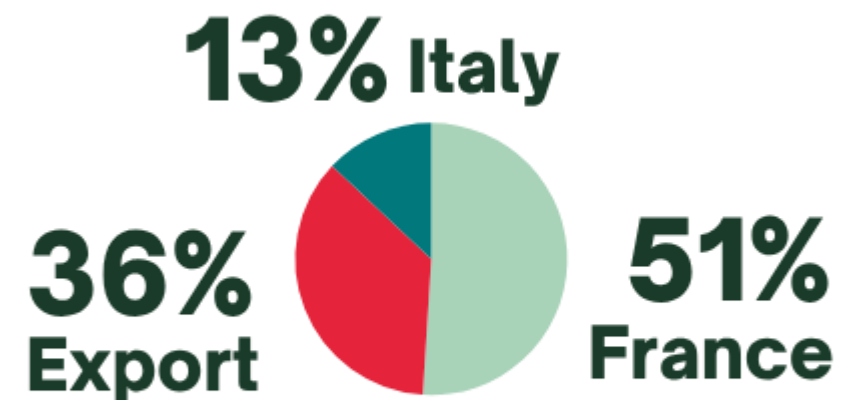
**2,000** employees

**1<sup>st</sup>** Organic biscuit manufacturer in France

**105,000** tons of products manufactured

**+ 30 years** of organic and external growth








Our sales :



**18** Sites based in Europe and the United States

**6** countries

**4** warehouses

- Bouvard Head Office - Bouvard Alina Industrie Ceyzériat
- Biscuiterie de la Tour d'Albon
- Bouvard Alina Industrie Dole
-  Biscuits Saint-Georges
-  La Compagnie du Biscuit Pessac
- La Compagnie du Biscuit Bessay
- Cantreau
- Technipat
- La Cigale Dorée
- Pidy Production Halluin
-  Pidy Gourmet Ypres
-  Bouvard Italia (x2)
- Gusparo
- Lago (x2)
-  TSC joint-venture
-  Pidy Ltd
-  Pidy Inc.
- Lago USA Inc.







# Our Governance and CSR Strategy

**“As the ideal partner for tasty breaks, our family Group passionately creates products, ever healthier, more respectful of our planet, for your greatest pleasure!”**

Driven by our mission, we have been working for over ten years to improve the Quality of Work Life for our employees, develop sustainable and high-quality Supply Chains, reduce plastic use, and protect Biodiversity. As part of this commitment, we submitted our **Decarbonization Trajectory** this year to the **Science Based Targets initiative** (SBTi).

This commitment to transformation is at the core of our CSR strategy, structured around **four fundamental pillars** and implemented by a dedicated Group **CSR Steering Committee**. Integrated into the Group's governance, this Committee brings together nine members from various disciplines and meets every three months to monitor the progress of initiatives. Additionally, to amplify and energize CSR actions within the Bouvard Pro unit, a second CSR Steering Committee has been established for this Business Unit. In 2024, for the first time, we published our CSR Report in four languages (French, English, Italian, and Flemish) to share our actions and commitments with all our employees.

In 2024, the **Green Team**, established at our French headquarters and composed of dedicated volunteers, launched several projects: raising employee awareness of eco-friendly practices, organizing donation drives for charities, and installing more sustainable equipment in dining areas. At the same time, our Bouvard Pro BU introduced “Colibris” ambassadors, a group committed to (one ambassador per site) responsible for relaying CSR Steering Committee decisions, supporting initiatives alongside Plant Managers, and fostering engagement across all sites and employees.

**Bouvard 4 All** is a fund designed to support employee-led initiatives aligned with the Group's pillars and the 17 UN Sustainable Development Goals (SDGs). In 2024, two projects were supported: Virginie led a pastry workshop at a mother-daughter center in Rwanda, providing them with baking equipment and an oven. Emmanuelle participated in the Trek des Gazelles, raising funds for a charity that supports children with cancer in Morocco. These initiatives reflect the solidarity and commitment of our employees and our determination to help bring their projects to life.



# The 4 pillars of our strategy



## TO FOCUS ON PEOPLE

- Ensuring the well-being and health of our employees.
- Helping cake lovers move towards healthier consumption.



## TO CREATE THE PRODUCTS OF TOMORROW

- Listening to consumers to anticipate their needs.
- Innovating to optimize taste while improving nutritional profiles.
- Enhancing the eco-design of our packaging.



## A SUSTAINABLE SUPPLY CHAIN

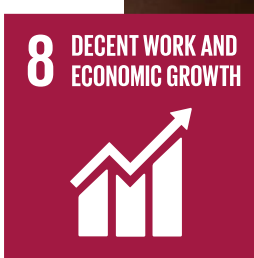
- Respect a purchasing ethics : responsible procurement charter, removal of controversial ingredients, ingredient traceability, and supporting sustainable agricultural sectors.



## A SMART PRODUCTION SYSTEM

- Preserving and transmitting Bouvard's know-how.
- Reducing the environmental impact of our factories (energy and water consumption, waste management, combating food waste, etc.) and the supply chain.
- Continuous digitalization and modernization of production tools.





# "TO FOCUS ON PEOPLE"

At Biscuits Bouvard, our strength lies in our team of motivated and passionate employees, capable of taking on ambitious challenges. Our clients and partners are also committed to offering the best to consumers. We are determined to place the expectations of all our stakeholders at the core of our strategy, providing them with solutions and products perfectly tailored to their needs.

## HIGHLIGHTED ACTION 2024

In November 2024, La Cigale Dorée site in Gémenos was awarded the **GIMS Health Prize**, presented by the occupational Health services of the Bouches-du-Rhône region. This prize, awarded to only 6 companies out of 18,000, recognizes initiatives in Workplace Health and Well-being.

This distinction highlights the collaborative efforts of La Cigale Dorée teams and healthcare professionals, aiming to place employees at the heart of priorities. Personalized support, workstation adaptation, as well as prevention, awareness, and training have been key levers in ensuring optimal and sustainable working conditions.

This award underscores our daily commitment to promoting a healthy and respectful work environment, where people remain our central focus



# Health, Safety, and Training

## The foundations of a Health and Safety culture

Because sustainable performance cannot exist without Safety, we have been structuring our Health and Safety at work approach since 2020 to provide our employees with a safe and healthy work environment.

This approach is built around three key pillars:

- **Eliminate Critical Risks:** Identify and eliminate major risk situations through targeted technical actions and appropriate investments;
- **Structure and Formalize Health & Safety Management:** Define clear rules, establish operational procedures, and develop the specific skills needed for their implementation;
- **Promote a Safety Culture:** Encourage and reward safe behaviors daily through training, awareness workshops, and regular communication.

These actions help us strengthen a shared Safety culture, where every employee becomes a key player in risk prevention.

**20.84** Frequency Rate

2023: 30.4 / 2022 : 25.9

**5** New Occupational Diseases

2023: 9 / 2022: 7

**0.98** Severity Rate

2023: 1.17 / 2022: 0.99

## 2024: A Year Marked by Digitalization and New Technologies

The year 2024 marks a significant progress in our Health and Safety approach, with the integration of innovative digital and technological solutions to enhance prevention and awareness.

- **Digitalization of Safety:** Launch of a dedicated digitalization program aimed at facilitating communication, centralizing key information, and accelerating the management of risk situations.
- **Virtual Reality:** Use of virtual reality to train and raise awareness among employees through immersive and realistic scenarios.
- **Artificial Intelligence (AI):** Implementation of a pilot AI project to analyze workstations, identify high-risk postures, and propose adapted improvement solutions.

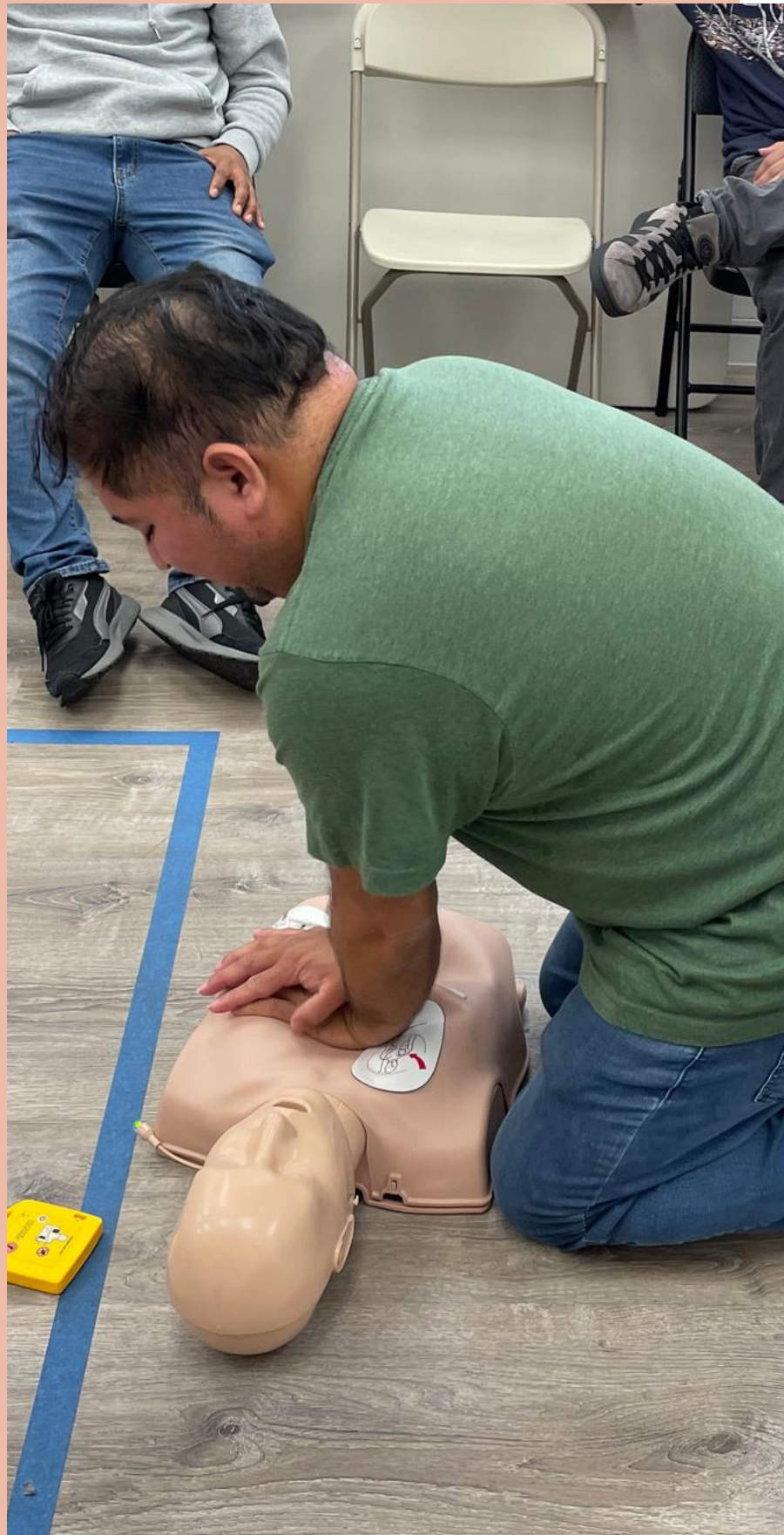
In addition, we have continued our training days, which provide an opportunity to implement targeted training modules on various topics such as ergonomics, road Safety, and the handling of chemical products. This format, highly appreciated by employees, not only promotes learning but also encourages exchanges and strengthens team cohesion.



In 2024, our commitment to Safety was further strengthened by setting the ambitious goal of achieving "zero accidents" by 2028.







First Aid Training, Bouvard Pro, USA

# Health, Safety, and Training

## Training within Our Group

84	<b>Number of apprentices in the Group</b> 2023: 78 / 2022: 69
86%	<b>Percentage of employees who received training</b> 2023: 72% / 2022: 76%
2%	<b>Percentage of payroll dedicated to training</b>

As part of our **continuous improvement process**, Training Pathways were introduced in 2024 and will continue in the coming years at Bouvard France.

These pathways aim to provide a common foundation of knowledge and best practices for our new hires, managers, and Directors (covering topics such as Safety, cybersecurity, and the code of conduct).

The **Bouvard Academy** offers a comprehensive range of training programs designed for both new employees and current staff within the Group. These training courses include digital modules utilizing 360° immersive technologies, designed to enhance the learning experience through hands-on workshops across various fields.

A structured 18-week program has been implemented to support temporary workers in securing permanent contracts (CDI) at our Dole site. This program includes dedicated mentoring with a progressive skills development plan, enabling employees to advance from operator roles to machine operation. Regular meetings are scheduled to assess mindset, acquired skills, and long-term employment prospects.

In 2024, a large part of Bouvard Pro's administrative staff completed training in **Insight Management**, refining their managerial practices and strengthening their leadership skills. A personal evaluation framework was also introduced to align competencies with the Group's core values and identify areas for improvement.

In production, the focus is on Safety, ergonomics, and well-being, with training programs such as "Everyday Safety." In the United States, the Pidy Inc. site recently organized first aid training, raising awareness among teams about simple yet essential life-saving techniques. At the Technipat site, a training program focusing on sports, Health, and nutrition was offered to promote a healthy balance between work and personal life.

These initiatives illustrate the Group's commitment to investing in skills development, Safety, and employee well-being.



# Quality of Work Life, Diversity, and Inclusion

We are convinced that our performance is intrinsically linked to the commitment of each of our employees. To foster this, we implement daily actions to promote a healthy and inclusive work environment.

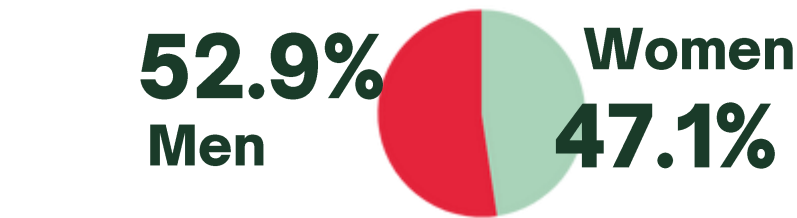
## Quality of Work Life

Improving workplace well-being is at the heart of our commitments. This priority is reflected in concrete actions aimed at creating a balanced work environment. These include regular team-building events, the development of ergonomic workspaces, welcoming families during Open Days, and providing daycare facilities on two of the Group's sites to help ease the daily lives of our employees. Since 2023, additional remote work days have also been granted to employees facing specific family constraints. Our Business Unit Bouvard Pro regularly conducts the "HR Survey" to measure employee satisfaction regarding their roles and Quality of Work Life. In 2024, CSR-related questions were incorporated into the survey to better understand employees' knowledge of these topics, identify their expectations, and gather their ideas. The goal was to build a more collective and participatory CSR strategy, aligned with the real needs of employees.

## Diversity and Inclusion

Committed to gender equality and inclusion, we continue to take action across several areas, aligned with our Group's strategic priorities:

- **Developing job diversity** by establishing Best practices in professional relationships between women and men;
- **Promoting the inclusion** of people with disabilities;
- **Preventing and detecting** work situations or environments that could affect employee Health, through collaborations with protected and adapted sector establishments.



- **47 Nationalities present within the Group**
- **5.4% Number of employees with disabilities in the Group**



France

### Charity sale in support of the fight against breast cancer



A second successful initiative with €5,000 in donations collected across our French and Belgian sites. The funds were donated to the Cancer Leagues of Ain and Allier.



Italy

### Telethon

Bouvard Italia participated in the 26<sup>th</sup> Telethon 24 x 1 hour relay race in Udine with a team of runners and supporters. For each kilometer completed, Bouvard Italia made a donation to Telethon Foundation to support research on rare genetic diseases.



### Tour de Bouvard Pro



Belgium



For four weeks, the Bouvard Pro teams went above and beyond, covering 16,000 km by cycling, walking, or running. Their goal? To virtually connect the Group's various sites around the world - a mission successfully completed and later joined by Bouvard France!



# Interview

## **3** questions for Guillaume Neury, Safety Coordinator at Bouvard France

### **Can you tell us about your career path at Bouvard France?**

I joined Bouvard France as a temporary worker in July 2005 in the maintenance department. In March 2007, I was hired permanently in the same department, and in 2016, I was offered the opportunity to become a Safety Coordinator. This career progression was a great opportunity for me, especially since I have been a volunteer firefighter since 2003. This dual role, both professional and personal, has allowed me to strengthen my commitment to Safety and promote this culture within the Company.

### **How do you define Safety?**

For me, Safety is above all a mindset, a deep conviction that every employee should be able to return home safe and sound at the end of their shift. It goes far beyond simply following rules and procedures — it is a collective approach where everyone plays an active role in preventing accidents and ensuring a safe work environment.

### **The record for 0 Lost-Time Work Accidents at LCB Bessay was surpassed in 2024. What are your thoughts on this?**

Achieving a record of over 430 days\* without a Lost-Time Work Accident by the end of 2024 is a testament to our collective commitment. This proves that Safety is not just about imposed directives but a shared value embraced by all. It is a performance we can all be proud of, as it reflects the importance of prevention, regular training, audits, and rigorous procedures, as well as our collective engagement.

A safe work environment is a key driver of both performance and collective well-being. Maintaining this dynamic is the main challenge. Every accident-free day is a victory, but it requires continuous vigilance, dedication, and an ongoing effort to promote a strong Safety culture within the Company. By working together, staying alert, and sharing Best practices, we can continue moving in the right direction.

\* Number of days as of the end of 2024



# "To create the products of tomorrow"

At Biscuits Bouvard, we place the utmost importance on the impact of our products on both the Environment and Consumer Health, starting from their design. That is why we continuously improve our recipes by gradually reducing sugar content, limiting the use of additives, selecting natural flavors, and adjusting portion sizes. At the same time, we are redesigning our packaging to align with a circular economy approach, reinforcing our commitment to more sustainable development

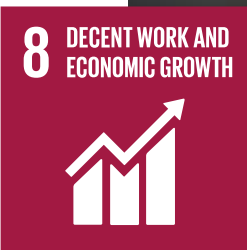
## HIGHLIGHTED ACTION 2024

In 2024, we took part in an **Innovative experiment** led by the R3PACK organization, aimed at designing and developing **the reusable packaging of the future**.

As part of this project, we launched reusable buckets containing our “Planet” Mini chocolate sandwich biscuits, available for sale starting in December 2024 in three Système U stores located in three departments in northeastern France.

Alongside 15 other manufacturers and with partial funding from CITEO, this initiative aims to test the feasibility and consumer acceptance of large-scale reuse across various product types: liquids, solids, chilled, and ambient products.

This project represents a major step forward in our commitment to a circular economy and a more sustainable future.





# An R&D rooted in consumption trends

At Bouvard Group, Innovation is part of our DNA. Every year, we develop nearly 180 product Innovation projects. This dynamic is driven by the diversity of our product portfolio, our close connection with Consumers, the flexibility of our production units, and most importantly, the creativity of our teams.

## Innovations directly aligned with Consumer expectations

Our teams, present across the world, are constantly tracking new consumer trends and exploring healthier ingredient alternatives. This work is based on close collaboration between our R&D and Marketing teams to anticipate market expectations. Each year, an Innovation Day brings together employees, R&D, and Marketing teams to co-develop the products of tomorrow. In 2024, the Marketing and R&D teams in France participated in a food Innovation day organized by SCINNOV (an expert laboratory) in collaboration with Lionel Lallement, “Meilleur Ouvrier de France” Pâtissier (France’s Pastry Chef of the year). The workshop focused on incorporating legumes into biscuits to enhance their nutritional profile by increasing protein content. Internal and external panels are also regularly conducted to assess and validate our innovations, as well as the Quality of our products and standards.

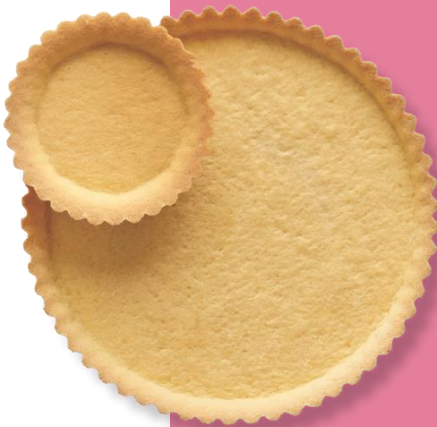
The Group’s production sites are also committed daily to ensuring the Quality of ingredients while seeking innovations aimed at reducing environmental and social impacts and best meeting client expectations. In this spirit, Bouvard Pro and its U.S. site, Pidy Inc., decided to eliminate the use of titanium dioxide, an ingredient banned in Europe but still permitted in the United States. By making this choice, our Group has opted to go beyond local regulations and adopt more responsible practices.

At the same time, new egg-free and vegetarian product developments have emerged at the Pidy Production site, responding to growing demand for alternatives that respect dietary preferences and the Environment.

Since late 2023, we have initiated Life Cycle Assessments (LCA) on some of our products to better understand their environmental impact, from Raw Material sourcing to their arrival with the Consumer.

Iconic products such as Petit Beurre (Butter biscuits) and quiche crust have already undergone these in-depth analyses. These studies provide a comprehensive view of the product life cycle, from Raw Material selection to distribution, including production and packaging.

The insights gained from these LCAs will help us enhance our recipes and manufacturing processes through close collaboration between our R&D teams, production teams, and eco-design departments.



600

**Consumer Panels  
organized in 2024**



# Focusing on Packaging Circularity

We are convinced that creating the products of tomorrow requires designing them with their entire life cycle in mind. This includes leveraging multiple approaches such as eco-design<sup>[1]</sup> and the reduction or even elimination of certain packaging. We also consider the Environment as a key factor in the development of our future products, alongside technical and economic criteria. Among our initiatives to enhance packaging circularity, we have:

- **Replaced** some of our plastic packaging with paper;
- **Modified** the composition of most of our trays, transitioning from PP to PET to facilitate recycling;
- **Banned** the use of carbon black in our plastic trays to enhance recyclability;
- **Opted** for cardboard made from 95% recycled material, sourced from FSC (Forest Stewardship Council) or PEFC (Programme for the Endorsement of Forest Certification) certified sustainable sources.

These actions are driven by ambitious goals: we aim to use 100% recyclable materials in our packaging. We are close to achieving this, as our cellulose-based packaging (outercases and unit boxes) is already 100% recyclable. However, further improvements are needed to enhance the recyclability of our flexible polypropylene packaging.

## Reduction in packaging for Poker wafers at Bouvard Italia

For the Poker 45g product from our Italian BU, the external plastic film surrounding the cardboard tray was removed and replaced with a simple cardboard pack.

This change has led to significant results: a notable reduction in plastic usage and improved packaging recyclability, while maintaining product Quality and protection. Thanks to this initiative, we successfully reduced plastic consumption by 25 tons at our site in just one year.

We also renewed our initiative with Scamark for **the distribution of biscuits in paper packaging** during the 2024 “Tour de France” cycling race.

**-25** Tonnes  
of  
plastic  
in 1 year



[1] A method that incorporates the reduction of a product or service's environmental impact from the design phase.



# Interview

## 3 questions for Jessica Martini, Graphic & food packaging designer at Bouvard Bakery Italia



### What has been your career path, and how have you grown within Bouvard Bakery Italia?

I joined Lago 12 years ago to create an in-house graphic design department. Over time, my role evolved from visual creation to managing strategic projects, working closely with management and internal teams. I developed new skills, such as 3D modeling, which helped the company gain autonomy and responsiveness. Each project has contributed to the evolution of my role and responsibilities. I joined the company without significant prior experience, but thanks to my determination and the trust of my managers, I was able to grow step by step.

### Which projects particularly stood out for you this year?

The **Giro d'Italia** cycling race gave Lago significant visibility. In this context, we launched the **Bici Scuola** project, which raised awareness among 65,000 children about the importance of sustainable mobility, sports, and healthy eating. At the same time, we support **Ca'Leido**, a care center for people with autism that promotes social inclusion and independence, notably through a social farm where beneficiaries develop practical skills by working in the fields and with animals. These two projects fully reflect Lago's social commitment, placing the brand at the service of meaningful initiatives.

### How do you integrate our « Creating the Products of Tomorrow" pillar into your daily work?

We have modified our packaging to comply with the new monomaterial guidelines by using exclusively 100% recyclable PP5 films and replacing cardboard/plastic combinations with fully cardboard packaging. This transition has also had a positive impact on aesthetics: fully cardboard packs offer a more elegant appearance and enhance the perception of Quality, further showcasing our products.

We have also applied this approach to display units, now made entirely of cardboard without plastic elements, and for our trade show stands, we prioritize reusable and modular materials.





# "A sustainable supply chain"

As one of the pioneers of responsible sourcing, we are committed to fostering a relationship of mutual trust with our stakeholders while ensuring the Quality of our products for both Consumers and the Environment. We have implemented two main action levers: responsible sourcing, particularly for our exotic Raw Materials, and the development of sustainable Quality Supply Chains for more locally sourced ingredients.

## HIGHLIGHTED ACTION 2024

Three employees from the Group had the opportunity to travel to **Ivory Coast**, the world's leading cocoa producer. This visit provided a firsthand look at the **challenges and realities of agricultural supply** at the source.

This experience strengthened our commitment to responsible sourcing, offering a deeper understanding of the journey of the cocoa bean from the field to export ports, through agricultural cooperatives, and its impact on local communities.

The Quality Supply Chain faces numerous challenges. It is crucial for us to understand the commitments and actions of our suppliers regarding farmers' incomes, child labor, community support, and decarbonization, ensuring the use of traceable and certified ingredients.







# Our Sustainable sourcing

Our sustainable sourcing approach is based on the procurement of several exotic Raw Materials, such as cocoa and palm oil. This approach ensures transparency and traceability of Raw Materials while supporting more sustainable agricultural practices.

## Cocoa

Cocoa producer cooperatives play a key role in addressing the major challenges of the industry. They strive to improve the daily lives of farmers and their families, promote sustainable agricultural practices, and ensure fair compensation.

At Bouvard Group, we are committed to supporting these cooperatives by:

- Sourcing cocoa from cooperatives certified by Rainforest Alliance (RFA), Fairtrade and Organic, representing 48% of our total cocoa purchases in 2024;
- Procuring 10% of our Organic cocoa from two cooperatives in the Dominican Republic.

## Palm Oil

We are also committed to sourcing certified sustainable palm oil, relying on the Roundtable on Sustainable Palm Oil (RSPO) certification. This certification is based on a strict control system that ensures palm oil production is economically viable, environmentally responsible, and socially beneficial.

The RSPO system includes different supply chain models:

- At the Group level, 98% of our conventional palm oil is RSPO Segregated (SG) certified. The SG label guarantees that products from RSPO-certified palm oil come exclusively from RSPO-certified plantations. The Group's goal is to reach 100% by 2027;
- In the French BU, 100% of our Organic palm oil is RSPO Identity Preserved (IP) certified. The IP label ensures full traceability of an RSPO-certified product, from individual plantations to the final user.

These commitments highlight our determination to promote responsible and sustainable sourcing practices, contributing to both Environmental protection and the improvement of living conditions for local communities involved in our supply chains.

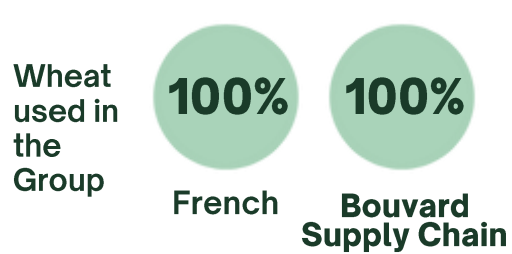


# Our Sustainable Quality Supply Chains

For the Bouvard Group, an agricultural Supply Chain is a network of actors, including farmers, processors, and ourselves, committed to a common agricultural Raw Material development project lasting at least three years.

Flour and eggs are two essential ingredients for our operations. Therefore, we pay particular attention to their origin and production.

## Bouvard wheat Supply Chain



In France, the **Bouvard wheat Supply Chain** is based on a production charter established by Arvalis, which imposes several requirements on farmers, including:

- Reporting on fieldwork,
- Respecting interseasonal and intercultural practices,
- Conducting Biodiversity assessments.

Additionally, we guarantee no chemical treatment on wheat after harvest. This Supply Chain undergoes multi-stakeholder audits at least once a year to ensure transparency.

 **1,200** farmers

 **7** millers associated with our production sites

 **13** storage organizations

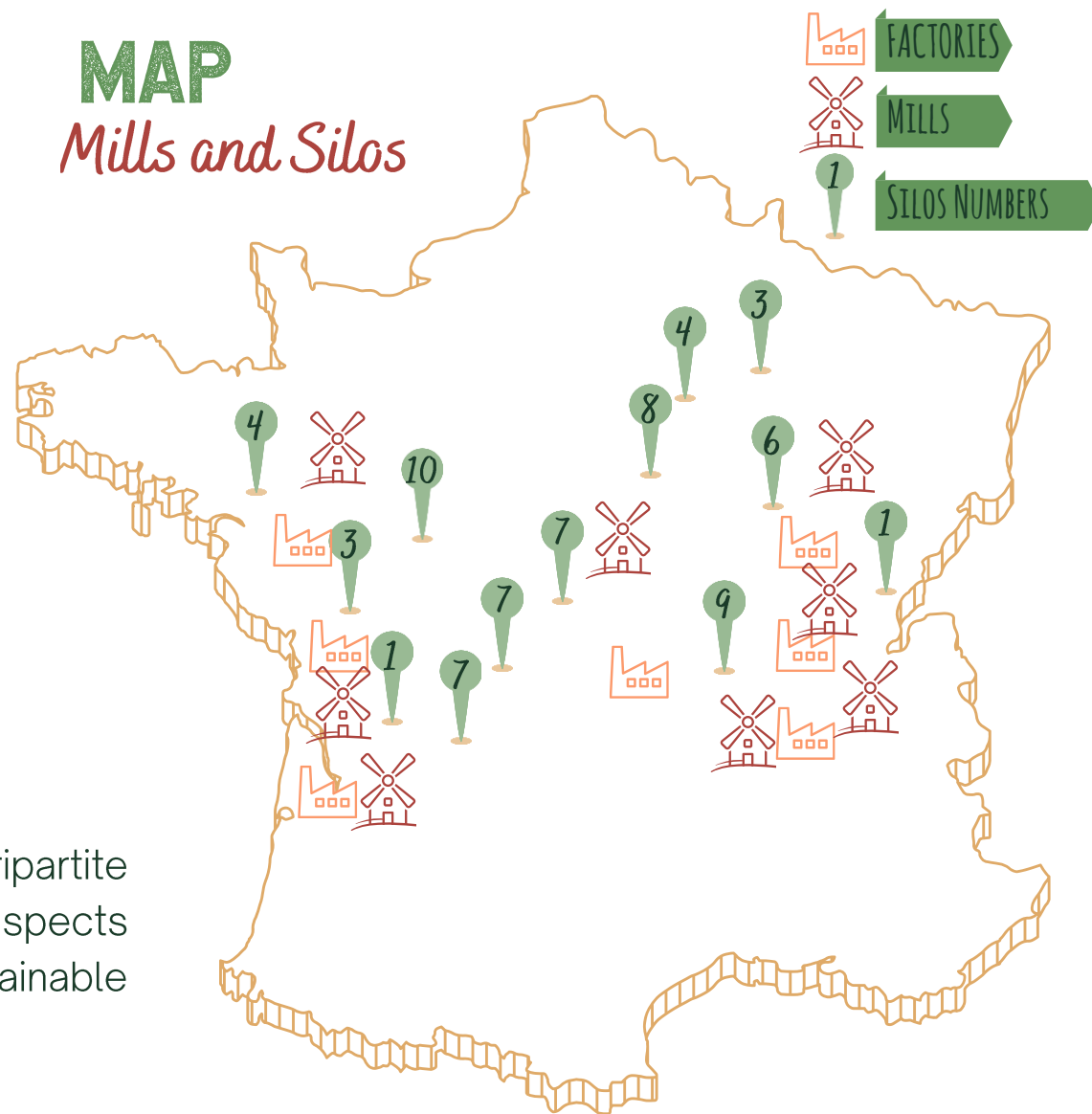
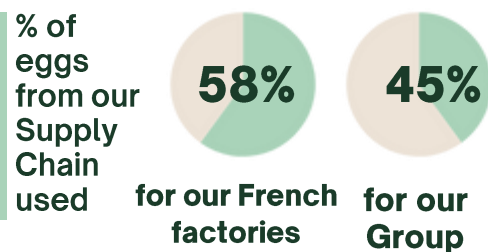
 **70** storage silos

The **Bouvard egg Supply Chain** relies on a production charter structured in a three-year tripartite contract involving breeders, hatcheries, and our Company. This charter covers essential aspects such as housing, outdoor access, feed, and breeding practices, allowing us to establish sustainable partnerships with selected farms.

 **200** farmers

Since 2019, we have also committed to hen welfare by using only eggs from alternative production methods — Organic, free-range, or barn eggs — on our French sites. Across the Group, these supplies represent 90% of our egg requirements.

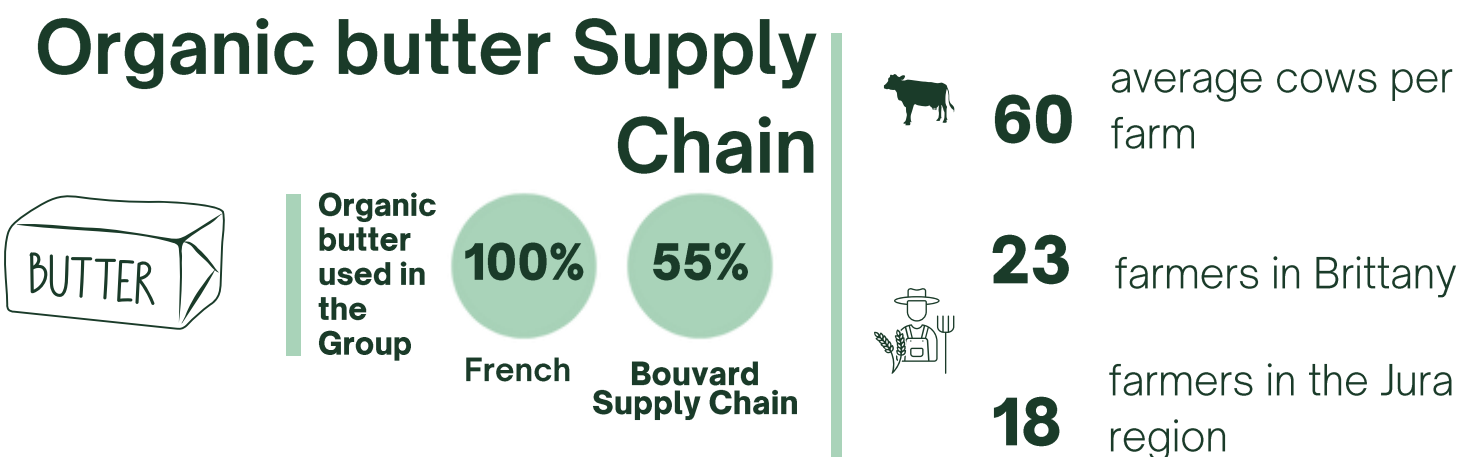
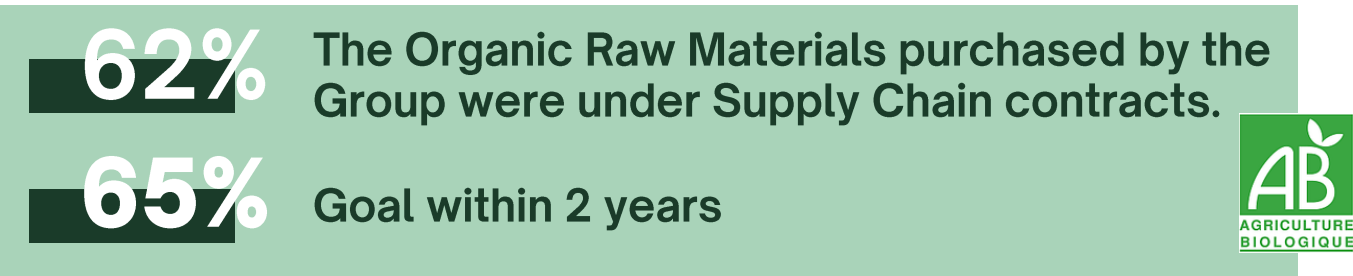
## Eggs Supply Chain



# Our Organic Supply Chains

We have been committed to Organic farming for over 40 years. Since our inception, we have been the leading manufacturer of Organic biscuits in France. As leaders in the Organic sector, we advocate for this virtuous way of eating, which is beneficial for both our Health and the Environment.

Beyond simply adhering to a set of standards, Organic farming is an integral part of our DNA. We have established seven French and Organic Supply Chains for milk, butter, wheat, sunflower oil, eggs, einkorn and oat flake. These Supply Chains are dedicated to producing high-quality food that respects human and environmental health while ensuring stable, sustainable, and uninterrupted supplies.





# Our concrete actions

- **Participation in Interprofessional Working Groups:** Member of a working group in collaboration with the French Union of Organic Processors (SYNABIO). This group has developed ten agricultural indicators and ten business-related indicators, focusing on two main objectives: increasing the percentage of Agro-Ecological Infrastructures on Utilized Agricultural and improving crop diversity. We are also active in the Auvergne-Rhône-Alpes Organic Cluster and the National Committee for Organic Agriculture.
- **Public Awareness:** Through communication campaigns, we raise awareness among the general public about the importance of Organic food.
- **Customer Awareness:** During dedicated meetings, we inform our clients about the benefits and challenges of Organic farming.

**47%** of the volumes of Raw Materials concerned by our Organic Supply Chains have been purchased under Quality Supply Chain contracts

**50%** Goal within 2 years



Our **Organic wheat Supply Chain** is structured around four production regions in France. The objective is to meet the needs of our factories locally while ensuring the resilience of our Supply Chain against climatic conditions that could impact regional agricultural yields.



Our Organic sunflower oil Supply Chain is structured to meet the Group's production needs.



The hens benefit from at least 4 m² of outdoor space for at least one-third of their lives, according to a route defined by the principles of Organic farming (protective equipment, vegetation, sufficient feeders, and drinkers).



## Organic wheat Supply Chain



Organic wheat flour used in the Group



## Organic sunflower oil Supply Chain



Organic sunflower oil used in the Group



## Organic eggs Supply Chain



Organic eggs used in the Group





# Raise Awareness and Take Action

At Biscuits Bouvard, we are convinced that responsible sourcing of Raw Materials involves thoroughly educating our employees, especially our buyers, on Biodiversity issues and sustainable farming practices.

Examples of actions taken:

## Awareness of Environmental and Social issues

This year, some of our employees participated in the Climate Fresk training to better understand environmental and social challenges. These workshops will continue in 2025 to further expand awareness. At the same time, our Bouvard Pro BU has implemented advanced CSR training for its teams, further strengthening its commitment to sustainability.

## LPO and Sylv'ACCTES Commitments

In 2024, two sites were awarded the LPO (League for the Protection of Birds) certification. Key actions included protecting house martins in Bessay-sur-Allier and installing a kestrel nesting box with regular monitoring in Dole.

Additionally, we became patrons of Sylv'ACCTES, a French association dedicated to sustainable forest management, addressing ecological, social, and economic challenges.

## Le Champ des Rencontres

We participated in the 2024 edition of the "Le Champ des Rencontres" initiative, organized by Carrefour, as part of our shared commitment to Biodiversity.

A group of fifteen consumers and partners had the opportunity to visit Benoît's Organic farm near Besançon. This mixed cereal and dairy farm embodies the values of our sustainable and Organic Quality Supply Chains, which are based on long-term, tripartite contracts.



Preservation of House Martin Nests



Le Champ des Rencontres



# Interview

## 3 Questions for Didier Sauvin, Industrial Partner of our Organic wheat Supply Chain



### Could you introduce yourself and your company?

I'm Didier Sauvin, the 6<sup>th</sup> generation of millers leading Moulin Sauvin, a family-owned business founded in 1848. We specialize in the production of soft wheat flour. Since 1999, I've been carrying on this tradition with a strong drive to innovate. In 2005, we decided to shift towards Organic production, in partnership with the Franche-Comté Organic Economic Interest Group, with the aim of supporting local and sustainable agriculture and ensuring high-quality finished products.

### Why is it important to have built this Quality Supply Chain together?

The creation of an integrated Supply Chain — “Organic wheat – Organic flour – Organic biscuit” — addresses a dual challenge: On one hand, it **ensures full traceability** from field to biscuit, allowing us to offer healthy, transparent, and environmentally friendly products. On the other hand, it helps **to secure and enhance** the value of local Organic farmers' work through concrete commitments in terms of volumes, pricing, and duration. This approach also enables us to reduce intermediaries, better control our environmental impact, and actively contribute to the local agricultural transition, which is at the heart of our mission.

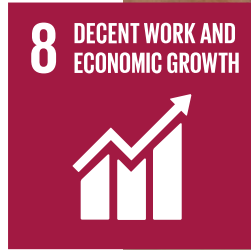
### What positive changes have you observed in your daily work thanks to this partnership?

This partnership has brought real added value to our daily operations. First and foremost, it has **strengthened the connections** between all Supply Chain stakeholders — farmers, millers, and processors. This translates into **regular communication**, greater transparency, and improved coordination throughout the entire chain.

For our partner farmers, this collaboration also represents **stability**. The multi-year commitments help them secure their income, while highlighting their work within a sustainable and local approach.

This collective project is also part of a broader dynamic: one of **environmentally respectful agriculture**, with reduced logistical impact and a meaningful contribution to the ecological transition.

It's a concrete and purposeful change, fully aligned with our long-term vision.



# "A smart production system"

Our investment decisions are driven by the goal of improving the impact of our industrial infrastructure. We prioritize ensuring optimal working conditions for our employees while reducing our environmental footprint. To achieve this, we focus on key levers such as the transition to decarbonized energy sources and the optimization of our operational processes.

## HIGHLIGHTED ACTION 2024

In 2024, we reached a key milestone in our environmental strategy with the **validation of our Decarbonization Trajectory** by the Science Based Targets initiative (SBTi). This commitment aims to reduce our Scope 3 Greenhouse Gas Emissions by 39% by 2033, further strengthening our contribution to combating climate change.

This concrete step reflects our responsibility toward the Planet and our determination to actively contribute to a more sustainable future. (More details on page 25.)





# Carbon Footprint

## Carbon emissions

In 2024, the average greenhouse gas (GHG) emissions per finished product were 5.02 kg CO<sub>2</sub> equivalent across our sites in France, Belgium, and Italy (total Group emissions: 526,769 tons CO<sub>2</sub> equivalent). Scopes 1 and 2 accounted for 6.5% of these emissions, while Scope 3 represented 93.5% (see illustration opposite). This distribution is largely due to the significant contribution of agricultural raw materials to our carbon emissions.

Emissions vary significantly depending on the Business Unit, due to raw material choices (such as types of fats, use of chocolate, flour, etc.) and the energy mix specific to each country of production.

## Validation of our Decarbonization Trajectory by the SBTi

In 2024, our Decarbonization Trajectory was validated by the SBTi (Science Based Targets initiative), marking a key milestone in our environmental commitment.

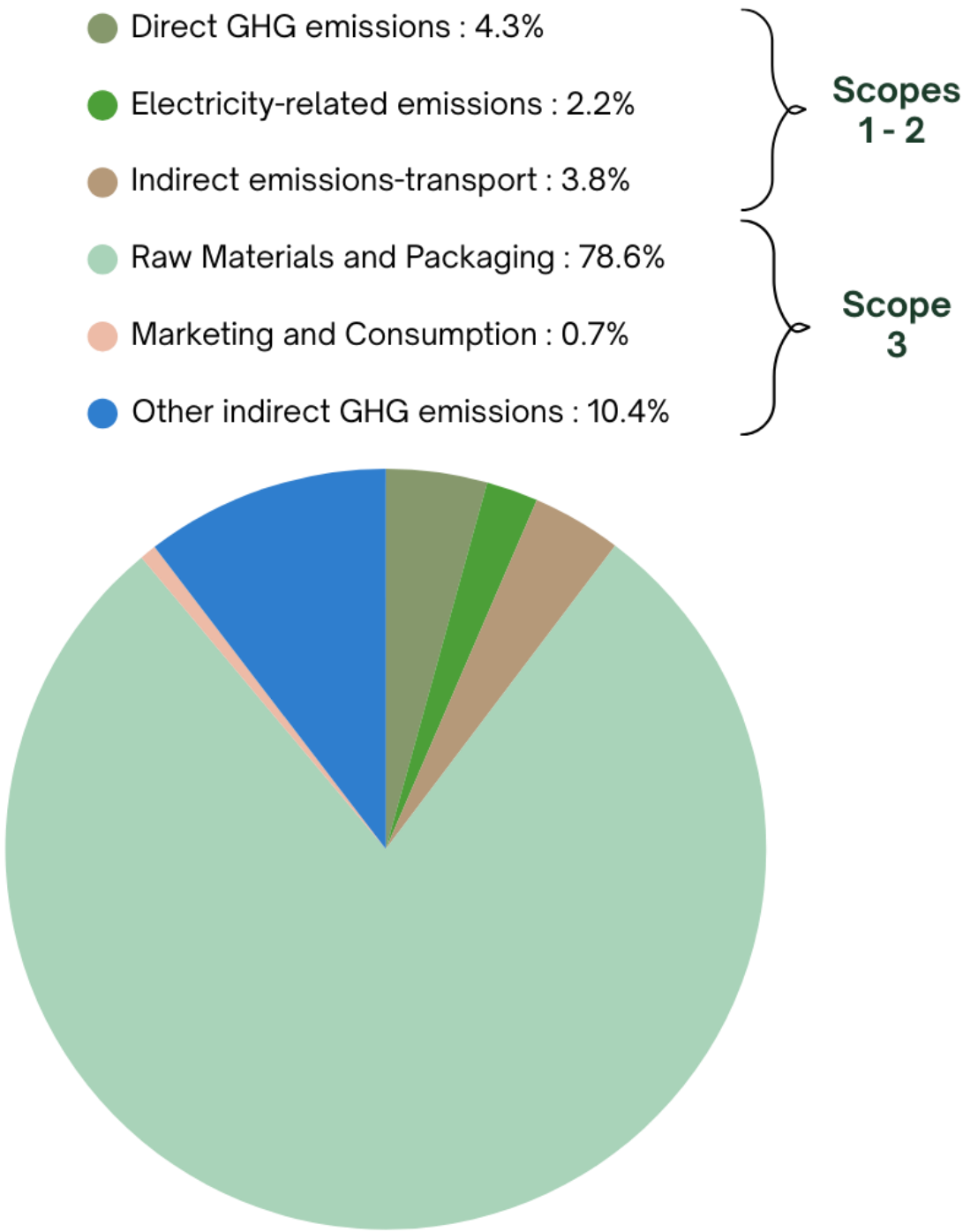
Our objective is to reduce our Scope 3 GreenHouse Gas (GHG) emissions by 39% by 2033, in line with a trajectory aimed at limiting global warming to 1.5°C.

Our short-term targets validated by the SBTi:

### Energy and Industry:

- Reduce absolute Scope 1 and 2 greenhouse gas (GHG) emissions by 54.6% by 2033, compared to the 2023 baseline.
- 93.1% of our suppliers, covering purchased goods and services as well as upstream transport and distribution, must have SBTi-aligned targets by 2029.
- 45% of our customers, covering downstream transport and distribution, must also have SBTi-aligned targets by 2029.
- Reduce absolute Scope 3 FLAG (Forest, Land, and Agriculture) GHG emissions by 2033, compared to the 2023 baseline.
- Eliminate all deforestation linked to at-risk raw materials by December 2025.

These targets reflect our firm determination to take concrete action to reduce our GHG emissions, while working closely with our partners, suppliers, and customers to achieve these ambitions. To support this, we are educating and engaging our teams on these issues — particularly the Executive Committees of our Business Units.



# Management focused on Sustainability

Since 2023, we have been implementing **Lean Office** techniques across all services, particularly at our French headquarters. This project is led by a team of 12 people trained alongside the Executive Committee on Lean Management issues. They develop a continuous and sustainable approach aimed at:

- **Developing a standard culture** by reappropriating and updating processes, especially by linking them to the ISO certification.
- **Avoiding task repetition** by ensuring effective information transmission and essential step validation.
- **Gaining maturity in operational team management** by measuring team performance with key indicators and sharing them pedagogically.
- **Continuing team training** by offering training in proven methods such as Lean management method, Visual Performance Management, the 5S method, etc.

The Biscuits Bouvard BU is **ISO 14001** certified, an international standard that defines the requirements for an Environmental Management System (EMS).

This certification demonstrates our commitment to continuously and systematically controlling and reducing our environmental impact. As part of this approach, our goal is to obtain ISO 14001 certification for the Technipat site, part of our Bouvard Pro BU, by 2025. In the long term, we aim to extend this certification across all our Business Units (BU) to harmonize environmental practices across all our sites and strengthen our positive global impact.

## KAIZEN project: A driver of continuous improvement

The KAIZEN project is part of a continuous improvement approach in Quality, Safety, and Productivity, with the ambition of achieving professional excellence.

Within our Bouvard Pro Business Unit, the Kaizen journey began with the Pidy Production team, followed by Pidy Gourmet. Among the many initiatives, we have improved ergonomics for certain tasks using the 5S method, reduced repetitive movements with adapted equipment, and implemented Shift Performance Meetings (SPM) to strengthen communication and performance monitoring.

These actions reflect the commitment of our teams, who were recognized with the Kaizen Award in the Food Industry category in 2024.





# Our reduction levers

## Reducing our Energy consumption: concrete actions for a sustainable future

As part of the implementation of **ISO 50001** and our environmental commitments, the Group has introduced several structural measures:

- **Renewable energy:** By the end of 2024, 20% of the energy consumed by our French sites came from renewable sources, marking a key milestone in our energy transition;
- **Photovoltaic carports:** Since 2022, carports made of photovoltaic solar panels have been covering between 10% and 15% of the energy needs on two sites. Two additional sites will be equipped by 2025;
- **Fleet electrification:** Bouvard PRO is continuing the electrification of its vehicle fleet, reducing the use of combustion vehicles and their emissions;
- **Equipment optimization:** The Pidy Inc. site in the USA has improved its storage capacities with more efficient refrigeration and freezing installations, while maintaining stable energy consumption. These new systems also improve employee Safety thanks to their user-friendliness and modern design. On the Dole site, a gas oven was replaced with an electric one;
- **Hydrogen oven study:** An ongoing study is evaluating the use of hydrogen ovens as a replacement for natural gas;
- **Energy audit:** At La Cigale Dorée site, an energy audit identified losses, helped better understand energy consumption, and enabled the application of the first improvement recommendations.

## Optimizing production lines: reducing waste and enhancing resources

The Group's production lines are at the heart of our continuous improvement initiatives. Thanks to the Kaizen projects and other ongoing innovative initiatives, Bouvard Pro sites have successfully intensified their efforts to reduce Carbon impact by reducing waste.

At the Pidy Gourmet site, a major technical innovation was implemented following a lengthy development phase. The use of a new, optimized cutting tool now significantly reduces Raw Material losses.

Meanwhile, the Pidy Production site has developed an innovative solution to significantly reduce waste from its shortcrust pastry products.

These initiatives reflect our commitment to minimizing our environmental footprint by acting directly on our production processes, while promoting a responsible and sustainable approach to the management of Raw Materials and Energy.



BAIC Site



Bouvard PRO production line



# Recyclability of Our Waste

## Recycling Targets: Progress & Outlook

The Group is committed to improving its recycling practices and reducing non-recyclable waste through clear objectives and concrete initiatives:

- **Waste recycling:** In 2024, 95.6% of waste from French plants was recycled, compared to 94.1% in 2023. While BU France has already met this goal, Bouvard Pro is progressing, with monitoring implemented since September 2024.
- **Reduction of non-recyclable waste:** We maintained the proportion of non-recyclable waste below 1% of total volume in 2024 (precisely 0.05%). This remains a priority target for 2025, especially for Bouvard Pro, where tracking began in September 2024.
- **Development of local sorting channels:** In 2023, we established a partnership with a specialized recycling channel for glassine, a material from product labels that is usually landfilled or incinerated. Since then, we have added new Group sites to this recycling project. This partnership now allows us to recycle this material and further optimize our waste management.

To facilitate packaging recycling, we are part of the FLEX25 Consortium Steering Committee, led by Citéo. This consortium aims to increase the recycling rate of flexible plastics by creating dedicated recycling channels.

## Fighting Food Waste: Concrete and Solidarity Actions



As part of our commitment to fighting food waste, our Dole site launched a product range called "Mangez-nous" (Eat us) in its factory store. This initiative allows us to sell downgraded or bulk biscuits, reducing waste while offering high-Quality products to local consumers at an affordable price.

At the same time, we redistribute over 95% of our products with short Minimum Durability Dates (MDD) or minor defects to charitable organizations.

Among our partners, we collaborate with the "Banque Alimentaire du Rhône" (Food Bank of the Rhone region) and Italian food banks.



BAID Site



# Interview

## 3 questions for the Kaizen project team at Bouvard Pro



The Pidy Production site of Bouvard Pro BU received the Kaizen Award in the agri-food category, in recognition of the continuous improvement projects and methods implemented on-site. We met with Amel, Juliette, Antony, and Damien, members of the Kaizen project team, to learn more about their approach and initiatives.

### Can you explain the Kaizen method to us?

Kaizen is a continuous improvement method aimed at optimizing performance and productivity, notably by strengthening communication. With the support of consultants from the Kaizen Institute, we first carried out an assessment to identify potential gains, opportunities, and areas for improvement on a production line.

### What are the main innovations and improvements achieved through Kaizen?

Among our initiatives, the 5S project and Daily Kaizen stand out. The 5S project, through daily audits with the teams, raises awareness and improves cleanliness, organization, and Safety at workstations. Daily Kaizen, by regularly reporting actions to be taken, increases team accountability. These approaches have helped to cut overweight on the lines by half and reduce waste by 3% — both of which are tracked daily — while also enhancing overall efficiency, Safety, and communication in day-to-day operations.

### What has it brought? What do you take away from it, and what's next?

This approach allowed us to step back from our day-to-day and strategic operations. By taking the time to reflect, prioritize, and identify problems before implementing new methods, we laid a solid foundation for continuous improvement. The Kaizen methods helped to streamline existing processes, make them more efficient, and as a result, improved process Quality. This project was a significant challenge, but also a genuinely human adventure. The heavy workload was offset by the exemplary involvement of the teams, who learned how to engage all employees in daily actions and contribute to overall performance. The future of the Kaizen project is already taking shape. We plan to expand the project team, bring in new skills, and explore improvements on another production line. If we had to do it all over again, we wouldn't hesitate for a second!





MORE THAN COOKIES...

Firmly focused on the future, we have created an internal working group dedicated to the CSRD (Corporate Sustainability Reporting Directive), bringing together various departments and expertise within our Group. This initiative will enable us to approach this new regulation with rigor and transparency.

We look forward to sharing the concrete progress of our CSR policy next year, along with our new objectives, always geared toward sustainable and responsible development.

**Biscuits Bouvard Group**

**[www.biscuits-bouvard.com](http://www.biscuits-bouvard.com)**

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