ecotone
food for biodiversity

2025

MISSION REPORT





Editorial

2025 saw an unprecedented wave of public opposition to the "Duplomb" bill, which sought to re-authorize acetamiprid—a chemical pesticide banned in France since 2018 for its toxicity to human health and biodiversity. With over two million signatures, the petition against the law became the second most-signed official petition in French history. This reflects a deepening public concern regarding chemical pesticides and their broader impact on health and the environment, reaching far beyond the agricultural sector.

However, this public engagement stands in sharp contrast to a marked political withdrawal from the organic sector, evidenced by the uncertain future of Agence Bio in France and a European Commission proposal to grant permanent authorization for certain pesticides.

Against this backdrop, and despite a stagnant economic climate, organic food growth has accelerated for the second consecutive year. In the French retail sector, organic goods have been particularly resilient, with growth rates three times higher than conventional products.

The Mission Committee commends Ecotone's steadfast commitment. Through consistent action and pioneering initiatives—such as its involvement in the "Tous Exposés" coalition—Ecotone continues to drive the expansion of organic farming and raise public awareness of biodiversity conservation.

The Committee acknowledges the company's pivotal role in the ecological and food transition. The Committee congratulates the organization and encourages it to sustain this momentum in support of the organic movement and its core mission: **"Food for Biodiversity."**

Didier Suberbielle
Chairman of Ecotone's Mission Committee



For over 35 years...

Driven by the positive impact of organic and plant-based nutrition on biodiversity, Ecotone has placed these principles at the heart of its business model. Even prior to becoming a mission-led company in 2020 and formalizing biodiversity preservation within its corporate purpose, Ecotone was already a pioneer in this field.

Today, Ecotone remains committed **to firmly embedding healthy, organic, and plant-based options into everyday eating habits.**

1988

First company to introduce **organic products in mass retail** in France

1990

First company to produce a **TV advertising campaign for organic food**

1992

First company to introduce **plant-based beverages in mass retail** in France

2017

Creation of the **Ecotone Foundation** under the aegis of the Fondation de France with the mission of preserving and restoring biodiversity beyond the value chain

2018

Ecotone becomes the first food company in France to achieve **B Corp certification** , with a score of **80.9pts**

2019

Ecotone achieves group-level certification for all its European subsidiaries with a score of **91pts**

2020

Ecotone becomes a mission-led company, making it the first company to integrate biodiversity protection at the heart of its purpose

2022

Ecotone is B Corp™ certified for the 3rd time with a score of **116.5pts** a major improvement

2024

Ecotone is recertified as a mission-led company

2025

Ecotone is B Corp recertified for the 4th time with a **score of 123.7pts.**

Once again, the company reaches the highest B Corp™ score among food and beverage companies with over 1,000 employees globally, making it the world's highest-performing large food company in the world in terms of social and environmental impact according to B Corp™ standards.

1400+
Employees

16+
Committed brands

708M
euros in revenue

Our mission for biodiversity



The dominant agri-food model, based on the intensive use of chemical pesticides and intensive livestock farming, generates major and irreversible impacts on human health and the environment, including:

The collapse of biodiversity: with a **70% loss of terrestrial biodiversity over the last 30 years.**

Source: WWF/ ZSL – Living Planet Report 2024

Widespread exposure to chemical pesticides through drinking water, food, soil, and biosphere. In France, 97% of monitoring stations have detected at least one chemical pesticide.

Source: The hidden crisis of groundwater in Europe, Under the Surface, 2024

One third of greenhouse gas emissions: industrial livestock farming is a major contributor, emitting as much as the entire global transportation sector.

Source: FAO – Greenhouse gas emissions from agrifood systems (2024)

80% of global deforestation .

Source: FAO – COP26, Global Remote Sensing Survey

Ecotone has made biodiversity protection its purpose, driven by **4 core** commitments enshrined in its bylaws:

1. Improve **health** and protect **the environment** through a product portfolio primarily sourced from **organic farming** .
2. Promote **food and agricultural biodiversity** by **diversifying plant species** in our recipes.
3. Supporte the **preservation of wild biodiversity** and the **restoration of ecosystems** by implement supply chains that apply **biodiversity -friendly agricultural practices** .
4. **Raise awareness and engage our employees** in fulfilling our purpose.



The Mission Committee

Chairman of the Mission Committee



Didier Suberbielle
Chairman of the Mission Committee, founder of DS Participations, member of the Supervisory Board

His role: verify that the company fulfills its mission, the resources allocated, and provide guidance on strategic issues.

Internal Members



Mélanie Bossé
Ecotone Employee, Key Category Product Development



Pascal Muela
Ecotone Employee, West Region Sales Manager in France

Their roles: internal experts with in-depth knowledge of the company and its specificities .

External Members



Christelle Garnier
External Expert, COCEBI Board Member, CEO Biocoop Germinal



Sophia Majnoni d'Intignano
External Expert, General Delegate of FNAB



Mathieu Saujot
External Expert, Coordinator of lifestyles in transition at IDDRI

Their roles: external experts, they address sector-specific issues as demanding third parties .

Ecotone's 4 Commitments

1

Improve health and protect the environment through a product portfolio primarily sourced from organic farming.

The momentum of organic market is accelerating, driven by the steady growth of household penetration. In 2025, **the organic market is expanding across all distribution networks in France and Europe**, reflecting strong consumer demand for healthy and sustainable food.

The Committee welcomes the **growth in the share of revenue derived from organic products** (+3 points) and Ecotone's commitment to accelerating the food transition.

The Mission Committee is closely monitoring the upstream agricultural supply chain, noting that the momentum for organic conversion is struggling to restart. The Committee warns of a potential supply tensions, or even a shortage of organic supply, in certain French sectors.

The Committee commends the company's increasing efforts to promote organic products, whether through **product innovations, brand communication campaigns , or citizen mobilization campaigns**

However, the Committee questions the ability to position organic food as the ultimate solution by strengthening the link between chemical pesticides and organic nutrition for the general public. In this regard, the Committee highlights the importance of the SNANC (National Strategy for Food, Nutrition and Climate) and the PNNS (National Nutrition and Health Program).

ZOOM ON...

the % of organic at Ecotone.

The Committee notes that the high proportion of organic products in Ecotone's revenue is increasing and encourages the company to remain on this path.

The Committee applauds the actions taken to help structure and defend the organic sector.

KEY FIGURES

- In 2025: 87% of revenue (+3pts) is linked to the sale of organic products - Target 2030: 90%.
- Bjorg, #1 media investor in organic food.
- Implement of an influence strategy: "Tous Exposés" citizen mobilization, meetings with public decision-makers, signing of opinion pieces, etc.



2

Promote food and agricultural biodiversity by diversifying plant species in our recipes.



Once again this year, the Committee notes Ecotone's commitment to firmly embedding plant-based options into emerging dietary habits. In a cultural context where meat and dairy consumption remains very prevalent, Ecotone is spearheading numerous initiatives to enable all audiences to discover and consume **products that support the ecological food transition .**

These actions include price accessibility, innovative recipes, new flavors, organoleptic and nutritional renovation plans, and communication campaigns.

Similarly, **ingredient diversity** is treated with the same priority. Although Ecotone has developed this unique and highly relevant indicator in line with its mission, **ongoing consumer education** remains essential to convince shoppers to diversify their diets over the long term.



ZOOM ON...

114 innovations in 2025 designed for vegetarians.



KEY FIGURES

- In 2025, 97% of revenue is linked to the sale of vegetarian products Target 2030: >95%.
- In 2025, 71% alternative ingredients (% of net product weight, excluding water) - Target 2030: >67%.
- In 2025, Ecotone is continuing to execute its category-specific action plans to maintain its objectives.

3 Support the preservation of wild biodiversity and the restoration of ecosystems by implement supply chains that apply biodiversity-friendly agricultural practices.

The Committee welcomes the deployment of the **"Farmtastic" program** across crops in Northern and Southern countries:

- Raising awareness among all external and internal stakeholders
- Providing technical support to supply chains
- Establishing long-term partnerships with producer organizations
- Conducting regular audits

The Committee commends the development of **pilot projects to measure on-farms biodiversity,** such as Beeodiversity, which aim to make the tangible benefits of these biodiversity programs more visible.



ZOOM ON...

The "Farmtastic" program

The program aims to develop agricultural practices that are most favorable to biodiversity and climate, adapted to each crop. 100% organic farms adopt practices that boost biodiversity, such as crop diversification and rotation, refuge areas for species, agroforestry and soil cover.

Beeodiversity : initial field study



- March: installation of 8 "beeotels" at our oat producers in Italy
- March-October: collection of activity data
- November: analysis of pollination service

KEY FIGURES

- In 2025, 11.4% of raw materials sourced from organic supply chains that promote biodiversity (% of purchased raw material weight) – Target 2030: 33%.
- Audit and qualification of new cooperatives: oats in Normandy with the Biocer cooperative, rice in Europe, coffee and cocoa in South America, tea in Africa and Asia, peanuts in Asia.
- Completion of a vulnerability study on Ecotone's strategic raw materials regarding climate change through 2050, alongside the development of raw material-specific adaptation plans.
- Led by an Executive Committee, the Foundation supported 3 flagship ecosystem restoration projects in 2025. This includes a partnership of over 3 years, significant financial support, and awareness-building initiatives – Target 2030: 3 active projects per year.

4 Raise awareness and engage our employees in fulfilling our purpose.

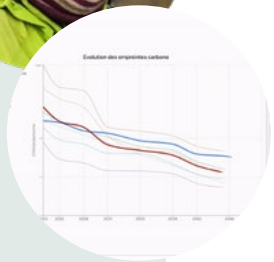
The Committee welcomes Ecotone's commitment to the B Corp™ certification process, a certification recognized for its high standards in social and environmental impact. The Committee questions the evolution of this certification with the introduction of new standards.

The Committee commends the **resources deployed by the company to bring its mission and values to life daily**. Regular communications and mobilization events enable active employee involvement in developing and implementing the CSR roadmap.



ZOOM ON...





The Biodiversity Day

- A day dedicated to the challenges of climate change and the collective and individual reduction pathways.
- Expert conference featuring Heidi Sevestre, specialized glaciologist.
- Individual "2-ton" workshops to raise all employees' awareness of their carbon footprint and explore reduction levers.
- Program deployed across France and Europe.
  All teams involved (sales force, headquarters, factories, etc.).

KEY FIGURES

- In 2025, 95% of employees report being engaged in achieving our mission, with a 48% participation rate – Target 2030: maintain over 90% positive responses.
- The deployment of "The Week" workshop for all Bjorg&Cie employees.
- Transition to Simployer, a more interactive internal satisfaction survey tool.
- Mobilization of over 50 employees for B Corp recertification process.

Action plan summary

#1 ORGANIC FARMING

- Review of our organic trajectory and opportunities to increase the share of organic products
- Expansion of public advocacy (opinion pieces, conferences, etc.) to defend the organic movement
- Participation in professional organic organizations: Synabio, Maison de La Bio, IFOAM
- H1 2025: launch of the “Tous Exposés” campaign in partnership with NGOs and trade organizations to challenge use in France and call for more ambitious organic consumption targets within the SNANC.
- Bjorg: #1 media investor in organic products in France

KPI 2025
87%

TARGET 2030
90%
of organic

#2 VEGETARIAN

Ongoing process to maintain the share of vegetarian products in our global portfolio during new product launches or recipe reformulations.
Examples:

- Expansion of Bjorg's plant-based offering: plant-based beverages, tofu, vegetarian meals,
- Range development for Evernat, Bonneterre and Danival
- Communication campaign focused on plant-based nutrition
- 114 innovations launched in 2025 in France

KPI 2025
97%

TARGET 2030
>95%
vegetarian

#2 INGREDIENT DIVERSITY

Ongoing integration of "non-standard" ingredients into our recipes during launches or reformulations.

Examples: Bjorg shortbread biscuit with chocolate and seeds, Bjorg oat peanut bites, Bjorg oat macadamia crunch, oat plant-based beverage with cinnamon, cardamom, and clove.

KPI 2025
71%

TARGET 2030
90%
alternative ingredients

#3 AGROECOLOGICAL PRACTICES

- Ongoing qualification process for farms/plantations and new raw materials: regular audits (Europe: oats, rice; South America: coffee and cocoa; Africa: coffee and cocoa; Asia: peanuts, tea).
- Brands workshops to promote these practices to consumers (packaging, communication, etc.).
- Pilot projects for measuring biodiversity in the fields (Beeodiversity)
- Measurement of the carbon footprint of our raw materials and products.
- Vulnerability analysis of our supply chain vs. climate risk.

KPI 2025
11,4%

TARGET 2030
1/3
of qualified strategic raw materials

#3 ECOSYSTEMS RESTORATION

- Regular project monitoring with our partners: Solagro, Fonds pour l'Arbre.
- Creation and publication of an avoided pesticides index and a consumer-accessible calculator.

KPI 2025
3

TARGET 2030
3
projects per year

#4 AWARENESS AND TRAINING

- Annual “Biodiversity Day” to engage employees in biodiversity protection (expert sessions + hands-on activity).
- B Corp re-certification and internal mobilization across different impact areas.
- Creation of a "Biodiversity strikes back" MOOC to enhance employee education and onboard new hires.
- “Fast & Curious” - 4 or 5 sessions of 30 minutes expert-led webinars annually on biodiversity topics.
- One volunteer day per employee per year.
- All employees have a CSR objective in their personal goals; this objective is integrated into the bonus for management and leadership teams.

KPI 2025
95%

TARGET 2030
100%
of employees engaged in delivering our mission

Conclusion

The Committee commends the steadfastness with which the company upholds and defends its mission within a complex and evolving environment. Performance against statutory objectives is considered robust and well-founded.

Across a range of strategic topics priority — most notably the defense of the organic sector, the internal adoption of the corporate mission, and the promotion of public awareness regarding pesticides in the food chain — the Committee, in its capacity as a critical third party independent, declares itself satisfied with the quality of Ecotone's responses and the strategic rigor of the action plans presented.

The Committee will remain focused on ensuring this momentum is sustained, supporting an exemplary trajectory that aligns with leadership and responsibility the company has assumed both in France and across Europe.

