



Fedima Annual Report

2025

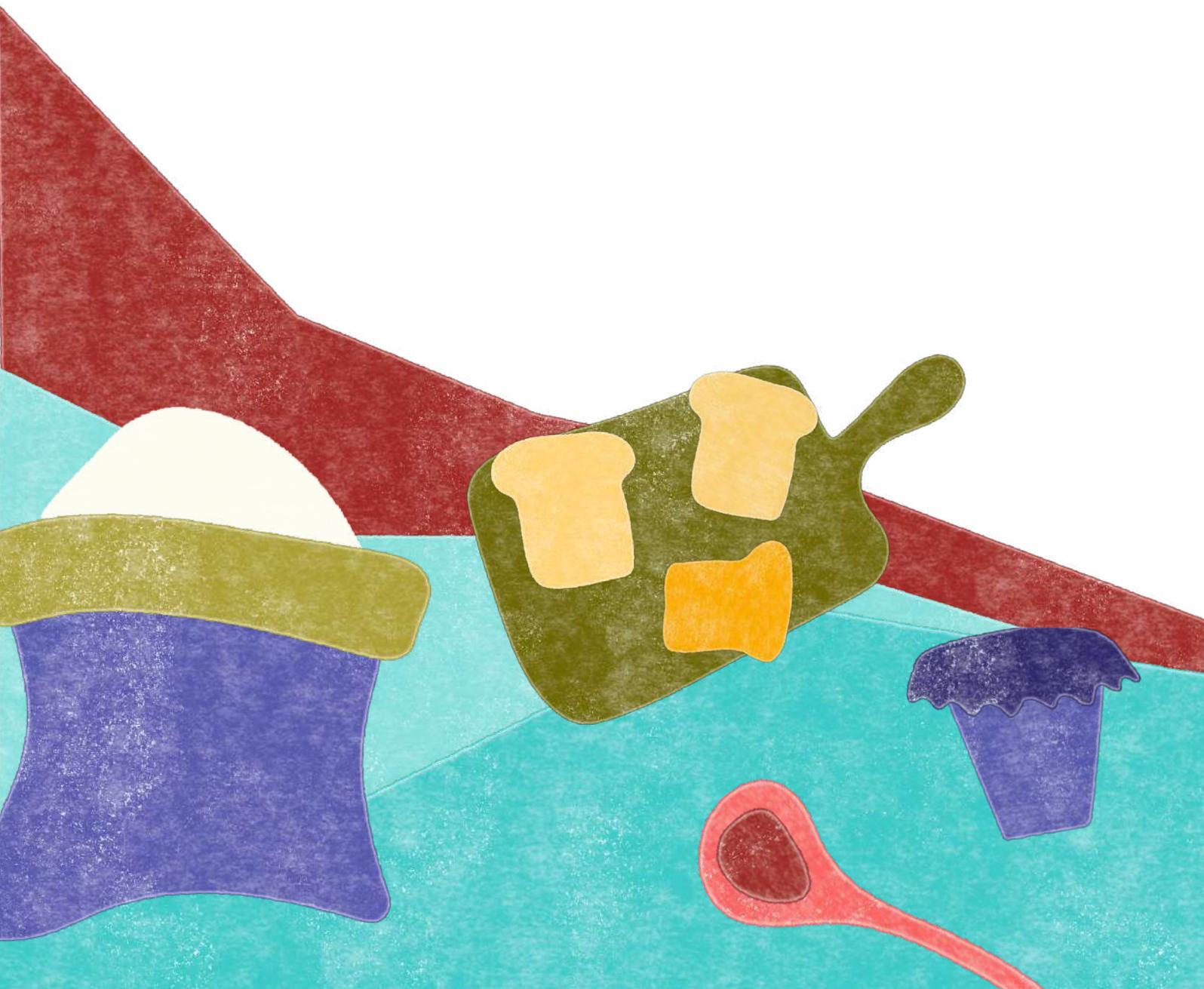


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Foreword by the Fedima President

Dear members, dear readers,

It is my pleasure to present Fedima's 2025 Annual Report, reflecting a year of collaboration, growth, and strategic progress for our association and our industry.

This year, our efforts were strongly guided by the development of [Fedima's Manifesto for the 2024–2029 EU Policy Cycle](#). This key document sets out our priorities and vision for the future of the bread and pastry ingredients sector, ensuring that Fedima is well-positioned to engage with the new European Parliament and Commission. Building on this, we launched an active engagement campaign with EU policymakers, strengthening our role as a trusted partner in shaping a more resilient, innovative, and sustainable European food system.

We also proudly introduced the first edition of the [Fedima Grant for Local Sustainable Initiatives](#), supporting grassroots projects that embody our industry's commitment to innovation and responsibility. The details of this year's inspiring winning initiative can be found in the pages of this report.

Internally, Fedima continues to grow stronger thanks to unprecedented membership engagement. The active participation of our members in working groups and events has been instrumental in driving our agenda forward. This was highlighted during a highly successful 2025 General Assembly in Brussels, which provided the perfect forum to exchange ideas, align strategies, and celebrate our achievements together.

None of this progress would have been possible without the dedication of our members, the guidance of the Fedima Board, and the hard work of the committees that keep our association thriving and forward-looking. To all of you, I extend my sincere gratitude.



As we look ahead, Fedima will continue to build on these achievements, ensuring that our voice is heard, and our sector's contributions are recognised across Europe. Together, we are shaping not just the future of our industry, but also the role it plays in the sustainable and innovative food systems of tomorrow.

Thank you for your trust and your continued commitment to our shared mission. I hope you enjoy reading this Annual Report and take pride in the collective successes it showcases.

Happy reading and thank you for being part of Fedima's journey.

Thomas Lesaffre,
President of Fedima

Year's highlights

Fedima Grant for Local Sustainable Initiatives 2025

The [Fedima Sustainability Grant](#) is an initiative designed to support and promote local sustainable practices in the bakery and patisserie sector. Fedima was on the lookout for local projects that drive environmental, social, and economic sustainability in the bakery sector, with the objective of fostering long-term positive change within the industry and the communities it serves.

Here is the summary of a very successful first edition:

14 applicants **7** countries **1** winner



The 2025 Fedima Sustainability Grant winner is [De Bellota](#), a Spanish organisation dedicated to producing acorn-based products through sustainable agricultural practices and rural empowerment. Congratulations!

Find out more about the winning project in the Sustainability Committee section below in this report!

de bellota

Fedima Manifesto for the 2024-2029 EU Policy Cycle

What are the ingredients for an innovative, competitive and sustainable bakery sector?

In the context of the new EU legislative term, Fedima launched its Manifesto, putting forward key recommendations for EU legislators to support Europe's bakery, confectionery and patisserie sector and the entire bread and pastry value chain.

Dive deep into our Manifesto in the dedicated section of this report!



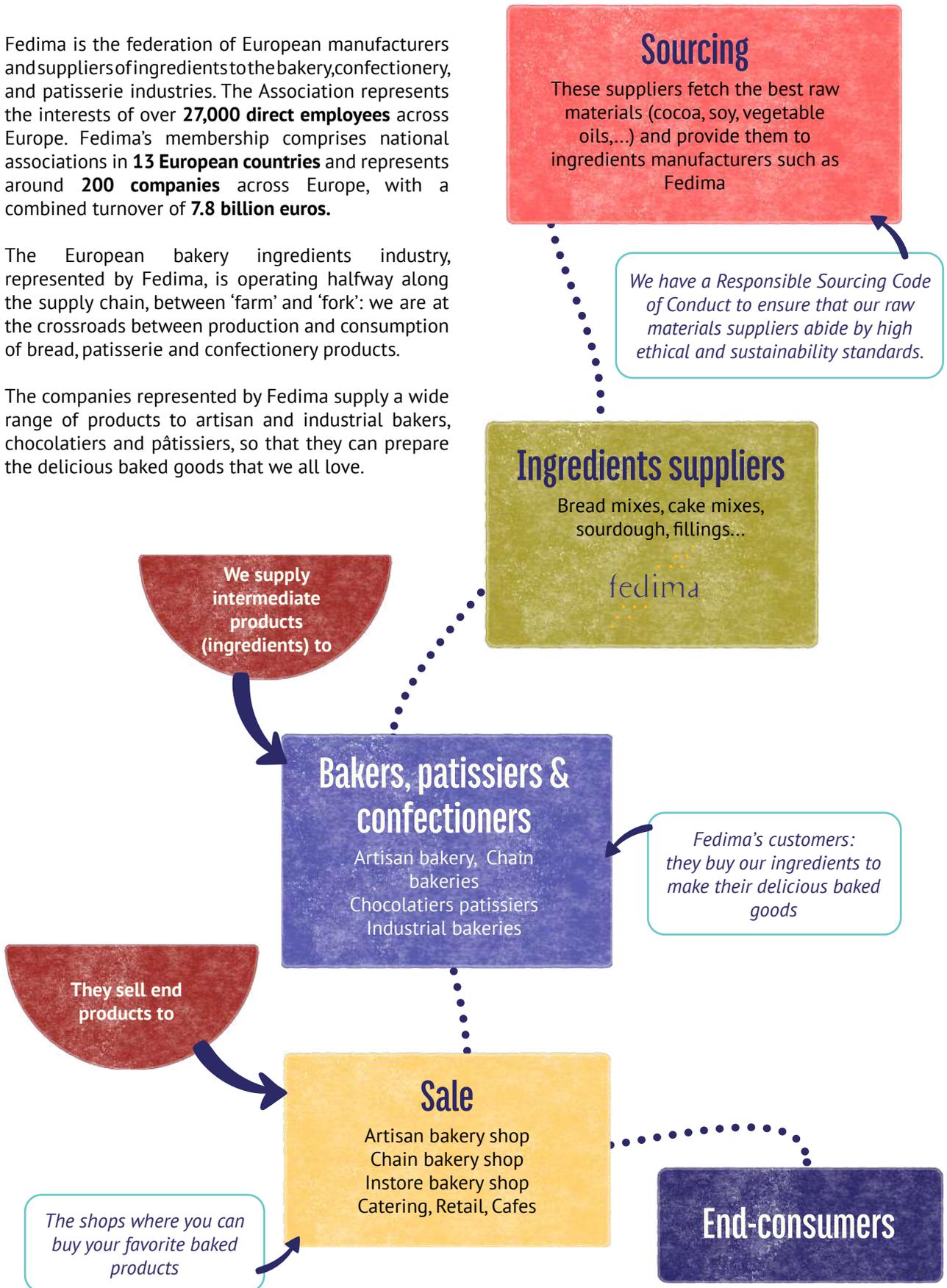
Click on the image to watch our video!

Fedima at a glance

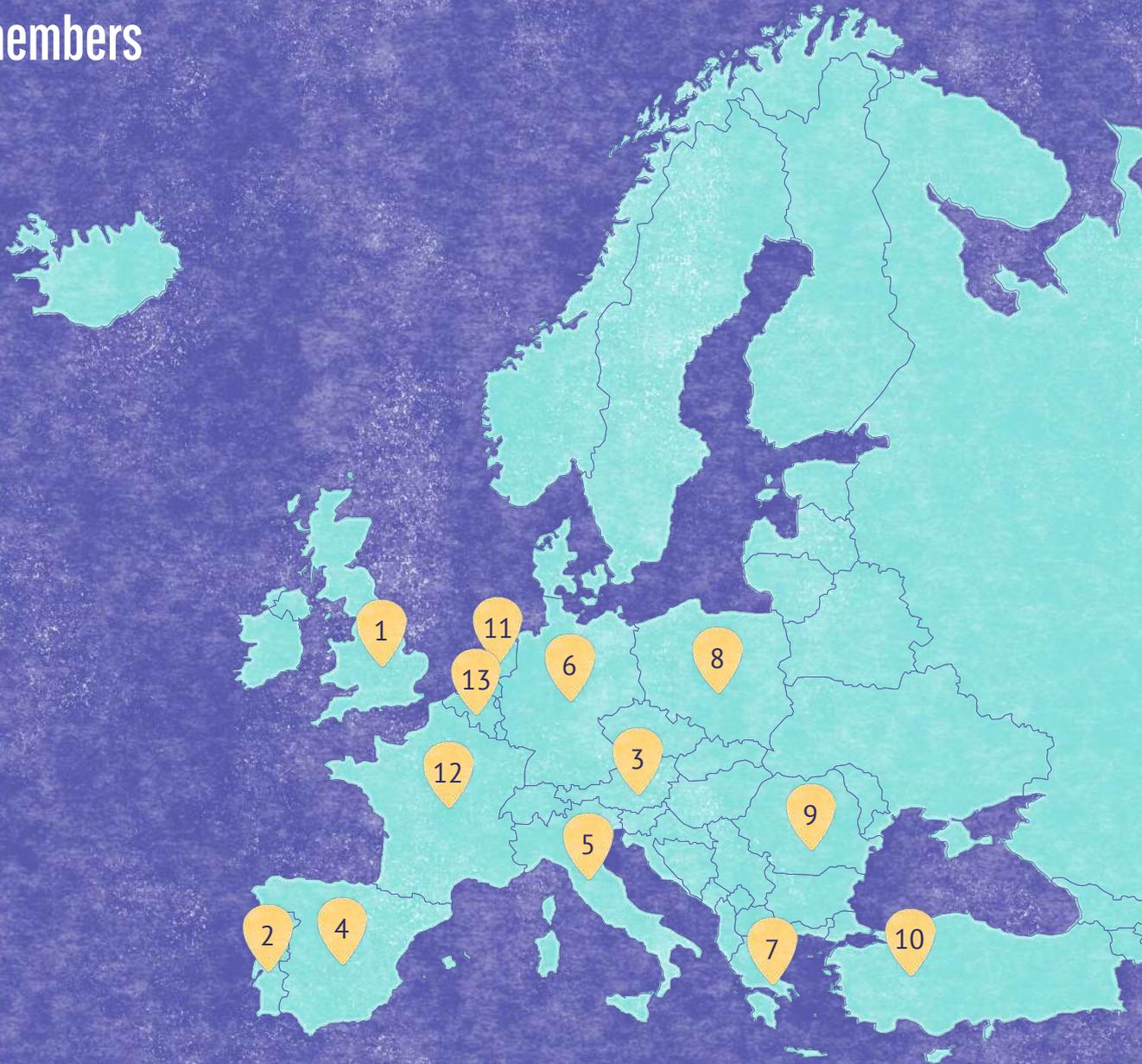
Fedima is the federation of European manufacturers and suppliers of ingredients to the bakery, confectionery, and patisserie industries. The Association represents the interests of over **27,000 direct employees** across Europe. Fedima's membership comprises national associations in **13 European countries** and represents around **200 companies** across Europe, with a combined turnover of **7.8 billion euros**.

The European bakery ingredients industry, represented by Fedima, is operating halfway along the supply chain, between 'farm' and 'fork': we are at the crossroads between production and consumption of bread, patisserie and confectionery products.

The companies represented by Fedima supply a wide range of products to artisan and industrial bakers, chocolatiers and pâtisseries, so that they can prepare the delicious baked goods that we all love.



Our members



1	ABIM	UK & Northern Ireland	www.abim.org.uk
2	ANCIPA	Portugal	www.ancipa.pt
3	ARGE	Austria	N.A.
4	Fedima España	Spain	www.fedimaspain.es
5	ASSITOL-AIBI	Italy	www.assitol.it
6	BZV	Germany	www.backzutatenverband.de
7	Fedima Hellas	Greece	N.A.
8	Fedima Polska	Poland	N.A.
9	Fedima Romania	Romania	www.fedima.ro
10	GIDABIL	Turkey	www.gidabil.org.tr
11	NEBAFA	The Netherlands	www.nebafa.nl
12	SYFAB	France	www.syfab.fr
13	UNIFA	Belgium	www.unifa.be

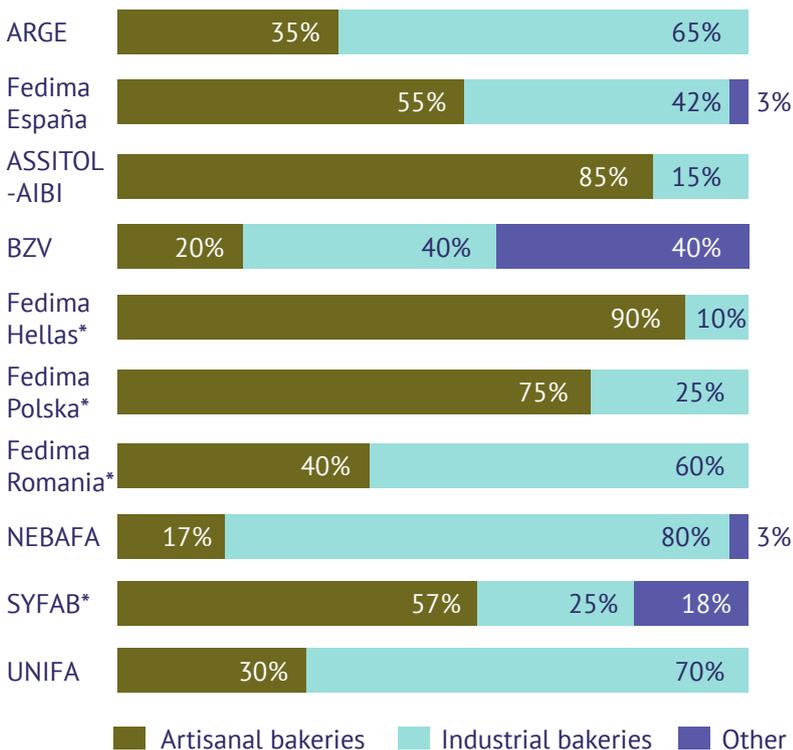
Fedima in numbers

Number of member companies & number of employees



No data available for Fedima España

Type of bakeries supplied (%)



Turnover (EUR billion)

ABIM	0.4
ANCIPA	0.15
ARGE	0.27
Fedima España	<0.1
ASSITOL-AIBI	>0.1
BZV	3.5
Fedima Hellas	>100*
Fedima Polska	0.3
Fedima Romania	>100*
GIDABIL	1.5
NEBAFA	0.45
SYFAB	300*
UNIFA	970
Total	7.84 bn

*Latest data available

*Latest data available

No data available for ABIM, ANCIPA, and GIDABIL

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Our workstreams

Fedima's work is organised around five overarching workstreams. These five interdisciplinary workstreams collaborate to drive forward the work of Fedima and expand the Association's reach and influence internally as well as externally.

Advocacy & Network Building

Technical Committee

Sustainability Committee

Marketing & Communications Committee

Fedima Community



Advocacy & Network Building

Highlights of 2025

● In 2025, Fedima continued to strengthen its **network of partnerships and institutional contacts**, building on the groundwork laid during the European election year. Through active participation in stakeholder dialogues, events, and roundtables, we expanded our advocacy reach and we engaged with new policymakers, including meetings with Members of the European Parliament and the Commission's departments responsible for health, sustainability, and competitiveness.

● To drive its advocacy and network-building activities in Brussels and beyond, Fedima appointed a **new Secretary General**, Wouter Lox. As Fedima SecGen, Wouter is committed to engaging with EU policymakers and partners to strengthen Fedima's voice in shaping the future of the bakery ingredients sector.

● Active participation in **FoodDrinkEurope** remained a cornerstone of our advocacy, connecting Fedima to the broader food and drink sector to ensure that shared priorities – from innovation to sustainability and fair regulation – are addressed collectively.

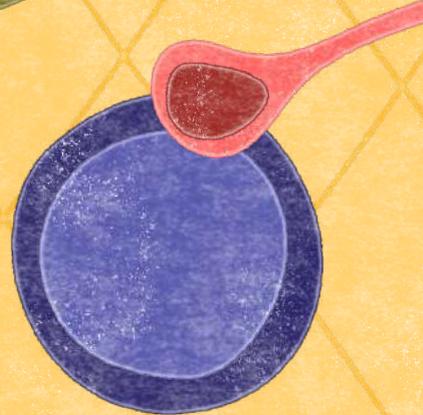
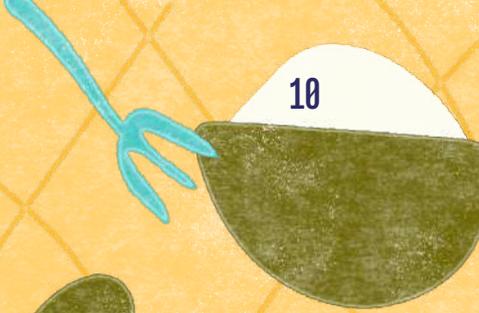
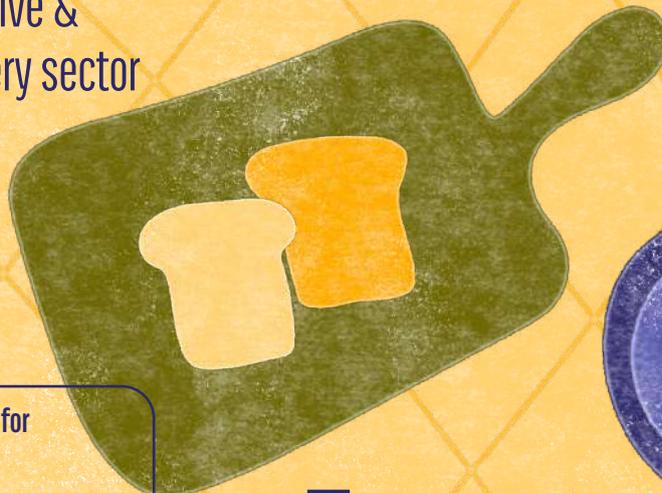
● At the same time, the **Bread Initiative** has continued to serve as a powerful joint platform for the European bread value chain. Following the successful publication of the "Keeping Bread on the Table" vision paper, partners are now working towards a renewed engagement strategy with policymakers under the new EU mandate. Fedima has played an active role in this transition, ensuring that bread continues to be recognised as a symbol of Europe's shared culture and sustainable future.

In the Spotlight

At the beginning of 2025, Fedima unveiled its [Manifesto for the 2024-2029 EU Policy Cycle](#), an advocacy document putting forward seven key recommendations to EU legislators to ensure that the European bakery sector is supported in its sustainable growth, innovation and competitiveness. The publication of the Manifesto marked an important milestone for Fedima and its members, representing a common roadmap that puts into words common challenges and ambitions of European bakery ingredients producers, and setting the tone for all advocacy efforts throughout the year.



The Fedima Manifesto: our ingredients for an innovative, competitive & sustainable European bakery sector



1

A positive regulatory framework for innovation & growth

We call for a food regulatory approach that supports innovation and sustainable economic growth in the food industry, while protecting intellectual property and securing EU competitiveness.

2

Recognising the essential role of bread and pastry in European diets and traditions

We urge policymakers to acknowledge the vital nutritional and emotional role that bread and pastry products play in the daily lives and diets of Europeans.

Facilitating a regulatory framework that encourages product enhancement is crucial to meet evolving consumer needs and preferences.

3

Recognising the unique characteristics of the B2B sector

We call on policymakers to provide clear guidance on how policies created for B2C sectors apply to the B2B sector, which operates under different and unique circumstances. This will ensure greater legal certainty and smoother collaboration across the supply chain.

4

Commitment to science-based regulations

We call on policymakers to ensure that science is at the heart of any regulatory framework affecting the food industry.

5

Harmonisation and legal certainty for a functioning internal market for the food industry

We call for regulatory harmonisation across EU member states in order to address current disparities that undermine the smooth functioning of the internal market for food.

Consumers deserve to receive clear and consistent information, regardless of where in they purchase their products.

6

Promoting sustainability through clear and harmonised legislation

We call on policymakers to facilitate harmonised sustainability regulations across all EU member states, ensuring a level playing field conducive to a competitive industry able to keep growing responsibly.

7

Acknowledging the impact of climate change on raw materials availability and food safety

We urge policymakers to take a proactive approach to addressing food security risks through climate adaptation strategies in agriculture and along the entire food supply chain.

Watch our explainer video on Fedima's EU Policy recommendations:



Technical Committee

Topics

Multifunctional Ingredients | Mineral Oils Hydrocarbons | Enzyme Labelling |
Precautionary Allergen Labelling | Sourdough

Highlights of 2025

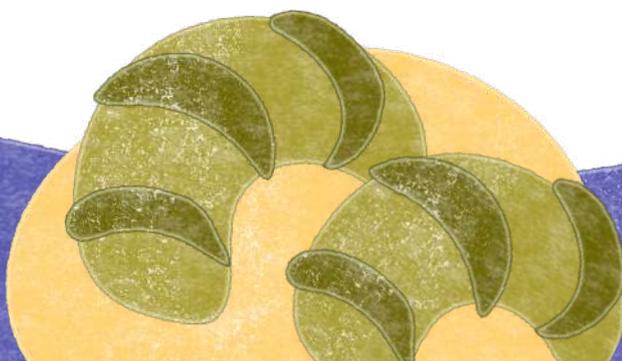
- With the publication of the Union List of enzymes being closer on the horizon, Fedima has been actively working on developing a consolidated position on enzyme labelling for both B2B and B2C. The goal is to address potential inappropriate enzyme nomenclature and inconsistent labelling requirements across countries and advocate for a suitable transition period. This work has been coordinated with industry partners to ensure alignment, clear timelines, and effective representation.
- Through its work on **Precautionary Allergen Labelling**, Fedima has supported its members by delivering an important internal tool that provides clarity on how to navigate diverging national interpretations and risks of non-harmonised enforcement across the EU, while closely following discussions happening at Codex level and the implications of the new rules applicable in the Netherlands. This work now positions Fedima for stronger advocacy at EU level on the topic while better supporting its members on existing national authorities positioning across the EU.
- Fedima continued monitoring national initiatives impacting **sourdough definitions** and practices, and leveraged opportunities to reiterate Fedima's understanding of sourdough, building on the existing "Understanding Sourdough" paper.
- Fedima also continued its work on **functional ingredients** to ensure internal alignment on the criteria to determine the regulatory status of these ingredients and support in future advocacy.
- Fedima coordinated with other stakeholders for common messages on **mineral oils**, renewing engagement with national authorities, submitting a letter to the European Commission, and later participating in its multistakeholder forums on the topic.
- Fedima also strengthened **engagement with EFSA** by co-organising a webinar on how to submit data to EFSA calls, supporting members' ability to contribute scientifically to ongoing risk assessments.

In the Spotlight

Strengthening Fedima's influence in EU risk-management discussions through coordinated, evidence-based advocacy across contaminants, labelling, and functional ingredients.

This achievement reflects the Technical Committee's collective work in establishing unified sector positions, coordinating joint letters with partners, responding quickly to national TRIS notifications, and equipping members through structured guidance and support.

Together, these actions ensured that Fedima remains a credible and proactive technical voice for the European bakery ingredients industry.



Sustainability Committee

Topics

Packaging | Responsible Sourcing | Deforestation | Food Waste | Corporate Sustainability

Highlights of 2025

- The Committee actively monitored **EU Green Deal** legislation, particularly the ongoing negotiations on the EUDR and Packaging and Packaging Waste Regulation implementation measures. Through regular exchanges with FoodDrinkEurope, Fedima ensured that the sector's concerns were communicated to EU policymakers and that members received timely updates on relevant policy changes.
- Building on past achievements, the Committee continued to **promote responsible supply chains** across the bakery ingredients sector. Efforts in 2025 focused on helping members align with EU expectations on due diligence and transparency while preparing for implementation of the European Deforestation Regulation (EUDR).
- Fedima organised a dedicated **webinar** on "Navigating Sustainability Challenges in the Bakery Industry: Carbon, Compliance & Green Claims". The session brought together members and external experts to discuss practical approaches to carbon measurement, communication, and compliance with EU standards.

In the Spotlight

The greatest sustainability milestone of 2025 was the successful launch of the first edition of the **Fedima Grant for Local Sustainable Initiatives**, hunting the most innovative locally-driven projects that advance sustainability in the bakery sector. The launch of this initiative marked an important step in Fedima's commitment to fostering concrete action on ESG challenges.

The Fedima Grant reached local realities across Europe, with multiple submissions from seven different countries, and only one standout winner...

...**De Bellota**, a Spanish organisation dedicated to producing acorn-based products through sustainable agricultural practices and rural empowerment.

Based in Andalusia, De Bellota promotes the responsible harvesting of wild acorns, supporting agroforestry systems that enhance carbon sequestration and combat climate change and desertification. Their work helps preserve the Dehesa ecosystem, Europe's most biodiverse landscape, and part of the EU's Natura 2000 network.

By avoiding the use of pesticides and fertilizers and relying on natural ecological balance, De Bellota's acorn flour stands out as one of the most sustainable food products, with an exceptionally low carbon footprint. The initiative also strengthens rural economies by reviving traditional harvesting techniques and supporting small-scale food industries, creating jobs and additional income in local communities.



Marketing & Communications Committee

Topics

Digital footprint | Sector Promotion | Media Relations | Internal Communication

Highlights of 2025

- To **amplify advocacy efforts** in 2025, the Marketing & Communications Committee (MCC) focused on increasing the visibility of Fedima’s Manifesto for the 2024-2029 EU Policy Cycle, to ensure that the association’s priorities and main policy messages are visible both internally, among members, and externally among new EU policymakers. A comprehensive campaign was launched, including a variety of materials such as posters, brochures, member testimonials and an explainer video.
- Fedima’s MCC was instrumental in the success of the first edition of the **Fedima Grant for Local Sustainable Initiatives**, leveraging the association’s communications channels and media network to their full potential to expand the reach of the initiative and, with the help of our members, get to as many potential applicants as possible across Europe.
- Fedima’s digital presence was further strengthened with regular activity and a growing community on Fedima’s **LinkedIn page**, the central platform to engage in EU policy debates, share association updates, and spotlight member initiatives.
- Beyond digital engagement, Fedima secured consistent **media coverage** in trusted outlets, with topical insights into our Manifesto, the Fedima Sustainability Grant, technical and regulatory insights, and interviews with our leadership, resulting in multiple media placements. Fedima also consolidated several **content partnerships** with media outlets, including Baking & Biscuit International, International Bakery and International Confectionery Magazines, and Baking Europe, providing regular

content and sector insights to their readers.

- To ensure the Fedima community remains informed, the MCC continued to circulate the members-only **newsletter**, providing updates on ongoing projects, EU developments and general association activities. In the past year, four editions of the newsletter were shared with members.

In the Spotlight

The year 2025 was a particularly successful one for Fedima’s **digital presence**, achieving high visibility across channels and in multiple media outlets. Here is a recap of our performance in the last year:

18k

website views

3.290

(+19,7%)
LinkedIn followers

95k

LinkedIn impressions

55

media mentions



Fedima Community

Highlights

- The **Secretaries-General** of our member associations had the opportunity to come together on three dedicated occasions throughout the year to share national developments, best practices, and think of shared actions that Fedima can take in a truly collaborative spirit. These meetings provided an excellent forum for member engagement and fostered a coordinated strategy on key issues affecting the sector.
- The Fedima team also **travelled across Europe** to visit the headquarters of some of our members, participate in their General Assemblies, and share updates on ongoing projects. This tour fostered understanding of each other's priorities, renewed commitment to working together, and invaluable community-building opportunities.

In the Spotlight

Our **annual General Assembly**, gathering the Fedima Community, was held on 16-18 June in Brussels and it was a huge success!

Over three inspiring days, our GA brought together more than 90 participants, including representatives from all 13 of our national member associations and industry experts across Europe's bakery sector, to celebrate the achievements of the year, align priorities, and strengthen collaboration.

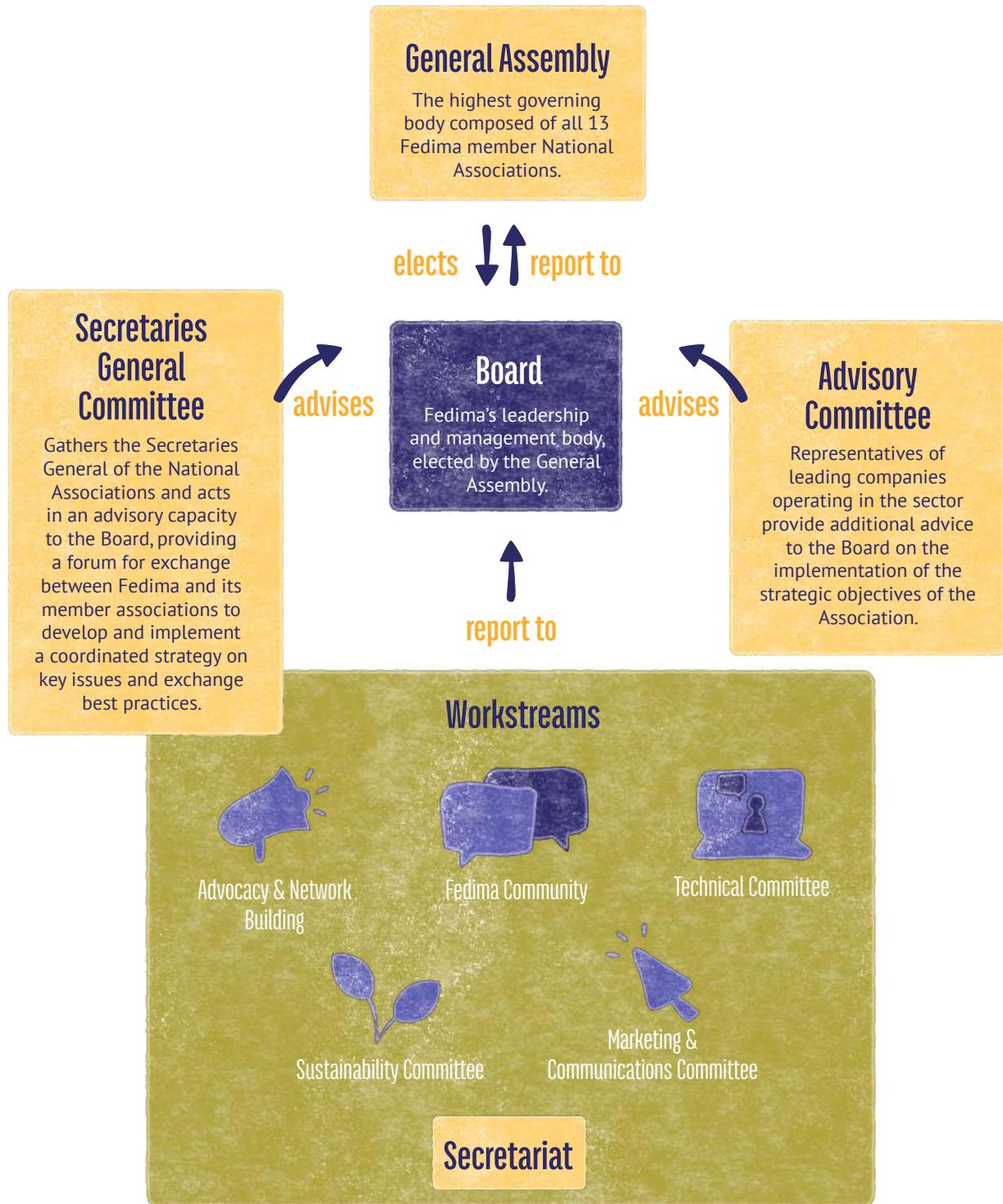
From insightful discussions around key topics like innovation, trade, sustainability and

nutrition, to exploratory activities such as visiting the European Parliament and city-hopping with a taste of the iconic Belgian bread and chocolate scene, the programme truly reflected the collaborative spirit, ambition, and purpose that power our work throughout the year.

Like every year, we did not forget to have some fun with a spectacular edition of our Fedima Gala evening celebrating our community, achievements, and shared goals.



Governance and Structure



Fedima Board members

- Thomas Lesaffre, Lesaffre International – President
- Juan Carlos Puente, Zeelandia – Vice-President
- Enric Valls, Puratos – Treasurer
- David Amos, ABIM (UK)
- Lluís Borrell, Fedima Espana (Spain)
- Sébastien Jollet, SYFAB (France)
- Peter Verhagen, NEBAFA (The Netherlands)
- Carine Chincholle, CSM Ingredients
- Marco Devenuto, AB Mauri
- Dr. Mehmet Cetin Duruk, GIDABIL (Turkey)
- Rolf Ahdell, Orkla Food Ingredients
- Wolfgang Mayer, Backaldrin

Contact details



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the Bakery, Confectionery and Patisserie Industries ASBL**

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