

IMPACT REPORT 2023



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from our CEO



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Who we are



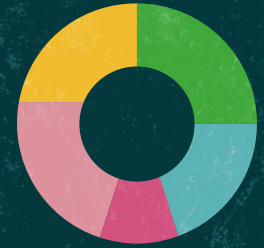
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Championing a sustainable and organic future: Ecotone's everlasting commitment!

Over the past three decades, Ecotone has been a pioneer in advocating for the environmental and health benefits of organic and plant-based food.

While our journey has showcased the viability of running a successful business while prioritizing the wellbeing of our planet and its inhabitants, the world is facing troubling challenges, with biodiversity loss linked to our food system and diet.

Despite growing public awareness around the importance of biodiversity preservation, as evidenced by international commitments such as the United Nations Climate Change Conferences (COPs), we are witnessing setbacks. This is notable in recent challenges to initiatives such as the EU Green Deal.

In a climate of rising inflation, consumers are grappling with difficult choices between budget constraints and environmental consciousness. Concerns mount as calls for scaling back environmental commitments gain traction, exemplified by the reauthorization of glyphosate for pesticide use, deviating from the proposed 2040 climate roadmap. Glyphosate is just one of many harmful pesticides authorized for use, despite mounting evidence of its detrimental effects. Intensive farming practices exacerbate chemical pollution and biodiversity loss, creating one of the most pressing environmental crises of our time.

Despite these challenges, Ecotone remains steadfast in its commitment to organic food and agro-sustainable practices. We recognize these as the cornerstones of efforts to combat chemical pollution and safeguard biodiversity, which are essential for the survival of all life on Earth.

Our mission transcends mere advocacy; it's about demonstrating an alternative approach to food production – one that prioritizes health, nutrition and ecological integrity.

Our recent achievements, including winning several prestigious awards alongside our highest B Corp score among global food businesses, are a testament to our unwavering dedication. Yet, we refuse to rest on our laurels. As we celebrate these accomplishments, we remain focused on the urgent task of enhancing and protecting biodiversity.

Our journey is not just about celebrating our successes, it's about inspiring others to join us on this critical path towards a healthier, more sustainable future for all.



Our mission transcends mere advocacy; it's about demonstrating an alternative approach to food production – one that prioritizes health, nutrition and ecological integrity. ”



Christophe Barnouin
Chief Executive Officer

Who we are

Human health and protecting natural ecosystems are at the heart of what we do. We vow to shake up the food industry for the better, from the inside.

Here's how we do it...

Biodiversity

protection is our core mission, which is anchored in our DNA and corporate legal status



9

organic food businesses
across Europe



5,000+

products in six trailblazing categories: dairy alternatives, hot drinks, breakfast cereals, veggie meals, wholesome sweet treats, wheat and gluten-free snacks



78% organic. No chemicals used on the majority of fields we grow our ingredients and no chemical additives in organic products



Farmtastic

A unique and pioneering agrichain programme to grow biodiversity in the field

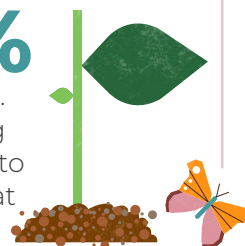


Over 30 years' experience

pioneering organic and plant-based foods

95%

plant based. Challenging consumers to rethink meat and dairy



1,500

employees engaged in our mission



World's highest

ranking multinational food B Corp



A FAMILY OF
PURPOSEFUL
BRANDS

ABBOT KINNEY'S

ALLOS
NATURLIJK GUT FUL MICH

ALTER
ECO
PLAISIRS BIO ET EQUITABLES

BJORG

Bonneterre

CLIPPER
NATURAL, FAIR & DELICIOUS

DANIVAL

DESTINATION

ECOCESTA

BIO
el Granero
DESDE 1882

isola
BIO

kallø
better by nature

LITTLE
LUNCH

NATURELA
SAVOIR FAIRE BIO

Tartex
VEGETARIAN FOOD LOVER

WHOLE EARTH.

100% NATUURLIJK
Zonnatura

Leading the way

For over three decades we have championed organic and plant-based products. We don't just pay lip service to green ideas. We're serious about making a real and tangible difference through the work that we do.

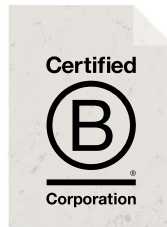
Ecotone is continually pioneering innovations and showing what can be achieved when we combine performance with purpose and do business for good.



The highest-ranking food B Corp among large companies

To be a truly sustainable company we assess and improve our impact through all our practices, even if they are not directly linked to our mission. This is why our B Corp status is really important to us. It shows the world we are serious about our social and environmental performance, transparency and accountability.

Ecotone is currently rated the world's highest scoring global food business with an outstanding score of 116.5 points – way beyond our previous score of 91.7 points in 2019. For context, the average B Corp Impact Assessment score is 50.9 with a certification minimum of 80.



When Ecotone was recertified in 2022, we had improved our score in every single impact area – Environment, Governance, Workers, Community and Customers. This shows our commitment to developing good practice across our business. On top of this, we unlocked five Impact Business Models (IBMs): Land and Wildlife Conservation, Toxin Reduction, Resource Conservation, Supply Chain Poverty Alleviation and Mission Lock. These are only given to businesses that surpass traditional Corporate Social Responsibility (CSR) approaches and show how virtuous practices are embedded into the way they conduct business every day, as well as the impact they generate over time.

Our B Corp score



- 116.5 Our B Corp Impact Assessment score
- 80 Qualifies for B Corp certification
- 50.9 Median score for businesses

Adapting for impact: B Corp's new certification standards

As the climate crisis intensifies and social inequality grows, B Corp is adapting the standards of its certification to meet the challenges that lie ahead. The new standards will provide clarity for companies, galvanising the most impactful business actions and demonstrating the leadership role that B Corps and the B Corp movement play in the world.

There have been two rounds of consultation with multiple stakeholders to collect feedback on the draft standards to ensure they are feasible, demanding and in line with the latest industry best practices. Ecotone took part in the second consultation that ended in March 2024 and we are looking forward to seeing it come to life.

Proud to be a mission-led company

Beyond B Corp, Ecotone has adopted “mission-led company” status under French law. Ecotone’s mission is: “Promoting food that is good for people and biodiversity”. We express this through our Food for Biodiversity mission with a mantra to **protect, grow** and **cherish biodiversity** through the food we make.

As part of our mission, and following the French Commercial Code, we have challenged ourselves to meet four commitments:



Improve health and help preserve the environment
thanks to a portfolio of products mainly from organic farming.



Encourage food and agricultural biodiversity by **diversifying the plant species in our recipes**.



Contribute to the **preservation of wild biodiversity and the restoration of ecosystems** by developing approaches that apply agricultural practices fostering biodiversity.



Raise awareness and engage our employees in achieving our mission.



To deliver on these commitments, we set up a Mission Committee and created a Mission Report to share our vision. A first audit, acknowledging our progress and goals, was conducted by an independent body in 2021, and we will be audited again in 2024.

Farmtastic

cultivating life
abundantly



Three decades ago, we spearheaded the organic farming movement. **By avoiding the use of synthetic pesticides, fertilizers, and other harmful chemicals, organic farming methods protect the health of our soil and water** and help ensure our food is safe and healthy to eat.



We've come a long way, but there's still so much to be done.

That's why we're ramping things up a notch. Farmtastic is our ambitious initiative where we are committing to farm practices that go beyond organic – a framework already known for its strict standards! **Championing biodiversity, we will unlock an extraordinary array of life, nutrients and flavours.**

This is about changing the face of farming for the better; moving away from monocultures to growing a diversity of crops and supporting an abundance of life.



Farmtastic

How will we do it?

With both hemispheres
supporting 100%
organic farming



Northern hemisphere

Diversify our crops, growing multiple types in a single field to boost nutrients in soils and leverage complementary dynamics among crops.

Improve biodiversity in our farms by leaving 7% of the land to provide food and shelter for birds, insects and other types of wildlife.

Cover our soils effectively to protect them from erosion and nutrient loss, all while preserving and improving their biodiversity.

Southern hemisphere

Make agroforestry the norm by maintaining native trees on plots and promoting polyculture with diverse perennial and annual species.

Reduce the risk of deforestation by helping producers to protect and monitor the vulnerable forest land around them.

Assure fair prices and practices so that farmers can sustain agroecological production systems and avoid engaging in child or forced labour.



Science Based Targets for nature

Recognizing the pressing need to address environmental impacts and protect biodiversity, Ecotone is taking its commitment to nature one step further by joining the Science Based Targets Network (SBTN) engagement programme.

SBTN is a global coalition of environmental experts and NGOs that uses scientific solutions to reduce corporate environmental impacts and restore nature, in line with scientific objectives.



**SCIENCE BASED
TARGETS NETWORK**
GLOBAL COMMONS ALLIANCE

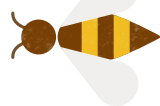
As part of SBTN's first corporate science-based targets for nature, Ecotone is testing the target-setting method for freshwater and land. This aims to help companies improve their impacts on freshwater quality and quantity as well as protect and restore terrestrial ecosystems.

Participating in SBTN's pioneering work to preserve nature will help Ecotone strengthen its biodiversity strategy by addressing the main issues of its raw materials.

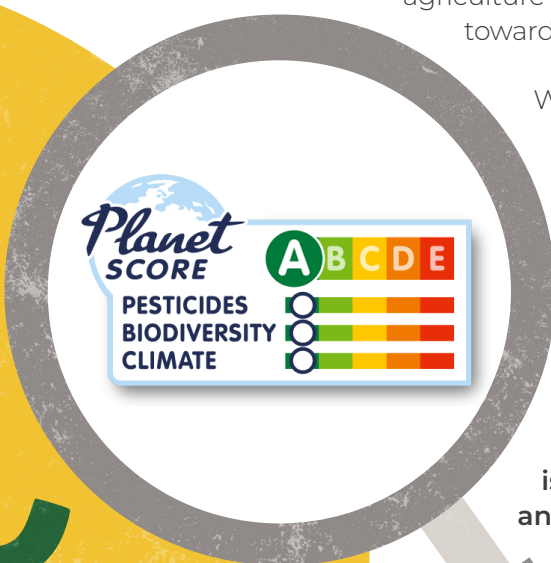


Planet-score on packaging

The EU is taking steps to address greenwashing and false sustainability claims, which is commendable.

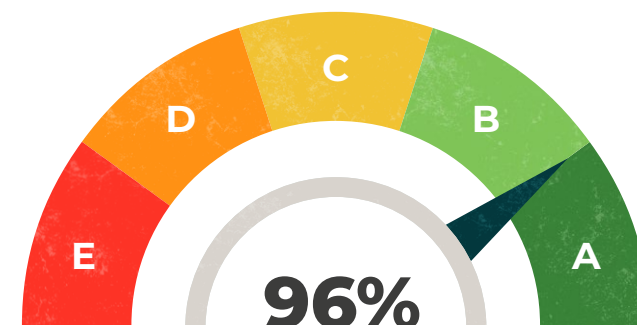


We welcome this initiative, as there are too many misleading labels and claims on product packaging. However, the EU's initial focus on a mandatory labelling scheme based on "Product Environmental Footprint (PEF)" raises concerns. While rooted in the scientific approach of Life Cycle Assessments (LCAs), PEF introduces a standardized method for companies to evaluate a product's environmental impact. While this may seem like a positive step, the methodology overlooks the impacts of different production methods on biodiversity and promotes intensive agriculture rather than transitioning towards agroecological practices.



We are going further. After two years of research and development with scientific institutions, and in collaboration with consumer associations, we have established **a robust new methodology which takes into account the main environmental issues: pesticides, climate and biodiversity.**

Planet-score is an ecological sustainability label that provides information about the environmental impact of food. **It provides consumers with full transparency on environmental impacts such as agricultural practices, irrigation, deforestation, chemical inputs, pesticide use, and animal welfare.** All of which are vital for understanding the true environmental footprint of a product and will help guide consumers towards truly sustainable eating. Products are rated on a scale from A to E.



We are happy to report that since the rollout of Planetscore on our packaging in April 2023, 96% of our 600 products scored have a rating of A/B.

World's first pesticide footprint calculator

Pesticides hurt biodiversity. Spraying them on crops can contaminate soil, water, turf and other vegetation. They can also be toxic to the insects, birds and wildlife that live and feed off the land. This is why we champion organic.

Keen to help consumers make informed choices about the food they eat and encourage uptake in organic produce, we partnered with Solagro to create the world's first pesticide footprint calculator. **This user-friendly educational tool is based on a transparent methodology aggregating official public data.** It is designed to help consumers visualise concretely, simply, and quickly the number of square metres preserved or contaminated by pesticides as a result of their food choices.

To date, the pesticide footprint of 33 ingredients, including cereals, apples, potatoes, wine and sugar, are mapped in the tool. This will be updated as more ingredients are verified. Since launch, we've had over 6,000 requests for information, demonstrating significant consumer engagement and a desire to understand more about the environmental impact of food choices.



The tool has been made multilingual and is now available in three languages, enhancing global comprehension of pesticide footprints.



Calculate your pesticide footprint using our simple-to-use tool:
www.empreinte-pesticides.com/en/

Multi-award winner by choice, pioneer by essence!

In June 2023, Ecotone won the prestigious 'Sustainable Food Award 2023' in the 'Sustainability Leadership' category. It recognizes our pioneering initiatives and true leadership in sustainable food production. This achievement is a testament to the collective efforts and hard work of every team member across Europe.

Key accomplishments that contributed to this victory include:

- **Our biodiversity programme, 'Farmtastic'**; focusing on organic and plant-based practices, diverse ingredients, and agroecological approaches.
- **Our tea production has demonstrated an outstanding 50% reduction in environmental impact** compared to conventional methods.
- **Our 'Avoided Pesticide Index' tool** has contributed to the creation of measures that resulted in the avoidance of 300,000 chemical treatments in 2021 alone.
- **Our innovative packaging strategies** have saved 200 tons of plastic waste annually (see page 37).

The award was delivered by the Sustainable Foods Summit, an international series of summits that focuses on the leading issues the food industry faces concerning sustainability and eco-labels.

Other awards won at corporate level (our brands win lots of other awards for their beautiful products as well!):

Year	Award Name	Institution
2023	Responsible Business Award – Biodiversity Champion	Reuters Events
2023	Sustainable Food Award – Sustainability Leadership	Sustainable Food Summit
2023	Trophée Egalité Femmes-Hommes	Diversités et Entreprises
2023	Trophée "la Conso s'engage" – Développement de la responsabilité environnementale	LSA
2022	Grand Prix de la Good Economie – Préserver les ressources naturelles et la biodiversité	The Good
2022	International German Sustainability Award	GSA



Commitment to Sustainable Development Goals

The United Nations created 17 Sustainable Development Goals in 2015 aimed at creating “peace and prosperity for people and the planet” while tackling climate change and biodiversity loss. Ecotone is fully committed to these goals, focusing on Zero Hunger, Good Health and Wellbeing, Gender Equality, Responsible Consumption and Production, and Life on Land.



Complying with the EU’s new sustainability framework

The EU’s Corporate Sustainability Reporting Directive (CSRD) is a regulation that requires large companies to disclose information on how their business activities affect the planet and its people, and how their sustainability goals impact the business’s financial health. It aims to bring sustainability reporting in line with financial reporting.

In 2023, we did a double materiality assessment to identify topics based on financial and impact criteria. Quality of products, packaging, ethical supply chains and wellbeing at work, were some of the topics identified. We are now in the process of updating and tracking new KPIs and will prepare a mock audit in advance of the 2026 compliance deadline.



Our ecosystem for fostering food biodiversity

We work side by side with other global organizations to foster biodiversity protection and environmental change in the food sector.

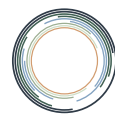
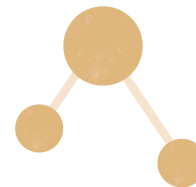
Certifications

B Corp, AB, EU Organic, Bioland, Bio Suisse, Fair for Life, Fairtrade, RSPO, BioEd, Great Place to Work, Société à Mission, WELL



Frameworks

Science Based Targets, Science Based Targets for Nature, ISO, CDP



SCIENCE BASED TARGETS NETWORK
GLOBAL COMMONS ALLIANCE



SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



International
Organization for
Standardization



DRIVING SUSTAINABLE ECONOMIES

Institutions

We are active members of the main organic and food organizations in each country we have offices.



Sustainability performance data

The dashboard on the next page shows our performance against our top 10 KPIs that support our mission. **It shows we are making steady improvements in almost every area of our business.**



CSR dashboard



Our core mission

10 Core KPIs	2022	2023	Target 2025	Target 2030
Organic (% TO)	79%	78%	85%	90%
Vegetarian (% TO)	97%	97%	>95%	>95%
Alternative ingredients (%)	66%	67%	66%	> 67%
Strategic raw material agrichains fostering biodiversity (%)	8%	12%*	20%	33%
Number of active iconic ecosystem restoration projects	3	3	3 per year	3 per year
Employees committed to delivering our mission: Food for Biodiversity	–	91%**	Continuous improvement	90%
B Corp score (100% turnover)	116.5	116.5	Continuous improvement	Continuous improvement
Recyclable packaging (%)	83%***	Pending	Continuous improvement	100%
Carbon intensity (Scopes 1,2,3, tons of CO ₂ e/k€)	0.341****	0.343	On-going validation by SBTi	On-going validation by SBTi
Women in senior leadership (%)	38%	42%	50%	50%

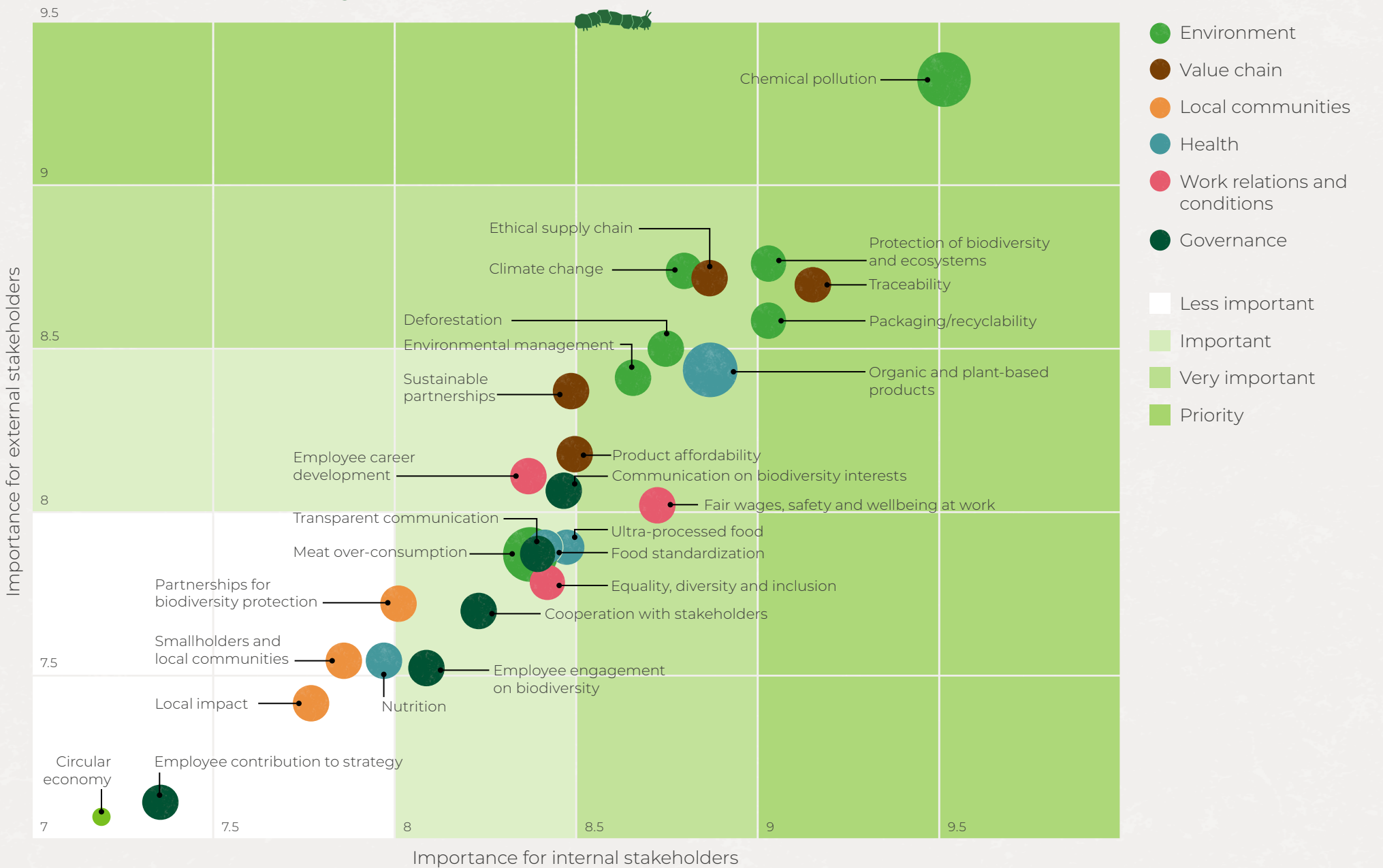
*Excluding tea and coffee (to be integrated in 2024)

**Ad-hoc engagement survey – scope 86% of population

***Includes BBCE + core categories

****2022 scope correction: Raw material tons were overestimated the previous year due to counting both finished goods and raw materials. Previously 2022 intensity: 0.591 +CO₂e/k€

The materiality matrix



Biodiversity

We're on a mission to revolutionize the food system to protect biodiversity. To achieve this, we're diving deep into the core issues, reforming the industry from soil to table.

But let's be real: the world is facing a biodiversity crisis. The current food system accounts for 70% of biodiversity loss. Almost 2 million plant and animal species are at risk of extinction, with far-reaching consequences for ecosystems. Losing even one piece of this puzzle is irreversible. We refuse to let that happen.

We don't need to compromise the health of our planet or ourselves to enjoy our meals!

We're committed to shaking up the status quo, offering organic, plant-based alternatives that prioritize and enhance biodiversity. It's food that not only tastes good but also does good for our planet and all its inhabitants.



Our mantra is:
Protect, Grow, Cherish

Protect



Making food that's good
for people and **protects**
biodiversity... ”



Organic

Pesticides can be found everywhere. They contaminate the soil, water, air, and even the skin of marine mammals. This widespread contamination can have serious consequences for the health of our planet, and the people, wildlife and plants that depend on it.

Organic farming methods not only preserve the environment but also ensure our food is free from harmful and toxic chemicals.

Fields that are organically farmed can increase species richness by over 30% and increase abundance by 50%. This means more plants, insects, birds and wildlife. It also means rich habitats for pollinators and beneficial insects, contributing to ecosystem resilience and natural pest control.

For us, organic farming is a no-brainer. We have pioneered organic for over 30 years. The organic label is the only label that strictly prohibits the use of synthetic chemicals and thus directly reduces the pressure on biodiversity. Most of our products are organic but we've still got work to do. We are continually working with farmers and improving our practices to achieve this and educating people on the benefits of organic food.



B Corp IBM unlocked!

Toxin Reduction

B Corp recognizes products and services that reduce or remediate toxins or pollution. We unlocked this IBM thanks to our commitment to produce and sell chemical-free, organic food and the positive effect it has on ecosystems and biodiversity.

A B Corp IBM is a purposeful design approach within the B Corp Framework, surpassing traditional CSR. There are 23 Impact Business Models (IBMs) addressing five key impact areas: Governance, Workers, Community, Environment and Customers. While not all IBMs may be relevant, unlocking even one is a significant achievement. We've unlocked five!





Why we do not use the term “regenerative agriculture”

The widespread adoption of the term “regenerative” across various sectors, from firms to finance and agriculture, has gained substantial momentum. Unfortunately, this term has now become synonymous with greenwashing in many cases.



It's a fact now that “regenerative agriculture” has become a convenient rebranding of conventional farming practices, leading to widespread confusion among stakeholders. Initially conceived with good intentions, the Regenerative Organic Certified (ROC) movement has been misappropriated over time. While the emphasis on organic farming within this certification has been diluted, industries indiscriminately use the term “regenerative agriculture” to greenwash their productivity-focused approach.

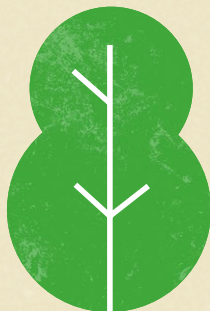
Unlike organic farming, which adheres to well-defined practices, regenerative agriculture allows for discretionary strategies without legal definition or control. This misuse of the term ultimately supports the use of pesticides, contradicting the essence of authentic regenerative practices.

In response to this greenwashing, **Ecotone calls for a championing of true sustainable agriculture and denounces the indiscriminate use of the term “regenerative”**. We emphasize the risk of misleading stakeholders by linking “organic agriculture” with “regenerative agriculture” and stress the importance of clear definitions, standardized practices, and robust impact assessments.

Ecotone is committed to genuine, sustainable agriculture (organic as minimum standard!), standing against greenwashing and advocating for an approach that safeguards the wellbeing of both ecosystems and human beings.

For more on this, read our position paper:

[To be truly regenerative, why not begin with organic?](#)



Plant-based

The consumption of meat and dairy products in Western Europe is nearly twice the global average. Currently, 75% of the world's agricultural land is dedicated to livestock, meaning that the animals we eat are fed on land that could be used for human consumption.

Intensive livestock farming to sustain humankind's **excessive consumption of meat and dairy products is directly responsible for deforestation** – and the destruction of the biodiversity those forests shelter – as well as climate change.



For context, **plant-based milks produce 19 times fewer greenhouse gas emissions than the same volume of animal-based milks***. This is just one example of why many scientific studies recommend we all adopt a more plant-based diet to fight climate change.

The [Fifth Assessment Report](#) from the International Panel on Climate Change (IPPC) advocates limiting the average consumption of **ruminant meat to 10g per day** and the **consumption of other meats, fish, and eggs to 80g per day**. This reduction would be as effective as halving all global road traffic.



We are on a mission to introduce more delicious plant-based alternatives to supermarkets and health food stores. We are inspiring consumers to cut their meat and dairy intake with innovative products, consumer-friendly and recyclable packaging, and impactful advertising. In 2023, we exceeded our target of 95%. It's worth noting that 100% is not targeted, as we want to keep mixed farming-livestock structures, which strike a balance between extensive breeding and plants, and are beneficial to biodiversity.

*Beatriz Queiroz Silva et al. 2022.



Plant-based turnover in 2023

97%

Our minimum turnover goal by 2030

95%

B Corp IBM unlocked!



Resource Conservation

This IBM recognizes products and/or services that reduce resource use. We unlocked this IBM for our commitment to offer dairy alternative drinks and products, which not only taste great but are less resource-intensive on our planet.



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Zero Deforestation Policy

Around 10% of the world's forests, an area larger than the European Union, have been lost worldwide through deforestation over the past 30 years. Deforestation is a main driver of climate change and biodiversity loss, and the EU contributes to it by consuming a large share of products associated with deforestation.

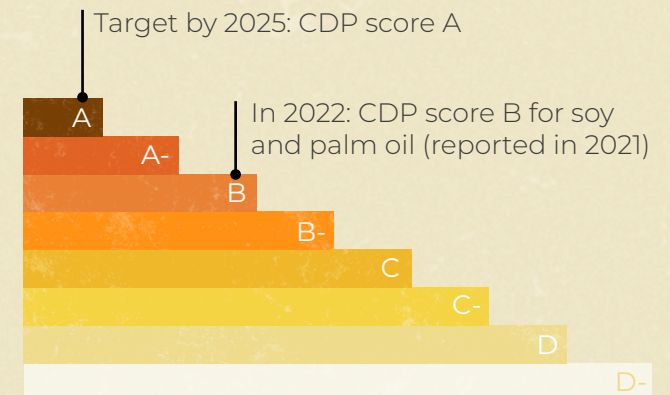
We must act now to stop this destruction.

While we are already doing good by producing and promoting plant-based products, Ecotone welcomes the introduction of EU Deforestation Regulation (EUDR). From 2024, the regulation will make sure that companies placing or exporting wood, rubber, palm oil, soy, beef, coffee and cocoa in or from the EU market have not sourced them from land that was deforested or degraded after 31 December 2020. The EU is currently in the process of introducing a better system for companies collecting data on deforestation and will set up a comprehensive compliance process to manage risks and crises.

Ecotone aims to go one step further than EUDR with our new Zero Deforestation Policy, which is due to be published at the end of 2024. We release our soy and palm oil scores via CDP Forests, an

international non-profit organization recognized as a standard of environmental reporting.

To improve our raw material traceability and track deforestation, we are building long-term partnerships with suppliers and supporting new scientific research to drive positive practices. This will improve transparency with our customers and strengthen our commitment towards biodiversity protection.



Grow



Adopting new farming practices and **growing biodiverse crops...** ”








Agrichains that foster biodiversity

We aim to go beyond organic standards and foster abundant biodiverse ecosystems. Our target is to source one third of our raw materials from agrichains that promote biodiversity by 2030.

To do this, we've implemented our own thorough qualification processes, including a unique biodiversity assessment grid and dedicated audits. Our agrichain team established criteria for different types of crops on farms to promote agro-biodiversity practices. We're also developing a farm qualification process, which may involve using external certifications or our own field assessment tool.

Comparison of conventional vs organic standards

Actions	Conventional	EU-organic	Farmtastic
Chemical inputs: pesticides, herbicides etc 	Yes Europe: 1,138 animal species threatened by nitrate, herbicides, pesticides and other agricultural effluents (source: IUCN red list)	Strictly banned +20% to 95% plant species and +150% abundance +23% insect species and +30% pollinators, which leads to more birds (source: IFOAM 2021)	 Farms 100% organic 
Surfaces for biodiversity habitat and food	No Since the 1950s: massive destruction of hedges, field borders and other landscape elements in order to increase productivity. Leads to loss of habitat for fauna and flora	No 	Target: >7% agricultural area with hedges, forests, ponds, flower strips, stone walls, permanent grasslands etc
Soil life preservation – soil coverage	Nude soils, fertility and life loss	No requirement out of chemical input ban	Yes Target <50% covered soils all year long
Diversified farms 	No Trend of larger and specialised farms in order to stay competitive and reduce labour	Crop rotation = general organic practice	Yes Target long and diversified crop rotations

B Corp IBM unlocked!

Land and Wildlife Conservation

We were super pleased to unlock this IBM in 2022 thanks to our commitment to using raw materials from agrichains which foster biodiversity.

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Organic raw materials grown by advanced agro practices in 2023

12%*

Our goal to increase raw materials grown with advanced agro practices by 2030

1/3

*Excluding tea and coffee (to be integrated in 2024).



Read more about **Farmtastic** on p8



Farmtastic practices in action in Guatemala and Mexico

Our Guatemalan and Mexican coffee suppliers were audited in late 2023 in the scope of our Farmtastic programme criteria.



Both Mexico and Guatemala are widely known for the quality of their coffee, especially for shade-grown organic coffee and our partner cooperatives are excellent examples of it! **Traditional shade-grown coffee systems** mix native trees to provide shade to the coffee shrubs, plus other food and cash crops, like bananas, citruses, avocados, sapotes and loquats, to **diversify the risk and income of the smallholders**.

Our main partner smallholder coffee cooperative in Guatemala, The Federación Comercializadora de Cafe Especial de Guatemala (FECCEG), has even started a **soil-microbiome boosting programme** by creating “bush microorganism” cultures at their compost and organic fertilizer facilities. These cultures are added to their organic fertilizer to help colonise soils that have been heavily depleted in the past. This restores life beneath the soil, eventually leading to better conditions for their coffee plants and other crops. Ecotone, through its brand Alter Eco, plans to fund the building of a new biofertilizer facility for the cooperative in 2024.



The Central American cooperatives are also excellent examples of Fairtrade practices as they have robust governance structures that enable smallholders to actively drive changes and take decisions internally, ensuring that they are made in their best interests. These types of structures also ensure producers get a fair share of the crop value. **Biodiversity-friendly farming practices can only be sustained by well-paid producers and we assure this in our Farmtastic programme.**





Advancing biodiversity: a year of progress in our agrichains

Over the past 12 months, we have continued our work developing specific biodiversity criteria for crops.

In the southern hemisphere, we are pleased to report that we have qualified three more raw materials in our agrichains: cocoa, tea and coffee. This brings our tally of biodiversity-qualified raw materials in the south to four, alongside coconuts.

Overall, our agrichain teams have successfully audited the following suppliers in the southern hemisphere:



Cocoa cooperatives in Togo, Ghana, Côte d'Ivoire, Peru, Honduras, Panama, Costa Rica and Dominican Republic



Coffee cooperatives in Guatemala, Mexico, Honduras, Peru, Colombia, and Ethiopia



Tea plantations in India

The southern hemisphere faces unique challenges, including preserving habitat diversity in rainforest ecosystems, mitigating climate change impacts on agricultural practices, ensuring sustainable water management in drought-prone regions, and addressing fair trade and social issues.

By addressing these challenges head-on, we are furthering our efforts to promote biodiversity across our entire supply chain.

In 2024, we look forward to continuing auditing and helping the remainder of our key suppliers so we can reach our goal of one-third of strategic raw materials coming from biodiversity-friendly suppliers by 2030.

*Note: Most of our cocoa and coffee comes from Central and South America and West Africa, while tea comes mainly from Asia and East Africa.



Diversity of ingredients

The world is reliant on just nine plant species: corn, rice, soybeans, wheat, potatoes, palm oil, cane sugar, beet sugar and cassava.

This is totally unsustainable. It reduces crop and plant biodiversity and makes the food supply chain vulnerable to disruptions such as pest and disease outbreaks and climate change. It also reduces nutrition and taste.



“We believe in mixing things up, so we’ve introduced more plant species and ingredients to our recipes.”

This provides consumers with more nutritious food options and boosts biodiversity. The good news is we’ve already reached our 2030 target of two-thirds.

Going forward, we will persist in our efforts to educate people on the problem of food standardization and continue to diversify our ingredients.



Cherish



How promoting biodiversity can make a **positive real-world impact...** ”



Ecotone Foundation

Our commitment to restoring and protecting biodiversity is not limited to the impact of the food and drinks we make. That's where our Ecotone Foundation comes in.

It is our corporate charitable body and is overseen by the Fondation de France, whose expertise helps us create genuine positive change in our mission to increase biodiversity.

Ecotone Foundation aims to improve biodiversity through three key approaches:



Restore and protect ecosystems degraded by intensive agriculture, both vegetal and animal.



Foster knowledge on biodiversity and promote best practices as well as innovative initiatives.



Educate and raise awareness around biodiversity issues among the general public.

Ecotone Foundation works in partnership with scientific organizations, institutions and non-profits to foster knowledge.

As an example, Ecotone Foundation has supported the Applied Botany Resource Center (CRBA) since 2022. Located near Lyon, the centre studies varieties of local, national and international edible plants to test their resistance to climate change. **It is looking for plants which are resistant to significant temperature variations and drought, have good nutritional qualities and can be grown without chemicals.**

Since the CRBA's creation in 2006, more than 4,000 species and varieties have been studied and conserved. At its seed farm near Lyon, 18 plant varieties are grown, the seeds of which are made available free of charge to 52 local partner producers. In time, the CRBA aims to produce on a larger scale and increase its number of partner producers.





Restoring hedgerows in France

Ecotone Foundation, AFAC Agroforesterie and other private donors support the Tree Fund. Its objective is to plant and restore more than 750,000 kilometres of hedges throughout France by 2050 and support farmers and municipalities to grow sustainable hedges.

Since 1950, 70% of hedges have disappeared in France and, each year, more than 23,500 kilometres of hedges continue to disappear.

As a result, farmers are struggling to protect their crops, their animals and their land. The beauty of landscapes is deteriorating and the biodiversity of territories is being threatened.

The benefits of hedges for ecosystems are huge. They provide habitats for animals, purify air and water, increase soil fertility, assist climate regulation, provide carbon storage, preserve landscapes and offer an additional income for farmers. **Hedges are one of the most immediate and relevant ways to confront the ecological and agricultural crisis.**

Including local plants in the Tree Fund programme has completely changed how we approach public policies and action plans for trees and hedges. **We want to support every step of a tree's life cycle, from collecting the seed to using the tree's products and services sustainably.** As a result, about half of the trees and shrubs produced are branded as "Vegetal Local", with over 120 tree nurseries involved.



©Photo : Karolina Samborska



Carbon reduction

Climate change is one of the five major causes of biodiversity destruction. Since 2017, Ecotone has been measuring greenhouse gas (GHG) emissions from all its activities across the value chain.

Based on the new Science Based Target Standard for FLAG emissions (Forest, Land and Agriculture), we are in the process of submitting new ambitious targets to reduce our emissions in line with the Paris Agreement and our mission to protect biodiversity.



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



How we measure our emissions

In the spirit of transparency and continuous improvement, we measure and communicate our figures across the 3 scopes defined by the GHG Protocol:

Scope 1: Our direct emissions (related to our own energy consumption, mainly offices and factories)

Scope 2: All our indirect emissions (due to the purchase of electricity necessary for our activities)

Scope 3: All our other indirect emissions (such as the production of raw materials, transport of goods, packaging, end-of-life packaging and third-party emissions)

Tons CO ₂ e	2022	2023	Target	Key achievements
Scope 1+2	11,161	9,891	Ongoing validation by SBTi	87% renewable electricity at Ecotone
Scope 3	223,408	220,826	Ongoing validation by SBTi	Measurement of our own emission factors on 7 raw materials: oat, almond, coffee, cocoa, tea, peanut and rice. Optimization of packaging and transportation. CO ₂ requirements integrated in supplier's partnership contract.
Scope 1+2+3	234,569	230,717	Ongoing validation by SBTi	

Distribution of Ecotone's GHG emissions in 2023



How we calculate our carbon footprint

In 2022, we introduced a new methodology for calculating our carbon footprint. We did this because we wanted to be confident that we were recording all of Ecotone's carbon emissions accurately.

The new methodology considers our own emission factors for strategic raw materials, which take into account our agricultural practices and the impact of our suppliers producing all our products. We have refined our methodology for calculating the impact of our raw materials, which represents 73% of our emissions (a common order of magnitude in the agri-food sector).



Adopting SBTi FLAG (Forest Land Agriculture)

We are in the process of setting new carbon reduction targets according to the Science Based Targets Initiative (SBTi) and their new FLAG (Forest Land Agriculture) Standard. This provides the world's first standard method for companies in land-intensive sectors to set targets that include land-based emission reductions and removals.

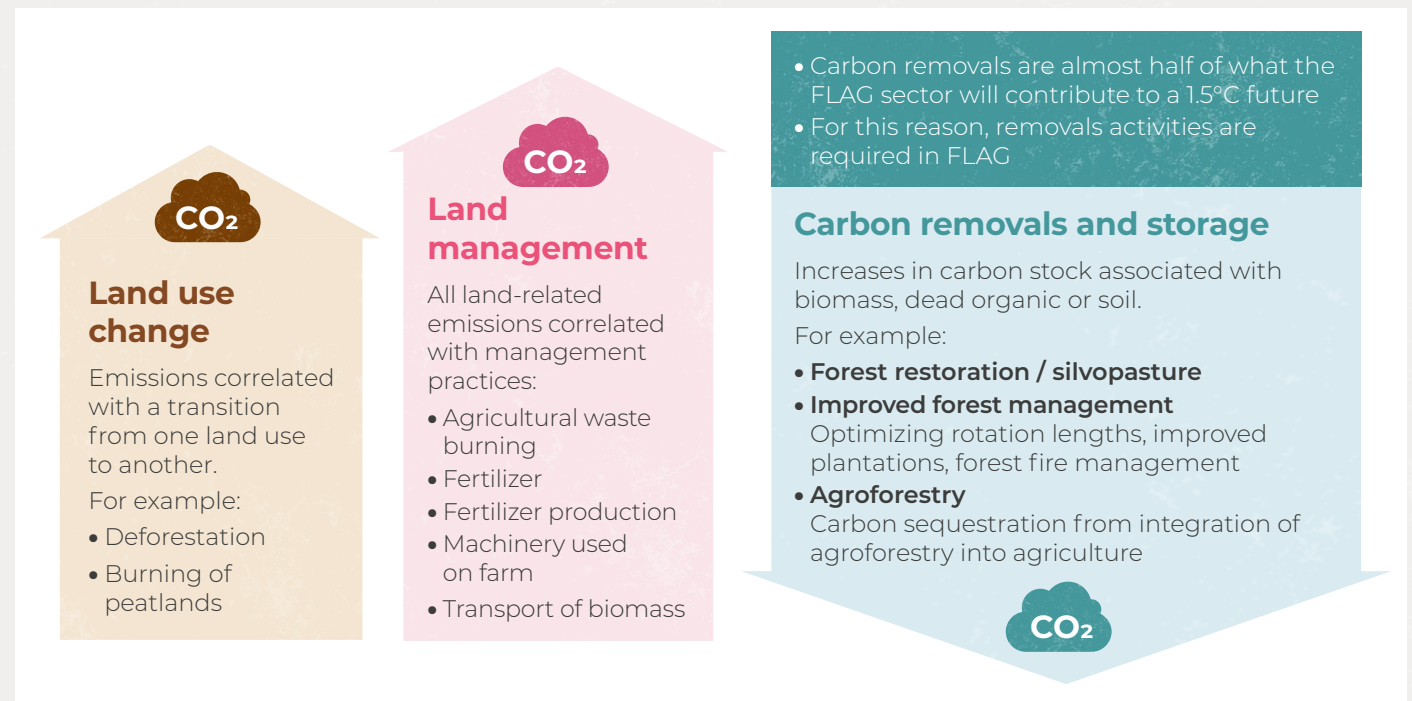
The SBTi FLAG guidance offers a robust, science-based understanding of how much and how quickly a company needs to cut its land-related emissions in line with the Paris Agreement's goal to limit global warming to 1.5°C by the end of the century. This is important for Ecotone as we want to publicly meet these targets as well as

accurately report the Life Cycle Analysis of our strategic raw materials.

SBTi FLAG covers the emissions and removal categories which must be reported separately (see diagram below) to maintain focus on reducing cumulative emissions into the atmosphere, while at the same time enhancing carbon sinks.

The mitigation potential of the FLAG sector includes both emission reductions and removals since it covers Earth's terrestrial plant life (trees, shrubs, crops etc). Depending on the management or natural conditions of these plants, they can either emit or sequester carbon, i.e. be a carbon source or a carbon sink.

The land sector contributes 22% of annual global emissions but offers up to 30% of the mitigation potential until 2050.



Climate Transition Plan

To ensure we achieve our climate goals, Ecotone is building its Climate Transition Plan across five programmes:



Increase energy efficiency and the transition to renewable energy.



Source our ingredients sustainably and measure our own FLAG emission factors.



Transition to circular packaging solutions.



Optimize logistics and increase lower-carbon transportation modes.



Engage our suppliers to decarbonize their own GHG emissions.

Bjorg's mission to cut transport emissions

In 2023, Bjorg joined the French initiative FRET21, a voluntary commitment encouraging companies to better integrate the impact of transport into their sustainable development strategy.

FRET21's action levers are distributed along four axes:

- **Loading rate:** optimization of palletized loads, delivery conditions etc
- **Distance travelled:** optimization of site positioning, allocation of production and customers etc
- **Means of transport:** alternative fuels, alternative modes (e.g. rail)
- **Responsible purchasing:** selection of carriers

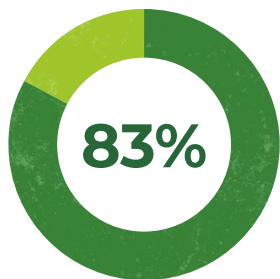
Bjorg is committed to reducing CO₂ emissions by 13% on the downstream flow in France between 2023 and 2025.



Green packaging

Our mantra is reduce, recycle and use renewable materials. Our target is that 100% of our packaging will be re-usable, recyclable or compostable by 2030.

To achieve significant environmental impact reductions, **we are focusing on reducing the weight of packaging, improving recyclability, and promoting the use of renewable raw materials.**



recyclable
packaging
in 2022



of our packaging
recyclable
by 2030

Green breakfast cereal packaging – a beacon of sustainability

If we're producing food that is good for the environment, we need to make sure the packaging that carries it is equally sustainable.

After three years of dedicated collaboration between our Drebber factory and European teams, we're thrilled to have created a packaging solution for breakfast cereals that aligns with our vision of a sustainable future, grounded in organic.

Our new breakfast cereal packaging:

- **Is 100% recyclable** – creating a closed loop for a greener future
- **Uses water-based ink** – because every drop counts!
- **Designed with less packaging than ever** – a remarkable 10% reduction
- **Saves tens of tons of plastic** – showing our commitment to a plastic-free planet

To date, 90 European SKUs are using the new green packaging, including Bjorg, Allos, Ecocesta and more. We have already saved 12.5 tons of packaging – a substantial impact on our environmental footprint.



Biodiversity champions

Biodiversity may be at the core of our mission but none of our work would be possible without our people.

From the producers who grow our ingredients to the workforce who make and promote our products and the customers who buy them, we value and respect every individual who contributes to our cause.



Supporting our suppliers

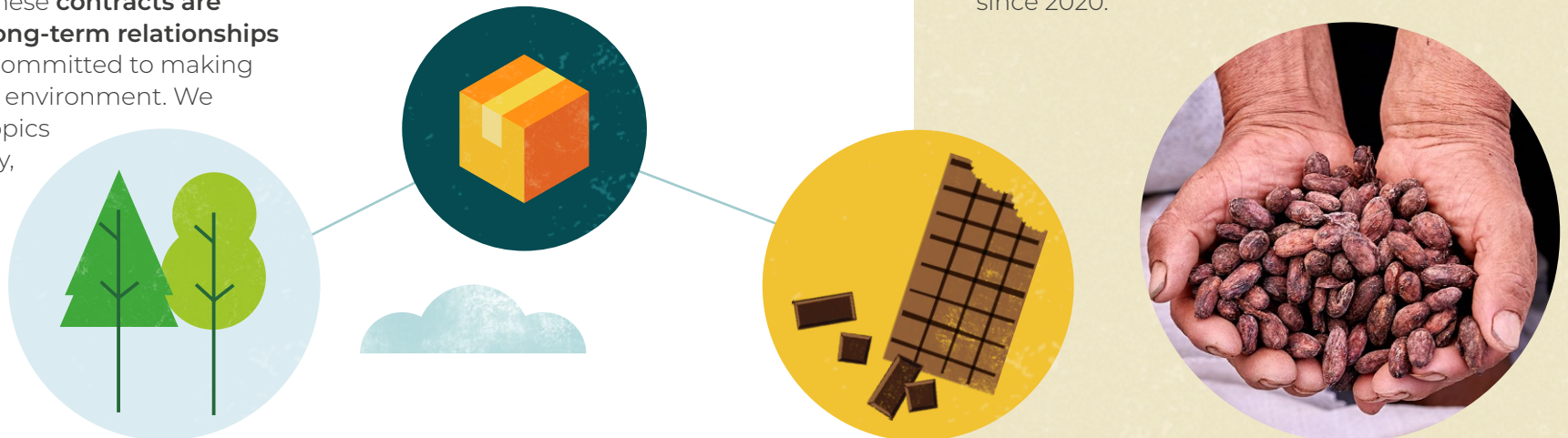
To be a truly sustainable company we have to uphold social as well as environmental standards. We work daily with more than 900 suppliers (raw materials, packaging, finished goods etc). We cannot achieve our biodiversity ambition and have a positive impact on the world around us without engaging many of them in this journey.

We first ask them to respect the fundamental rules of the International Labour Organization (ILO) convention by signing our suppliers' Code of Conduct. We also require all of them to engage in Supplier Ethical Data Exchange (SEDEX) to prove their compliance with labour requirements, health and safety, the environment and business ethics.

We also form special partnership agreements with certain suppliers. These **contracts are designed to establish long-term relationships** where both parties are committed to making a positive impact on our environment. We engage with them on topics such as energy efficiency, carbon impact of transportation and deforestation footprint.

Our Responsible Sourcing Policy engages our suppliers to align with our vision

and commitments in terms of responsible sourcing. This includes **the 'Goodbuy' programme, which highlights five criteria to improve a supplier's biodiversity footprint** by tracking data, fixing targets, and building an action plan based on energy consumption, including percentage of renewable electricity; water consumption; waste to landfill; carbon emissions; and gender parity on boards.



Sustainability that hits the sweet spot

One of our main chocolate suppliers, HALBA, is strongly engaged in the fight against climate change. It has succeeded in reducing its CO₂ emissions by 30% since 2017, and that's despite increasing production volumes. Furthermore, around 95% of the energy produced and used on location has been derived from renewable energy sources since 2020.



Our Fairtrade commitment

Our farmers and growers are the first link in our value chain. Without them, we wouldn't have any products to sell. The Fairtrade standard guarantees that our producers are being paid a fair and stable price for their products, which means they can develop their business and work their way to a better future.

Our Fairtrade chains involve purposeful brands such as Alter Eco, Clipper, Bonnetterre, Danival and Destination.

In some areas, **we pay the Fairtrade Premium – an extra sum of money paid on top of the selling price for producers to invest in business or community projects of their choice.** They have the flexibility to channel these funds into projects that enhance their cooperative, such as agronomic advice and plant improvements, fostering overall improvement. We're going the extra mile to help our communities thrive.

Our combination of organic and Fairtrade labels provides economic, ethical and environmental guarantees. In 2022 and 2023, we assessed the environmental commitments of our main Fairtrade coffee and cocoa suppliers, the vast majority of which were qualified as "biodiversity friendly".



Turnover from Fairtrade products in 2023

Target: maintaining and improving our participation in Fairtrade chains

B Corp IBM unlocked!



Supply Chain Poverty Alleviation

This is a crucial IBM for Ecotone because its recognition is two-fold. Firstly, it acknowledges the percentage of Fairtrade products in our purchase turnover (PTO). Secondly, it concerns the percentage of PTO from suppliers who benefit from our capacity-building support. This support includes initiatives aimed at enhancing the skills, capabilities, processes, and resources needed for organizations and communities to succeed and flourish.

A B Corp IBM is a purposeful design approach within the B Corp Framework, surpassing traditional CSR. There are 23 Impact Business Models (IBMs) addressing five key impact areas: Governance, Workers, Community, Environment and Customers. While not all IBMs may be relevant, unlocking even one is a significant achievement. We've unlocked five!

Community projects supported in 2023

Every year, our agrichain team collects and reviews the most urgent projects presented by our partner suppliers in both the southern and northern hemispheres.

We support initiatives that target the protection and fostering of biodiversity in agricultural landscapes or support key biodiversity-positive suppliers that might be going through a difficult time.

During 2023, we funded the following projects:



Coffee nursery in Peru: Ecotone supports farmers in the Cooparm cooperative in Peru to continue to diversify their coffee plots by introducing timber trees, especially near high-risk areas like rivers or streams. These trees are also a great reservoir for local biodiversity, particularly birds.



Dynamic agroforestry in Honduras: Ecotone supports its Swiss chocolate partner HALBA in the restoration of the cocoa industry in Honduras. The project involves restoring heavily impoverished soils through dynamic agroforestry models to uplift the cocoa sector in Honduras which has been left behind by many locals.



Oats in France: Ecotone supports the COCEBI cereal farmers' cooperative in France to implement and increase the number of diverse surfaces of ecological interest (SEI), such as flower strips and hedges inside and around the cereal plots. The SEI provides shelter and food to local biodiversity while also providing ecosystem services to the farmers, such as pollination and biological pest controls.

Helping farmers adopt agroforestry models in Togo



Fairtrade is at the core of multiple Ecotone brands. In 2023, Bonneterre decided to support one of its key partner cocoa suppliers in Togo by funding a cocoa and shade tree nursery for the IKPA farmers' cooperative.

In recent years, cocoa farmers of the Wawa prefecture in Togo have felt the effects of climate change on their plots, with rainfalls becoming scarcer and cocoa-producing seasons being severely disturbed. Farmers have also noticed the continuous loss of fertility in their soils as yields drop to less than 300 kg/ha and very few of them have access or the knowledge to make their own inputs.



To cope with these challenges, Togo farmers have started experimenting with cocoa agroforestry models that ameliorate the soil properties, protect the cocoa trees and provide farmers with other types of income from their farms.

Previous experiences in Togo have already had positive results and good adoption rates by the farmers. However, the number of seedlings needed to renew most of the old plots, plus the addition of fruit and shade trees for the young cocoa seedlings, is too high and expensive for the cooperatives to fund by themselves.

Bonneterre, in collaboration with the IKPA cooperative in Togo, agreed to provide 75,000 cocoa seedlings, 8,000 shade trees and 3,000 fruit trees to be used in agroforestry models by the farmers.

Prioritizing our customers

When it comes to communicating with our customers, we believe transparency is vital. We tell it like it is. We share our successes and admit where we can, and should be, doing better.

In 2022, we proudly disclosed our Ethical Marketing Policy, embodying our unwavering commitment to honesty and transparency. **Our policy guides our marketing efforts to always reflect the truth and promote a lifestyle of healthy, sustainable nutrition that fosters biodiversity.** It emphasizes the importance of respecting applicable laws, being transparent about our products' benefits, and avoiding misleading claims. We prioritize consumer privacy, respect human rights, and work with like-minded suppliers and partners. As the media landscape evolves, we regularly review and adapt our commitments to ensure our marketing aligns with our values and the changing world around us.

“
We believe
transparency
is vital.”

When it comes to data privacy, we are hot on strictly adhering to European laws and regulations. Our legal team diligently looks at every single file to prevent GDPR violations.

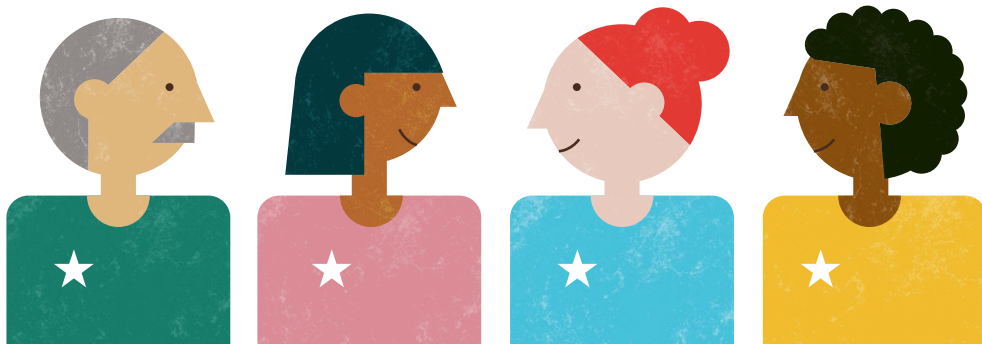
“
We prioritize consumer privacy, respect human rights, and work with like-minded suppliers and partners.”



Championing our workforce

In nature, the more diverse an ecosystem, the more resilient it becomes. We believe the same is true of our business. To succeed, we need to build a diverse and inclusive workplace, free from conscious and unconscious bias.

We aim to create a workplace that employs people from all walks of life. We will never discriminate against someone because of their age, gender, sexual orientation, race/ethnicity, religion, disability, background, perspective or experience. **We are an organization that nurtures and embraces differences; where people are respected, valued and heard; and which aligns with our biodiversity mission.** It's our way of creating a just and inclusive economy where people from every walk of life can thrive.



Steps towards gender parity

Back in 2020, we embarked on a journey with a bold vision: to become an inclusive leader in the European food industry by 2025.

Gender equality is one of our pillars. In 2023, the representation of women in senior leadership positions rose to 42%, up from 36% in 2021. While this marks progress, our goal remains steadfast at achieving 50% representation by 2025. Our strategies for recruitment, talent management, and succession planning are pivotal in fostering an environment conducive to attracting, hiring, and nurturing female talent within our organization.

A tangible step towards achieving this goal was the enhancement of our global Parental Policy. We extended paternity and partner leave to a minimum of four weeks for all

European employees (as regulations are different in each country). This ensures that all parents, regardless of their personal circumstances, have access to this benefit upon the birth or adoption of their children.

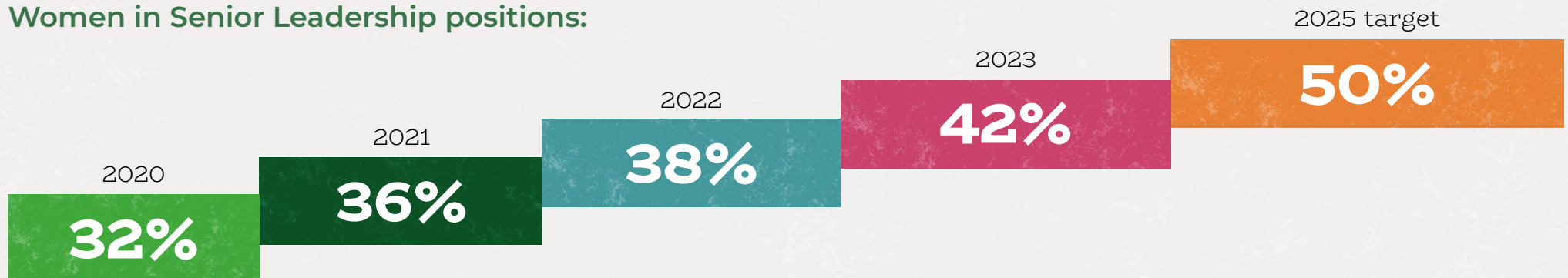
This policy adjustment aims not only to **facilitate a healthier work-life balance but also to advance equality among our employees**, irrespective of their individual situations.

We've also introduced a mentorship programme focused on women's leadership, but open to all genders, fostering the development of future leaders within our organization.



We believe that supporting our employees through such initiatives not only enhances their wellbeing but also contributes to a more inclusive and equitable workplace culture. ”

Women in Senior Leadership positions:



A mission-driven team

The people who work with us are our biggest brand champions. That's why we devote time and effort to educating them about biodiversity, so they can get on board and live and breathe our mission.

Celebrating 'Biodiversity Day'... every day!

Employees across Europe dedicate one day a year to take part in our 'Biodiversity Day' where we share insights, get inspiration and take immediate actions to improve biodiversity.

We also offer both online and onsite training sessions covering biodiversity topics and much more. Additionally, we're proud to highlight our internal expertise, with approximately 300 titles developed in-house.

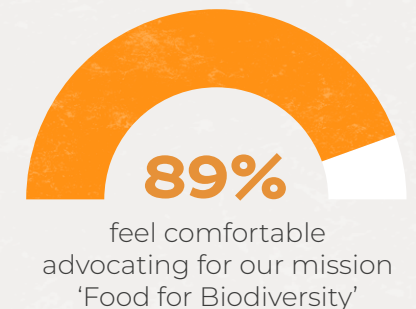
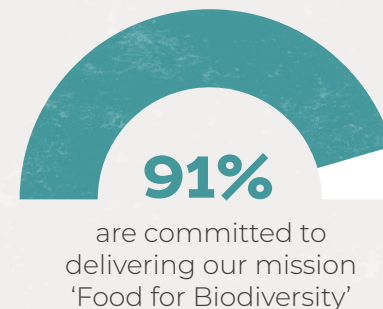
Corporate social responsibility (CSR) targets for all

From 2023, all Ecotone employees have at least one CSR target in their annual performance goals. This is a mandatory requirement and they can be used on initiatives that promote responsible goals such as carbon reduction, sustainable sourcing, diversity and inclusion etc.



Committing to biodiversity

Every year, we ask employees how committed they are to delivering our mission 'Food for Biodiversity'. In 2023, we asked them about their understanding of Ecotone's mission and if they felt comfortable advocating for it. The results were overwhelmingly positive*:



*Percentages based on "yes, definitely" and "yes" answers.

A Great Place to Work!

We were thrilled to be recertified in 2023 as a Great Place to Work®. The evaluation is based on an anonymous survey sent to employees where we are rated on trust, maximizing human potential, values, leadership effectiveness and communication. 74% of employees rated us as a Great Place to Work®, four percentage points higher than last year.



This achievement not only sets a new record but also speaks volumes about our collective commitment to fostering a positive workplace culture.

Across all survey dimensions – credibility, respect, fairness, pride, and camaraderie – we’ve seen notable improvements. It’s a testament to our ongoing dedication to creating an even better work environment for all.

Our journey doesn’t stop here. We’re committed to working closely with our employees to continuously enhance our scores and elevate every aspect of our workplace dimensions.

Our goal: continuous improvement



74%

of employees rated us a Great Place to Work® in 2023



The Biodiversity Strikes Back!

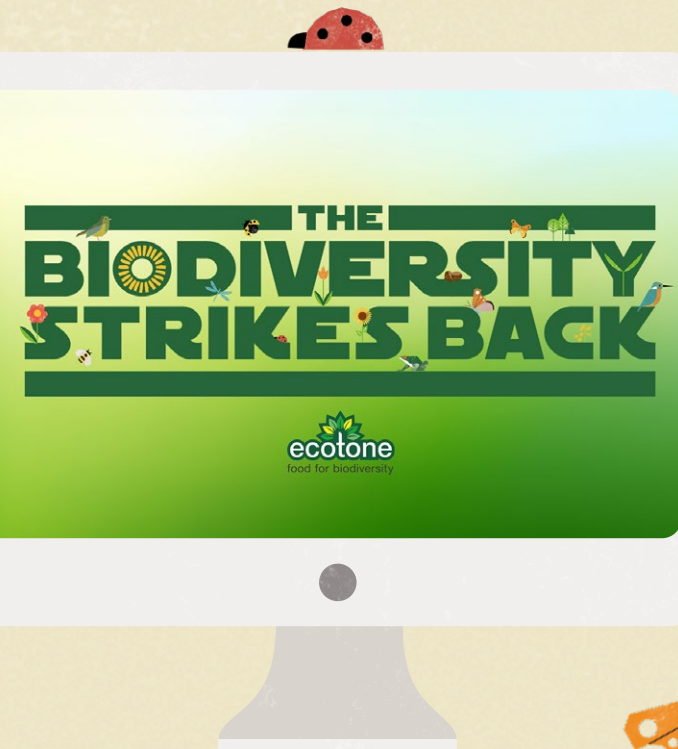
In 2023, we launched an internally crafted massive open online course (MOOC) aimed at further enhancing our employees' already significant expertise in biodiversity, its impacts, and key facts.



The MOOC was split into eight episodes featuring three masked presenters (forests, insects, and animals), each lasting 15 minutes. **The content included videos, infographics, facts and good humour, all for a very serious topic: how to save our precious planet.** Content themes included Ecotone's mission, organic farming, and diverse sectors like plant-based beverages and breakfast cereals, which enhanced participants' understanding of holistic sustainability.

Just a few months after launch, **one-third of our people had already completed the MOOC**, with over 5,000 course views.

The course has been translated into six languages, ensuring inclusivity and making educational content accessible to diverse communities worldwide.



B Corp IBM unlocked!



Mission Lock

Ecotone is a mission-led company, a status we achieved in 2020 in recognition of our commitment to social and environmental impacts, not just financial gain. This initiative unlocked the B Corp Mission Lock IBM, which rewards companies that protect their mission and ability to formally consider stakeholders in decision-making through their corporate structure or corporate governing documents.



[Read more on p45](#)



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Cultivating the next generation of leaders

Ecotone's Sustainability Leadership Programme offers employees a comprehensive journey "from manager to sustainable leader", spanning from one day to four months, depending on their level of management.

With a focus on self-awareness as the cornerstone of effective leadership, participants progress through four levels of development.

Beginning with Level 1, individuals learn to organize, align, and communicate effectively. Advancing to Level 2, the programme focuses on accelerating growth by facilitating, influencing, and driving **engagement**. Level 3 emphasizes fostering change through the integration of models, inspiration, and the cultivation of effective teams. Finally, at Level 4, participants **plant the seeds for future impact by becoming ecosystem facilitators**, setting and initiating long-term visions.

Level 3

Level 4

Level 2

Level 1



Health, wellness and safety

Ecotone is fully committed to zero work accidents. We believe that all accidents are preventable and it's up to everyone to play their part in promoting good health and safety in the work environment and beyond.

This applies to employees, visitors, contractors and other third-party workers. They should all have a safe work environment where they want to be, stay and grow. **We also promote this vision of zero work accidents across our supply chains through our Supplier Code of Conduct.**

Sharing incidents, early intervention and training all help to prevent health and safety incidents. We're constantly learning from and monitoring incidents (reactive) and adhering to HSE standards (proactive). **In 2023, accidents with lost days were down 15%** (a reduction of four) compared to the year before, and down 26% vs 2021.

Towards Zero Together

In 2023, we implemented a culture change programme: Towards Zero Together. Its mission is to implement a comprehensive programme covering employees' individual safety awareness.

By the end of the year, we had trained all manufacturing employees and factory site leadership teams.

Towards Zero Together uses and leverages our Ecotone CARE values in supporting our mission, starting in manufacturing, and will go beyond that towards achieving:

- ✓ Zero lost time accidents
- ✓ Zero defects
- ✓ Zero waste
- ✓ Zero breakdowns
- ✓ Zero net impact



Commitments for 2024

Our key priorities over the next 12 months are to:



Keep **protecting, growing** and **cherishing** biodiversity in everything that we do.



Initiate the mapping of environmental risks linked to climate change for our raw materials.



Scale up Ecotone Foundation at European level and support more restoration of ecosystem projects.



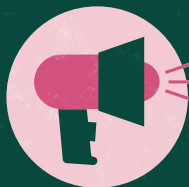
Continue to **educate** consumers about the benefits of organic and plant-based options.



Progress with Science Based Targets Network targets for nature – step 3 compliance for land and water targets.



Keep **expanding** our commitments to develop agroecological practices beyond organic with Farmtastic, a diversity of ingredients in our recipes, and more organic and plant-based products.



Strengthen our policy and action plan to tackle the deforestation risk in our supply chain and ensure compliance with EU regulation.



Develop a compliance roadmap for Corporate Sustainability Reporting Directive reporting in 2026.



Conduct a second mission-led company audit in 2024.



Work towards B Corp recertification and improvement.



Review and update our carbon targets based on the SBTi FLAG framework.

Our family of businesses

We own nine production facilities across Europe and also work with a network of suppliers selected in accordance with our values and mission. Among them are some of the pioneering companies that were with us when we started our organic journey over 30 years ago!





ECOTONE is a simplified joint stock company with a capital of 6 132 610, 29 euros, registered in the Lyon Trade and Companies Register under number B 970 502 761. Headquarters: 217 chemin du Grand Revoyet 69230 Saint-Genis-Laval, France.

www.ecotone.bio



Design: Adept