ecotone
food for biodiversity



SUSTAINABILITY DISCLOSURES 2026

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WELCOME
WE ARE ECOTONE

"At Ecotone, our journey has always been guided by a simple belief: that food should sustain both people and the planet. As Europe's pioneer in organic and plant-based nutrition, we've spent decades advocating for a food system that protects health and respects biodiversity. Today, that journey takes a significant step forward with the release of our first voluntary report aligned with the Corporate Sustainability Reporting Directive (CSRD) framework.

> BY SHARING OUR PROGRESS AND OUR CHALLENGES EARLY, WE HOPE TO CONTRIBUTE TO THE COLLECTIVE EFFORT OF TRANSFORMING THE EUROPEAN FOOD INDUSTRY. WE REMAIN FULLY COMMITTED TO THIS PATH IN THE YEARS TO COME, LEARNING AND GROWING ALONGSIDE OUR PARTNERS AND CONSUMERS.

The past year has brought a shifting landscape for corporate responsibility. We have seen timelines adjust and reporting requirements for many companies moved further into the future. While these pauses offer a moment for reflection, we felt it was the right time for Ecotone to lean in.

Our decision to disclose this report in 2026 is not about reaching a state of "perfect" compliance; in fact, we are transparent about the fact that this first iteration is not 100% aligned with every technical nuance of the new directive. Instead, it is about our commitment to the spirit of the CSRD – to provide a clear, honest, and data-driven look at our impact.

For us, this isn't just a reporting exercise or a matter of advocacy. It is a reflection of a mission we believe in deeply. By sharing our progress and our challenges early, we hope to contribute to the collective effort of transforming the European food industry. We remain fully committed to this path in the years to come, learning and growing alongside our partners and consumers."



Emilie Lowenbach
Head of Sustainability and Corporate Communication

OUR IMPACT 2025

OUR MISSION:

FOOD FOR BIODIVERSITY

FARMTASTIC PROGRAM

NUMBER 1 HIGHEST-RANKING

FOOD B CORP™ WORLDWIDE AMONG LARGE COMPANIES

Certified B Corporation

97% PLANT-BASED

87% ORGANIC

5,000+ PRODUCTS



1,400 EMPLOYEES





8 PRODUCTION SITES ACROSS EUROPE

15+ BRANDS

Abbot Kinney's · Allos · Alter Eco · Björg · Bonneterre · Clipper · Danival · Destination · Ecocesta · el Granero · Isola Bio · Kallø · Little Lunch · Naturela · Tartex · Zonnatura

GENERAL DISCLOSURES



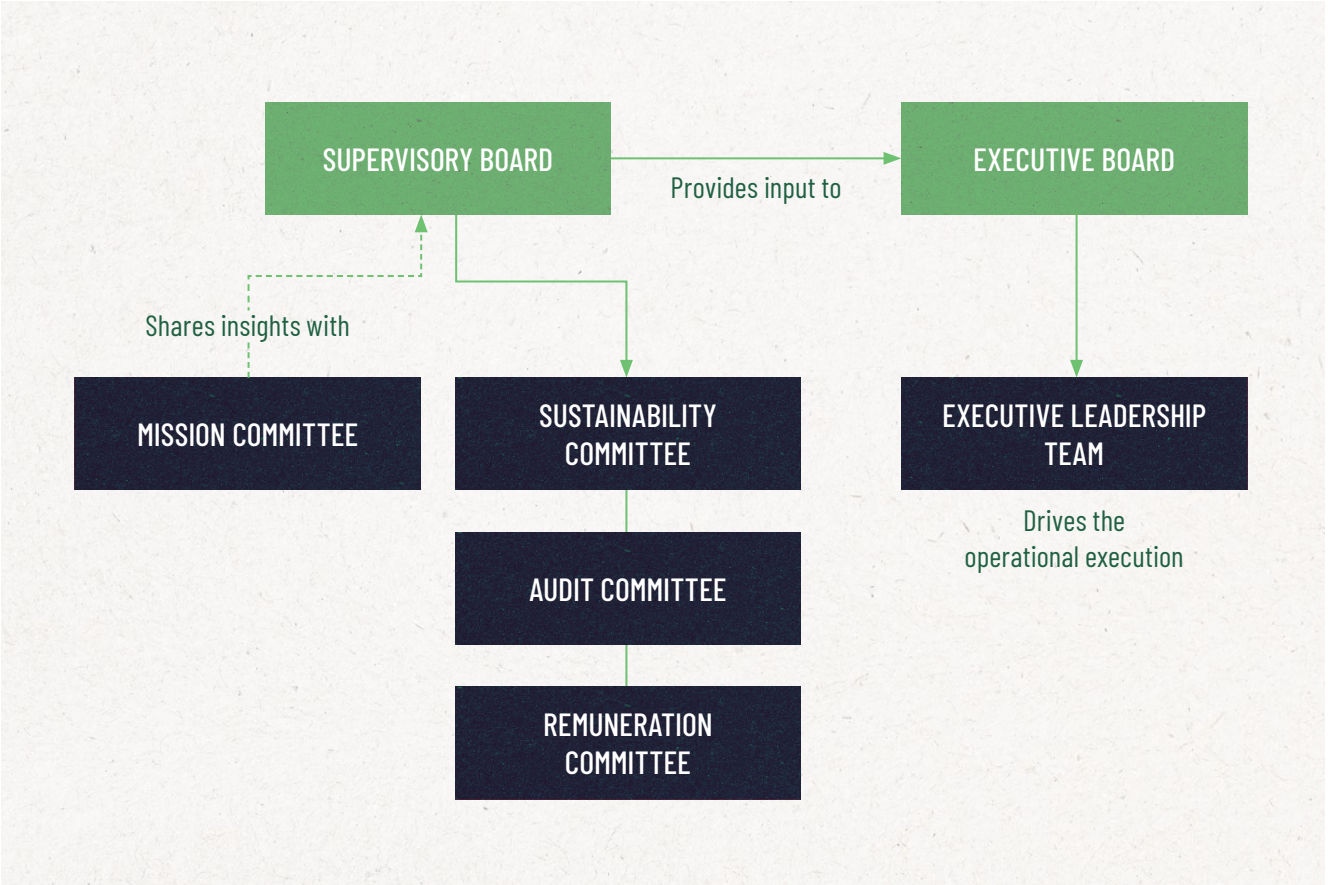
GOVERNANCE

GOV-1 The role of the administrative, management and supervisory bodies in relation to sustainability

Ecotone's Supervisory Board is composed of seven members, including four women (57%) and two independent members (29%). The Board is responsible for overseeing governance, and they meet regularly to supervise the company's management effectively. They provide strategic direction and support for Ecotone's long-term vision and mission, including key areas such as brand development, operational upgrades, sustainability initiatives, and potential mergers and acquisitions. The Board conducts an annual review of key performance indicators (KPIs) focused on the company's social and environmental performance, to ensure accountability and that we remain aligned with our ethical and sustainability objectives.

To further enhance its oversight, the Board operates through three specialized sub-committees:

- **The Audit Committee** safeguards financial and extra-financial integrity. They monitor the financial accounting process, internal and external audits, and the independence of the external auditor. The Committee's oversight also includes integrated risk management, which may include the evaluation of social and environmental risks.



- **The Remuneration and/or Nomination Committee** is responsible for setting fair and competitive remuneration policies to help attract and retain outstanding leaders, including the President, CFO, and members of the Executive Leader Team (ELT). Every year, this Committee reviews performance against the company's goals, with a specific assessment of sustainability targets, and determines the allocation of variable compensation and bonuses. This ensures that executive incentives are directly tied to Ecotone's mission.
- **The Sustainability Committee** drives Ecotone's social and environmental responsibility. They ensure the company integrates CSR objectives, monitor extra-financial performance, and ensure compliance with relevant legal and regulatory provisions.

Mission Committee

In 2020, Ecotone became a *société à mission* (a mission-led company) – a legal status in France. This builds on our B Corp™ status and its rigorous framework for overall social and environmental performance, and allows us to permanently anchor our "Food for Biodiversity" purpose directly into our corporate bylaws.

At the heart of this is our Mission Committee, largely composed of external experts. They bring independent perspectives and critical expertise to our strategic initiatives, and provide objective recommendations to the Supervisory Board and the Sustainability (CSR) Sub-Committee on how to navigate complex sustainability challenges while remaining aligned with our mission-driven goals.

The Committee is legally responsible for verifying that Ecotone fulfills our mission and utilizes all necessary resources to reach our social and environmental objectives. To maintain transparency and accountability, we publish a mission report every year and undergo an extensive audit by an independent third party every two years. To date, Ecotone has successfully completed two such audits, with a third scheduled in 2026. Through this dual framework of B Corp™ certification and *société à mission* status, we ensure that our commitment to protecting biodiversity and transforming the food system is both legally binding and externally verified.

Chairman of the Mission Committee



Didier Suberbielle

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

Internal members



Mélanie Bossé

Ecotone Employee, Key Category Product Development



Pascal Muela

Ecotone Employee, West Region Sales Manager in France

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

GOV-2 Integration of sustainability-related performance in incentive schemes

Ecotone has created a comprehensive incentive framework to align employee performance with our sustainability objectives. This scheme is structured across two levels:

- **Universal integration:** Sustainability is embedded into the performance management system for 100% of employees. Each employee must define at least one CSR goal as part of their annual personal objectives. These goals are developed using the SMART methodology (Specific, Measurable, Achievable, Relevant, and Time-bound) to ensure accountability and trackable progress.
- **Leadership accountability:** For members of the administrative, management, and supervisory bodies including the Executive Leadership Team and Management Team, sustainability performance directly influences 10-15% of their variable remuneration. This link ensures that the highest level of leadership is financially incentivized to deliver on Ecotone's core purpose.

Performance indicators are directly linked to Ecotone's material sustainability matters, including:

- **Environmental targets:** Progress against science-based targets validated by the Science Based Targets initiative (SBTi) for climate and the Science Based Targets Network (SBTN) for nature/biodiversity.
- **Strategic ESG enablers:** Operational milestones, such as implementing sustainability data collection tools and integrating sustainability criteria into supplier management.

The Remuneration Committee reviews and approves these incentive schemes to ensure they remain ambitious and aligned with Ecotone's mission.

GOV-3 Statement on due diligence

1 Core philosophy: purpose-led risk management

Sustainability due diligence is never just a compliance exercise for us – it's a continuous, risk-based process designed to identify, prevent, and mitigate negative impacts across our entire value chain. Our approach ensures that our "Food for Biodiversity" mission is supported by a rigorous ethical framework that governs our impact on people, the planet, and corporate integrity.

2 Scope of the integrated framework

Our holistic due diligence framework is designed to address the multidimensional nature of a modern food system. This integration ensures that trade-offs are managed at the highest level of governance rather than in silos:

- **Environmental stewardship:** We map risks to biodiversity and climate. This includes monitoring avoided pesticide use through our partnership with Solagro and enforcing zero-deforestation commitments within our high-risk ingredient chains.
- **Human rights and labor standards:** Our Responsible Sourcing Policy and Human Rights Policy prioritize vulnerable groups such as smallholder farmers and seasonal laborers in the Global South.
- **Business ethics and integrity:** We maintain a zero-tolerance approach to corruption, fraud and money laundering. This is managed through our Code of Ethics and our rigorous supplier onboarding process that includes background checks and mandatory adherence to our Supplier Code of Conduct.
- **HR policies:** Internally, our due diligence extends to our own workforce through policies on diversity, equity, and inclusion (DEI) and gender pay equity, ensuring that our own workforce reflects our external expectations.

3 Operationalizing the due diligence cycle

Ecotone applies a centralized steering model, comprising:

- **Systematic identification:** We use Sedex to map social and ethical risks at supplier level. For raw materials, we use a tool that combines Sedex pre-assessment data with inputs from Bureau of International Labor Affairs (ILAB), International Trade Union Confederation (ITUC), the Sustainability Consortium, and our own internal issue-tracking system.
- **Strategic prioritization:** Risks are prioritized based on their severity (scale, scope, and irremediability) and Ecotone's level of involvement, in line with the UNGP framework. For Ecotone, this places a high priority on upstream agricultural production where the risk of human rights and biodiversity losses is highest.
- **Active mitigation:** We deploy a "defense in depth" strategy – standard SMETA audits for general compliance, Fairtrade certification for structural social protection in high-risk regions, and our Farmtastic program for direct agroecological intervention and biodiversity restoration.
- **Rigorous tracking and resolution:** Issues are logged in our internal Human Rights and Ethics Tracker. For each medium- or high-risk human rights breach, a documented follow-up is required, detailing the actions taken. Corrective Action Plans (CAPs) are implemented by our Purchasing and Quality teams.

4 Governance oversight and accountability

Ultimate accountability for due diligence rests with the Supervisory Board, supported by the Sustainability Committee. Unique to our model, the Mission Committee provides expert independent perspectives to ensure our due diligence remains aligned with our statutory goals.

Transparency is maintained through:

- **Annual mission and impact reports** publicly detailing our progress against targets.
- **Independent third-party audits** performed every two years, linked to our société à mission status. The audits verify that we have deployed all necessary means to meet our ethical and environmental commitments.
- **Ecotone's website** where our impact and sustainability targets are available to read.
- **B Corp™ directory** includes a page for Ecotone where our score is shared, along with other information about us.

GOV-4 Risk management and internal controls over sustainability reporting

Ecotone has a robust internal control framework to ensure our sustainability disclosures are reliable, accurate and transparent. At the heart of this is our CSR Reporting Manager, who oversees the quality of all non-financial data and is responsible for the reporting process from initial collection to final publication. Our strategy is rooted in supplier trust and collaboration, and we work closely with our key suppliers to collect high-quality data. When primary data is unavailable, we are transparent about our methods and clearly document any assumptions.

The data we provide for our annual reporting goes through multi-layered external reviews. Every year, Ecotone puts together an ESG report (progressing towards a full CSRD report). Our Investment Fund conducts its own rigorous audit as an external stakeholder with a vested interest in our performance. As a *société à mission*, we publish an annual Mission Report and undergo a third-party audit every two years to validate our KPI calculation protocols. Every three years, a B Corp™ audit provides a holistic review of our sustainability approach.

While these processes provide excellent oversight, Ecotone does not yet have a centralized internal audit department dedicated solely to sustainability.

STRATEGY

SBM-1 Strategy, business model and value chain

Ecotone is the leading European manufacturer and distributor of organic and plant-based food, and the highest-ranking B Corp™-certified food business of our size in the world. We are so proud of our pioneering market position across France, the UK, the Netherlands, Germany, Italy and Spain. Our "Food for Biodiversity" mission is at the core of the six categories where we make a difference: plant-based drinks, tea, breakfast cereals, veggie meals and snacks, world cuisine and confectionery.



VISION

Food that sustains life — our health and the living ecosystems we depend on.

MISSION

To change how food is grown and inspire everyone to choose delicious food that nourishes health and supports vibrant, living ecosystems.

STRATEGY

- Making organic, plant-based and diverse foods the most desirable choices for health and ecosystems.
- Building climate-resilient agrichains that secure our business via nature-positive practices.
- Reducing carbon emissions across the value chain to mitigate climate change.
- Creating an inclusive, safe and fair working environment both internally and across the value chain.

This is how we put our mission into action, to make a tangible impact **for health, biodiversity and climate**:

BANNING CHEMICAL PESTICIDES

87% of our turnover is organic: to protect human and ecosystems health.



PRIORITIZING PLANT-BASED NUTRITION

97% of our sales, serving to significantly reduce the carbon and land-use footprint of the European diet.



AGROECOLOGICAL PRACTICES

11% of our organic raw materials. Our flagship agricultural initiative fosters direct partnerships with farmers to implement agroecological practices beyond standard organic requirements.



Our Farmtastic program is changing the face of farming for the better. By integrating it directly into our sourcing and production, we are actively restoring ecosystems through our value chain. Through our eight specialized production facilities in Europe, we can maintain the nutritional integrity of our recipes, enabling us to provide high-quality, accessible organic and plant-based food to households continent-wide.

Our value chain



UPSTREAM

Main resources

Raw materials
- Africa: coffee, cocoa, tea
- South America: coffee, cocoa, sugar cane
- Europe: almond, soy, oat
- Asia: tea, sugar

Packaging
- Paper/cardboard
- Glass
- Plastic

Energy
- Natural gas
- Electricity

Suppliers
- Raw materials and finished goods suppliers
- Packaging suppliers
- Upstream hauliers

Sub-contractors
- Service providers
- Subcontractors

Partners and investors
- Shareholders
- Investors
- Banks
- Labels (B Lab, Ecocert, FT...)

ECOTONE



Own activities

Production, processing and packaging of food products (8 production facilities in EU)

- Plant-based drinks
- Tea
- Breakfast cereals
- Veggie meals and snacks
- World cuisine
- Confectionery

Internal stakeholders
- Employees
- Employee representatives

Key brands

ALLOS NATÜRLICH GUT FÜR MICH · ALTER ECO · BJORG · Bonneterre · CLIPPER NATURAL, FAIR & DELICIOUS · DESTINATION · isola BIO · ZON NATURA

DOWNSTREAM

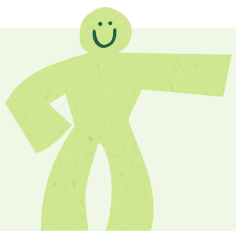


Suppliers
- Downstream hauliers

Customers
- Retailers (Grocery and specialist organic stores)
- D-commerce and Out Of Home
- Distributed brands

End-users
- Consumers
- Consumer associations

Packaging end-of-life
- Local communities
- Sorting centers



External stakeholders
- Mission Committee

Public authorities and organizations
- Public authorities (legislators, elected representatives, local authorities, EU commission, etc.)
- Public and private partners, industry and organic food organizations, schools and universities

Civil society
- Local communities
- NGOs, rating app
- Media

SBM-2 Interests and views of stakeholders

We are in constant communication with a diverse group of stakeholders across our entire value chain – upstream, downstream, and at the heart of our operations. Their insights inform our decision-making processes and help to shape Ecotone's strategic direction.

Stakeholder	Type		Dialogue procedure – how Ecotone engage	Level of contact			
	Internal	External		Very regular	Regular	Punctual	Rare
Employees and Employee representatives	←		• Workshops • Internal communications • Whistleblower line • Engagement survey	✓			
Consumers		→	• Consumer care daily contacts • Advertising • In-store meetings • Product testing • Consumer surveys	✓			
Customers / retailers		→	• Trade shows • Meetings with customers (market reviews) • Customer survey	✓			
Suppliers		→	• Supplier questionnaires • Audits • Regular meetings	✓			
Investors, Shareholders, Financial and ESG analyst		→	• Quarterly board committees (Mission, Sustainability) • Clubs (PAI ESG club) • ESG questionnaires		✓		
Mission Committee		→	• Mission committee • Mission report		✓		
Owners of distribution brands		→	• Co-construction of business plans • Day-to-day contact		✓		
Hauliers		→	• Everyday business management • Tracking of transport data for carbon footprint			✓	
Producers		→	• Agrobiodiversity (Farmtastic) program • Audits • Fairtrade certification and support		✓		
NGOs		→	• National fairtrade organizations • Advocacy and lobbying activities • Organic trade union		✓		
Public authorities		→	• Participation in taskforce (e.g., European organic and plant-based foods association)				✓
Local communities		→	• Local initiatives • Ecotone Foundation			✓	
Candidates		→	• School and university events • Forum participation			✓	

✓ **Very regular:** The company has an excellent relationship with the stakeholder and conducts an ongoing third-party assessment of its impacts on it and its interests

✓ **Regular:** The company has regular contact with the stakeholder, has identified its main impacts on it and its interests

✓ **Punctual:** The company has not much contact with the stakeholder, partial knowledge of its impacts on it and its interests

✓ **Rare:** The company doesn't have contact with the stakeholder, knowledge of its impacts and interests in it

SBM-3 Interaction of material impacts and opportunities with strategy and business model, and financial effects

Ecotone's strategy is built on the fundamental recognition that our long-term financial success is inseparable from the health of the ecosystems we rely on. We have identified several material Impacts, Risks and Opportunities (IROs) that directly interact with our "Food for Biodiversity" mission.

1 Material impacts on the environment and society



Ecotone's business model is a proactive response to the negative external effects of food systems.

- **Biodiversity and ecosystem integrity (E4):** We identify potential negative impacts from value chain activities on ecosystem integrity, such as land pollution and deforestation, and respond with a positive impact – using organic and plant-based production processes that contribute to the security of raw materials and reduce chemical pollution in soil and water (E2).
- **Climate change mitigation (E1):** We acknowledge significant negative impacts from scope 1, 2, and 3 greenhouse gas (GHG) emissions. Our strategy addresses this by prioritizing a 97% plant-based portfolio – a key tool in climate change mitigation.
- **Social and consumer wellbeing (S1, S4):** Beyond environmental metrics, we drive change for the better through employee career development, and by supporting consumer health with our products.

2 Material risks to strategic resilience



We have identified critical risks that could impair our ability to deliver on our mission or maintain financial stability.

- **Physical impacts of climate change (E1):** Impacts of climate change on our production sites and those of our suppliers and our raw materials pose financial risks including increased costs for purchases and insurance. We work to develop nature-positive agropractices through our Farmtastic program, to increase climate resilience and ensure our business continues to function successfully (E4).
- **Operational and supply chain integrity (S2, G1):** We recognize risks associated with value chain workers' human rights and working conditions. To mitigate potential financial penalties and reputational damage, we utilize ethical supply chain charters and sustainable audits, including Fairtrade certification and Sedex.
- **Regulatory and governance risks (G1):** Evolving regulations regarding packaging (E5) and transparent communication (S4) create the possibility of non-compliance, which poses a risk to our market share and consumer confidence. We manage this through the oversight of our Sustainability Committee and Regulatory teams and internal business ethics standards, to ensure responsible marketing practices.

3 Strategic opportunities



Our leadership in the organic sector creates several competitive advantages.

- **Transition leadership (E1, S4):** We have a major opportunity to gain a competitive advantage by offering alternatives to meat and dairy that meet shifting consumer expectations for lower-carbon diets.
- **Employer branding (S1):** Our commitments to wellbeing and engagement at work and fair wages make Ecotone a great place to work. This allows us to attract and retain the key team members we need to drive our mission forward.
- **Responsible sourcing (G1):** We're leading improvements in the food industry. By encouraging responsible practices among our suppliers, we build an ethical supply chain.

IRO MANAGEMENT

IRO-1 Description of the process to identify and assess material impacts, risks and opportunities and material information to be reported

Ecotone uses a structured double materiality approach to ensure our sustainability statement reflects our most significant environmental, social, and governance issues. This process was conducted in several stages and shaped collaboratively through themed workshops by key internal teams.



1 Identification of sustainability issues and IROs

We began by working to define the most relevant sustainability issues.

- **Issue mapping:** We analyzed themes, sub-topics, and sub-sub-topics from European Sustainability Reporting Standards (ESRS) 1 and translated them into Ecotone-specific issues, supported by a review of internal documentation.
- **IRO definition:** For each issue, we identified related positive and negative impacts, risks, or opportunities (IROs).
- **Time horizons:** Each IRO was examined across three standardized time horizons: short-term (under 1 year), medium-term (1–5 years), and long-term (over 5 years).

2 Assessment of impact materiality

Impact materiality concerns Ecotone's actual or potential impacts on people or the environment over the defined time horizons.

- **Severity scoring:** We rated potential impacts from 1 to 4, based on:
  - Scale: the significance of the impact.
  - Scope: the extent of the impact, from local to global.
  - Irremediability: the possibility and difficulty of remedying the negative impact.
- **Likelihood:** For potential impacts, we estimated the probability from 0.1 (unlikely) to 1 (very likely).
- **Calculation:** We calculated impact materiality by multiplying the combined severity score (out of 12) by the probability.

Impact materiality		Severity (scale + scope + irremediability)			Likelihood	
Quotation		Scale	Scope	Irremediable character	Quotation	Likelihood
1	Low	Low	Concentrated impact 5-10% of target people	Easy to remedy short-term < 1 year	0.1	Low
2	Medium	Moderate	National impact 10-20% of target people	Remediable with effort mid-term 1-5 years	0.3	Medium
3	High	Significant	Widespread impact 20-40% of target people	Difficult to remedy long-term > 5 years	0.7	Significant
4	Major	High	Global impact > 40% of target people	Irreversible	1	High

3 Assessment of financial materiality

Financial materiality identifies sustainability topics that could present risks or opportunities with a meaningful effect on Ecotone's development, financial position or performance.

- **Financial effects (magnitude):** We rated potential impacts from 1 to 4, based on quantitative thresholds for net revenue, EBITDA*, and cash flow.
- **Reputational and legal considerations:** Risks were also assessed based on potential reputational or legal impact on a scale of 1 to 4.
- **Probability:** We multiplied the magnitude score by the probability of occurrence (0.1 to 1).

* Earnings Before Interest, Taxes, Depreciation, and Amortization

4 Validation and materiality threshold

Financial effects

Magnitude	Impact
1	Low
2	Medium
3	High
4	Major

Probability

Multiplier	Likelihood
0.1	Low
0.3	Medium
0.7	Significant
1	High

To finalize which issues would be included in the sustainability report, Ecotone applied a consistent threshold.

- **Threshold definition:** The threshold for materiality was set as the average score across all assessed IROs.
- **Selection:** Any IRO scoring equal or greater than this average was considered a material IRO.
- **Consolidation:** The results were discussed and validated during thematic workshops covering environmental, social, and governance issues.



IRO-2 Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement

Listed from most to least material issues

ISSUES IDENTIFIED AS MATERIAL BY THE IMPACT MATERIALITY

- Scope 3 GHG emissions
- Employee career development
- Scope 1 and 2 GHG emissions
- Health and safety

ISSUES IDENTIFIED AS MATERIAL ACCORDING TO THE TWO MATERIALITIES

- Quality of products (nutrition)
- Packaging
- Ethical supply chain and sustainable partnership
- Wellbeing at work
- Transparent communication
- Impact of value chain activities on ecosystem integrity
- Safety and traceability of products
- Consequences of Ecotone's business model on biodiversity
- Water consumption

ISSUES IDENTIFIED AS MATERIAL BY THE FINANCIAL MATERIALITY

- R Communication on the accessibility of products
- O Changing consumer behavior
- R Energy consumption
- O Transition hazards (transition plan)
- O Chemical pollutions
- O Water quality: use of pesticides and pollutants discharged into water
- O Direct impacts drivers of biodiversity loss
- O Workforce management and fair wages
- O Animal welfare
- R Physical impacts of climate change
- R Value chain workers' working conditions
- O Equality, diversity and inclusion
- R Business ethics and integrity

Key: Environment Social Governance Positive impact Negative impact R Risk O Opportunity

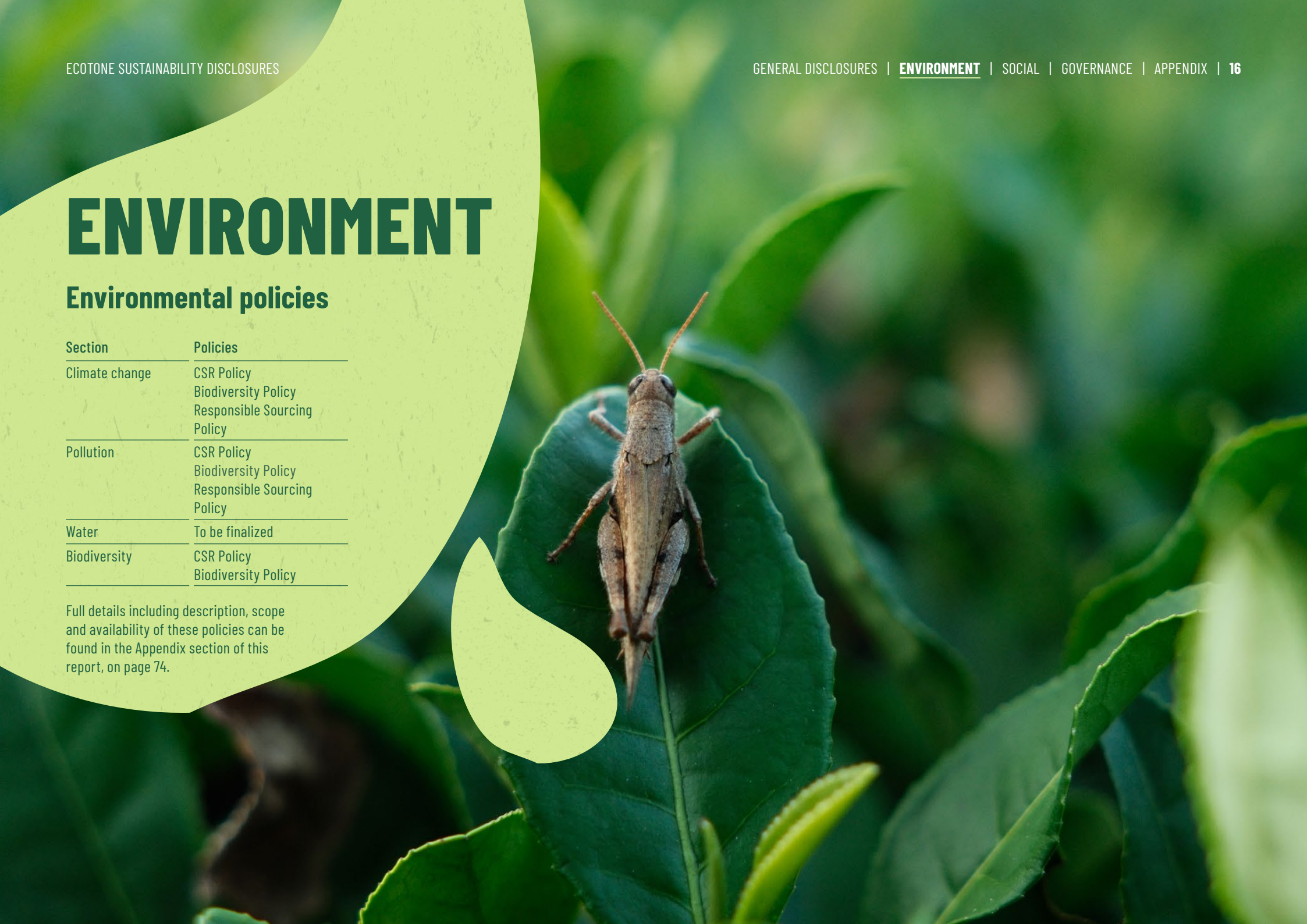
The full list of IROs can be found in the Appendix section of this report, on page 75.

ENVIRONMENT

Environmental policies

Section	Policies
Climate change	CSR Policy Biodiversity Policy Responsible Sourcing Policy
Pollution	CSR Policy Biodiversity Policy Responsible Sourcing Policy
Water	To be finalized
Biodiversity	CSR Policy Biodiversity Policy

Full details including description, scope and availability of these policies can be found in the Appendix section of this report, on page 74.



E1 | CLIMATE CHANGE

Climate change is intrinsically linked to Ecotone's core mission: promoting food that is good for people and biodiversity. Our portfolio is centered on organic and plant-based foods, so the stability of our natural capital – resilient ecosystems – is the ultimate foundation of our business model.

We recognize that the climate and biodiversity crises are two sides of the same coin, so we can make a real and lasting impact through what we do. Our practices to enhance biodiversity – such as positive agroecological practices and the avoidance of chemical inputs inherent to organic farming – are also powerful mechanisms to fight climate change. For example, promoting soil health through crop rotation and diversified farming increases soil carbon sequestration, which reduces the need for energy-intensive synthetic fertilizers, and enhances the resilience of agricultural systems against climate shocks like drought and flooding.

This means that our comprehensive strategy on climate change is not just a compliance exercise – it's an integral part of our commitment to nature. By focusing on decarbonization within our raw material sourcing, we directly reduce the pressures driving climate change, thereby protecting the ecological services (like stable growing conditions) that our supply chain depends on. This deep connection proves that climate action is not merely a risk mitigation effort but a fundamental part of delivering on our promise of sustainable, purpose-driven food.

Climate-related policies

- CSR Policy
- Biodiversity Policy
- Responsible Sourcing Policy

Identified IROs - E1

Sub-topic	IRO type				Material issue for Ecotone	Description of IRO
	Positive impact	Opportunity	Negative impact	Risk		
Climate change mitigation			●		Scope 1 and 2 GHG emissions	Direct and indirect emissions associated with the production of energy.
			●		Scope 3 GHG emissions	All other indirect emissions occurring across a company's value chain.
				●	Physical impacts of climate change	Financial risk linked to the physical impact of climate change on Ecotone's sites and on suppliers' sites, and raw materials, leading to cost increases (purchases, insurance, maintenance) and financial losses in the event of occasional stoppages
		●			Transition hazards	Competitive advantage over other players in the sector by offering alternatives to meat and dairy products that meet consumers' expectations
Energy				●	Energy consumption	Financial costs due to: • Energy prices increase (e.g. increase of green tariffs) • Energy dependency • Power cut that results in a decrease or stoppage of production

Vulnerability analysis

Ecotone conducted a vulnerability assessment in 2023-2024. It focused on identifying the potential physical climate risks affecting raw materials and operational sites, and evaluating the potential financial impacts that may affect the Group's operations over the coming decades.

Context and methodology

Physical climate risks refer to the potential for adverse impacts caused by the physical effects of climate change. They can take several forms:

- **Acute risks:** Extreme weather events such as storms, floods, wildfires, or heat waves.
- **Chronic risks:** Longer-term climate shifts including rising temperatures, sea level rise, water scarcity, biodiversity loss, or declining land and soil productivity.



The assessment covered Ecotone's own operations as well as its broader value chain:

- **Operational sites:** All group sites were reviewed, including manufacturing plants, offices, and logistics platforms. GPS coordinates of each site were integrated into the analysis.
- **Strategic agricultural raw materials:** 11 agricultural commodities critical to Ecotone's business were assessed, considering their main countries of origin.

The study was carried out under two climate scenarios. Both fall within the upper range GHG emission projection trajectories defined in the IPCC's AR6 report, meaning the range where the impacts of climate change are most likely to materialize:

- **SSP2-4.5:** A "business as usual" pathway reflecting intermediate emissions consistent with current nationally-determined contributions (NDCs) – considered as the most likely trajectory.
- **SSP5-8.5:** A high-emissions pathway reflecting a failure of global mitigation policies and continued reliance on fossil fuel consumption.

Two time horizons were analyzed:

- **Historical baseline:** Current exposure to risks.
- **2050 horizon:** Projected future exposure.

The vulnerability assessment was based on the three categories of indicators defined in the IPCC Sixth Assessment Report (AR6):

- **Hazards:** Climate-related events or trends, unpredictable and uncontrollable, that can cause damage to people, health, infrastructure, and economic activities (e.g., extreme winds, heat waves, water stress).
- **Exposure:** The assets, populations or activities that may be affected by a hazard, defined by the nature of the exposure and its degree (depending on location and physical characteristics).
- **Vulnerability:** The extent to which a system is susceptible to, or negatively affected by, climate hazards.

Step 1: Raw materials

Climate change is already having, and will continue to have, a significant impact on the agricultural sector. This is reflected in declining yields, increasing competition for access to resources, and greater price volatility.

a. Methodology

11 strategic raw materials, representing over two-thirds of the agricultural raw materials purchased in fiscal year 2023, were included in the analysis.

We selected climate indicators that would represent climate hazards, then assessed the sourcing location of each raw material for exposure to these hazards, and assigned a qualitative exposure score. The climate hazards most likely to impact the Group's activities are:

- Heat waves
- Frost
- Drought
- Storms / cyclones
- Wildfires
- High precipitations

Similarly, each strategic raw material was assigned a qualitative vulnerability score for each of the selected climate hazards. Based on these analyses, a risk level could be evaluated for each climate hazard and for the production sites of each raw material.

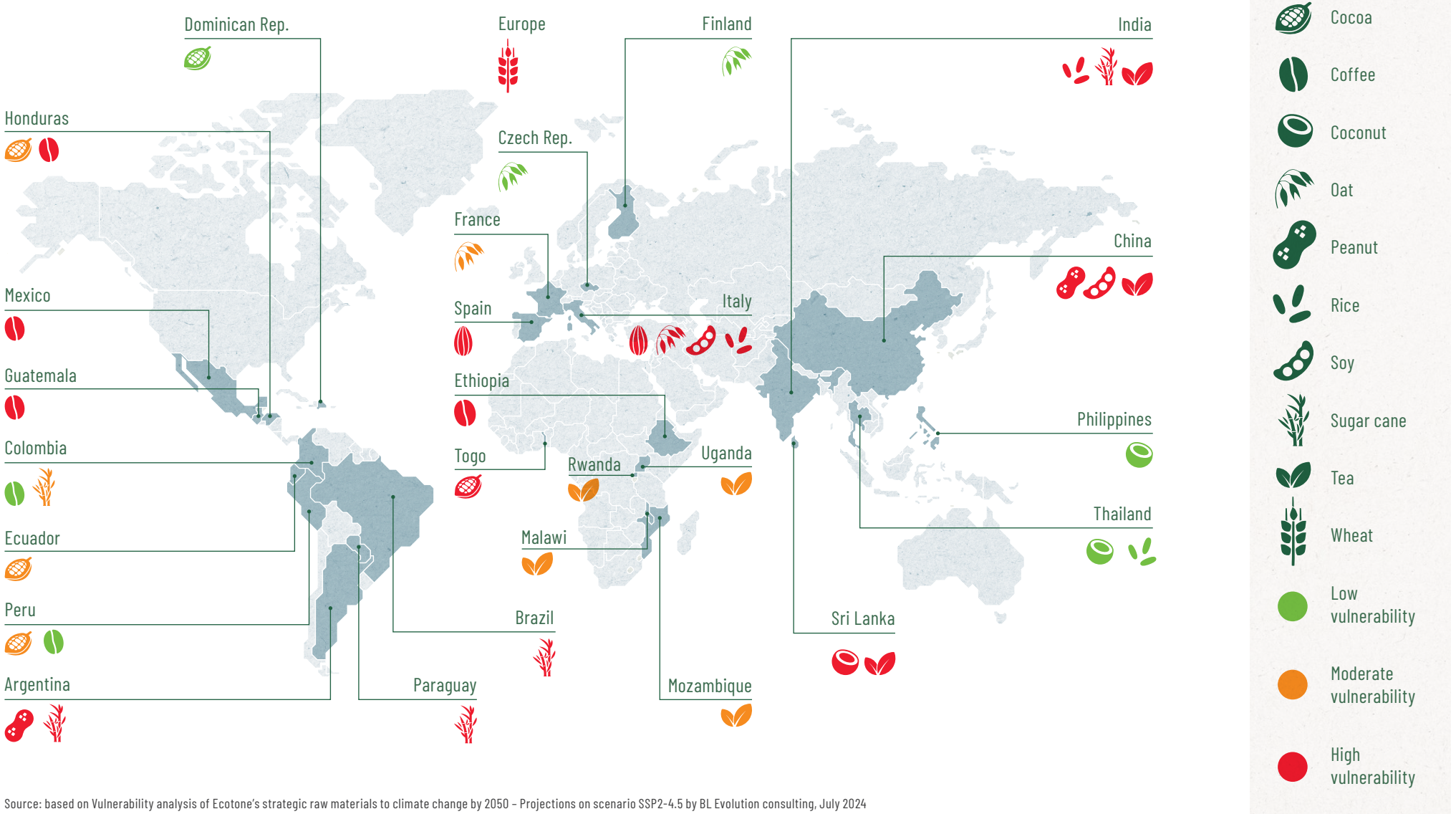
b. Results

The results show that the vulnerability of all the raw materials studied will increase today and by 2050.

The most exposed locations are mainly in Southern Europe, South America, and South Asia (see map 1).

2050 FUTURE PROJECTION

Map 1: Vulnerability assessment of Ecotone's raw materials by 2050



Source: based on Vulnerability analysis of Ecotone's strategic raw materials to climate change by 2050 – Projections on scenario SSP2-4.5 by BL Evolution consulting, July 2024

Step 2: Ecotone sites

Extreme weather events are expected to increase in both intensity and frequency as a result of climate change. These events are likely to affect Ecotone's operations and sites, potentially damaging infrastructure and inventories, and causing periods of interruption to our business.

a. Methodology

The climate hazards most likely to impact the Group's activities are:

- Heat waves
- Drought
- Storms / cyclones
- Flooding
- Wildfires

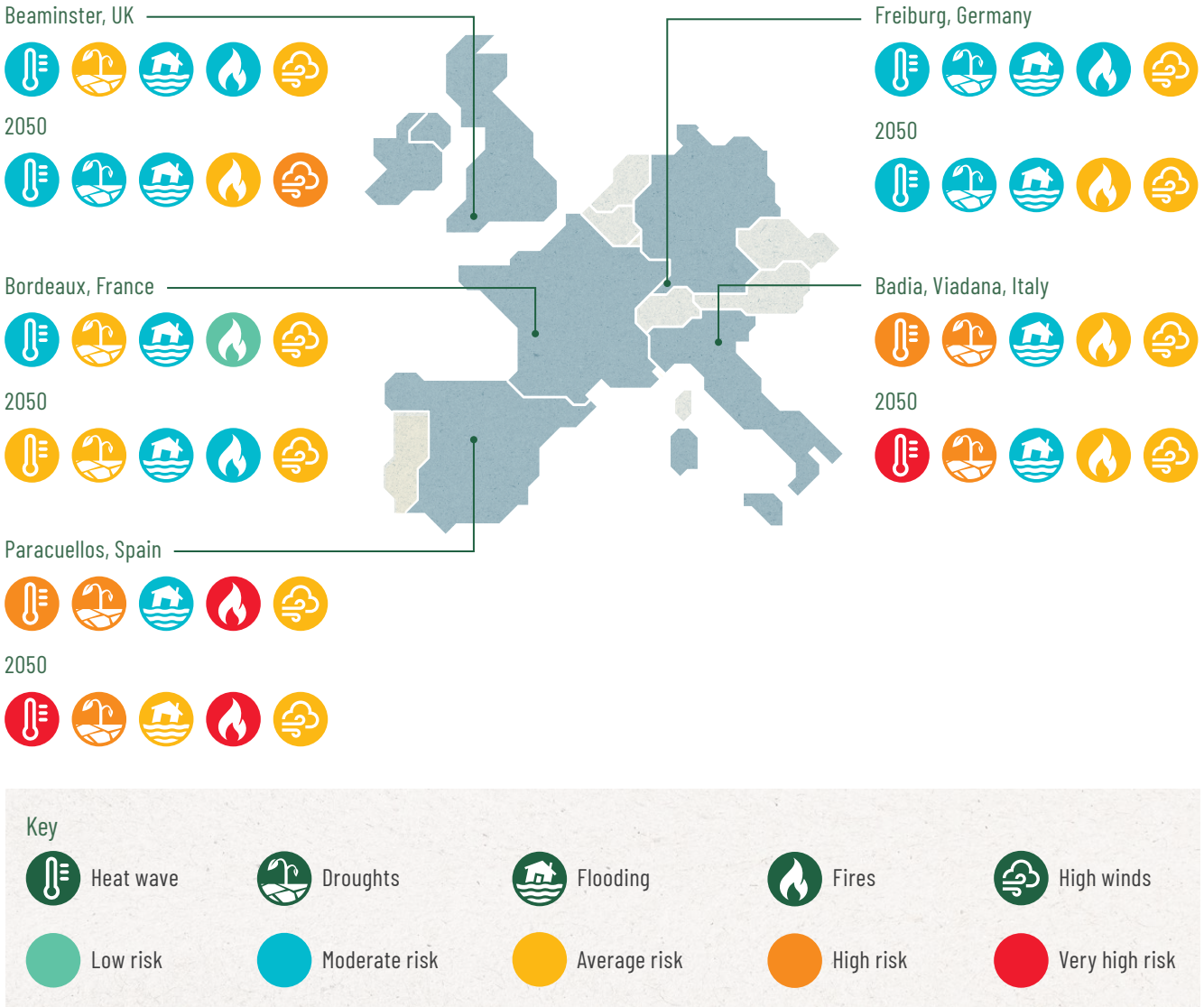
A total of 15 sites were included in the scope of this assessment. Whenever possible, we questioned internal experts to help us evaluate the sensitivity of sites and their ability to respond and adapt.

b. Results

The most exposed sites are those in Spain and Italy, where there is exposure to high temperatures and increased risk of drought.

These climate-related events could impact our sites' integrity, causing increased operating costs and reduced activity, as well as the safety and comfort of our workforce.

Map 2: Current situation and simulation RCP 4.5 in 2050



Source: based on Vulnerability analysis of Ecotone's strategic raw materials to climate change by 2050 –BL Evolution consulting, July 2024

Climate-related strategy

Climate change strategy – overarching commitments

- **Organic farming:** At Ecotone, organic farming is central to both our environmental and climate ambitions. By avoiding synthetic chemicals, our organic fields support richer habitats for plants, birds, insects, and pollinators, enhancing biodiversity and natural pest control. Studies show that organically farmed fields can increase species richness by around 30% and abundance by 80%, creating resilient ecosystems that store carbon and improve soil health.[1] With over 30 years of expertise and more than 87% of our products certified organic, we continuously work with farmers to expand these practices. Organic farming bans the use of chemical pesticides, thereby preserving the environment and directly supporting our climate strategy by reducing emissions and safeguarding carbon stocks.
- **Alternative ingredients:** We diversify our ingredients to build a more resilient and climate-friendly food system. While the global food system relies heavily on just nine crops, Ecotone sources from thousands of plant species, aiming for over two-thirds of our portfolio to consist of alternative ingredients.
- **Vegetarian products:** Combined with over 97% of our portfolio being plant-based, this approach reduces emissions, supports sustainable land use, protects biodiversity, and directly contributes to our climate goals.
- **The Farmtastic program** is central to this strategy. By implementing agroecological practices beyond organic, such as diverse crop rotations, year-round soil coverage, agroforestry, and habitat creation, the program contributes to carbon sequestration, improves soil health, and supports biodiversity. These practices reduce greenhouse gas emissions and strengthen supply chain resilience.

ECOTONE'S CLIMATE JOURNEY

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

2025-26
We write our transition plan. Official validation of our SBTi targets under approval.

2024
We formalized our commitment by signing the Science Based Targets initiative (SBTi) commitment letter. We assessed the vulnerability of our value chain with a focus on raw materials.

2020
We established the Goodbuy program to engage suppliers in decarbonization efforts.

2019
PARIS2015 UN CLIMATE CHANGE CONFERENCE COP21·CMP11
We set our first science-based emission reduction targets in line with the Paris Agreement, aiming to keep global warming below 1.5°C by 2100.

2017
We began measuring our greenhouse gas (GHG) emissions across scopes 1, 2 and 3.

1. Source - Bengtsson, J., Ahnström, J., & Weibull, A. C. (2005). The effects of organic agriculture on biodiversity and abundance: a meta-analysis. *Journal of applied ecology*, 42(2), 261-269. https://doi.org/10.1111/j.1365-2664.2005.01005.x

Climate transition plan

Mitigation: working to reduce

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Science-Based Targets initiative

As part of our decarbonization strategy, Ecotone has committed to several short-term targets, to be achieved by 2030. To achieve these targets, we relied on the methodology developed by the SBTi.

The SBTi is a global organization created in 2015 by CDP, the United Nations Global Compact, the World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). Its purpose is to support companies with setting targets to reduce their greenhouse gas emissions based on the latest climate science, the IPCC recommendations, and the goals of the Paris Agreement.

The SBTi methodologies are based on internationally-recognized scientific approaches, such as the Sectoral Decarbonization Approach (SDA) or the Absolute Contraction Approach, which enable companies to set quantitative and time-bound emission reduction targets. Once defined, these targets are subject to validation by the SBTi to ensure they align with a 1.5°C or well-below 2°C trajectory.

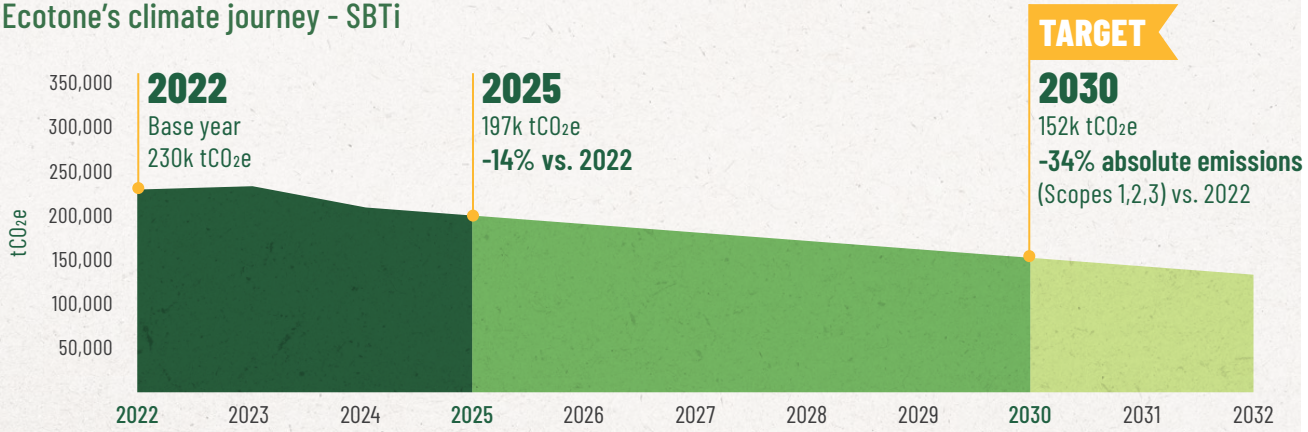
In 2024, Ecotone defined short-term targets adapted to the Group's activities. These targets are currently undergoing formal validation by the SBTi. As an agrifood company whose value chain is largely driven by agricultural raw materials, Ecotone is also subject to the SBTi Forest, Land and Agriculture (FLAG) Standard. This standard requires companies with significant land-related emissions to set dedicated reduction targets for agriculture, land-use change and forestry.

Our decarbonization strategy is defined by near-term science-based targets using 2022 as the baseline year, covering 100% of our relevant greenhouse gas inventory.

Scope	Target type	Reduction target (vs. 2022)	Coverage
Scope 1 (direct emissions – energy and industry)	Absolute	**-42%**	5% of total footprint
Scope 2 (indirect emissions – purchased electricity)	Renewable Sourcing	**100% Renewable Electricity**	Up from 95% baseline
Scope 3 (value chain emissions)	Absolute	**-42%**	26% of scope 3
Scope 3 (Forest, Land and Agriculture emissions)	Absolute	**-30%**	69% of scope 3

Together, these targets represent a 34% absolute reduction across our entire value chain by 2030, equivalent to avoiding approximately 77,000 tCO_2e. These targets are currently undergoing formal validation by the SBTi.

Ecotone's climate journey - SBTi





Our processes for decarbonization are organized around five pillars:

1 Sourcing ingredients sustainably | **2** Improving logistics | **3** Improving energy efficiency and increasing the use of renewable energy | **4** Reducing packaging impacts | **5** Engaging suppliers

OUR PATHWAY TOWARD 2030 (tCO_2e)



1. Sourcing ingredients sustainably

Sustainable sourcing is a cornerstone of our decarbonization strategy, as the majority of the Group's scope 3 greenhouse gas emissions occur upstream in the agricultural supply chain. Ecotone's business model inherently excludes the use of synthetic chemical inputs, helping to limit emissions associated with the production and application of synthetic nitrogen fertilizers. The Group addresses these upstream emissions by strengthening our supply chains through organic and agroecological practices that enhance natural carbon sinks, and actively engaging suppliers in continuous improvement initiatives.

Zero deforestation commitment:

Sourcing raw materials in full compliance with traceability requirements, avoiding any link to deforestation or ecosystem conversion.

When	Topic	What happened	Expected/actual outcomes
2021	Biodiversity assessment	Ecotone ordered a biodiversity assessment to assess its biodiversity footprint via its key 15 raw materials.	Allowed the identification of biodiversity hotspots and at-risk commodities regarding deforestation.
2025	EUDR compliance	Implementation of an EUDR-compliant IT tool to support the traceability of our supply chain and ensure zero-deforestation for at-risk commodities targeted by the EU Deforestation Regulation (EUDR).	Full traceability of our at-risk commodities.



Farmtastic organic tea garden, Asia

Development of a vegetarian and plant-based product portfolio:

Expand our plant-based portfolio across multiple categories to lower the overall carbon intensity of products and promote climate-efficient food systems.

When	Topic	What happened	Expected/actual outcomes
2020	Corporate commitments favorable to climate	Ecotone reaffirmed our position as Europe's sustainable food leader, by setting commitments in favor of biodiversity and climate balance.	Target of >95% of sales from plant-based products and 90% of sales from organic products by 2030.
2023-2025	Refining our products' carbon footprint	Ecotone conducted Life Cycle Assessments (LCAs) on 20 products or ingredients to gain knowledge on our portfolio's carbon footprint (e.g., oat-based drinks, cocoa beans, tea).	Newly established LCAs inform us which suppliers or regions have lower impacts and eco-design choices.
Continuous process	New product developments	Specific characteristics are addressed during the product development process: organic, plant-based, diversity of ingredients used in our recipes, and sourcing.	Development of innovative products across various categories with a focus on nutritional quality, taste, and reduced environmental impact (250 organic launches in 2025).

Promotion of agroecological farming practices beyond organic:

Deployment of the Farmtastic program across priority agricultural supply chains. Supporting farmers to adopt agroecological practices beyond organic (e.g., crop diversification, cover cropping, agroforestry, and enhanced water management) to increase carbon sequestration, biodiversity, and climate resilience.

When	Topic	What happened/will happen	Expected/actual outcomes
2020	Corporate commitments favorable to climate	Ecotone reaffirmed our position as Europe's sustainable food leader, by setting commitments in favor of biodiversity and climate balance.	1/3 Farmtastic ingredients by 2030.
2025	Farmtastic audits	Ecotone's Agrichain Team performed six field audits in 2025, on four continents (Africa, Europe, South America, Asia).	Three new producers were qualified in 2025.
2026 and beyond	Farmtastic audit grid	Enrich the current audit grid with additional climate related criteria in the Farmtastic guidelines (tree species, tree density, energy used for the process, etc).	Improve the availability and quality of field data needed for the carbon roadmap.



2. Improve logistics

Transport of raw materials and ingredients is a significant source of scope 3 emissions. Ecotone has identified logistics as a key area for emission reduction, focusing on flow optimization, alternative transport modes, and collaboration with engaged partners.

Load optimization:

Improved truck load factors through better palletization and coordination of delivery conditions, reducing empty trips and maximizing transport efficiency.

When	Topic	What happened /will happen	Expected/actual outcomes
2023-2025	Load optimization	We use double deck trucks to deliver Clipper Tea from our factory (located in Beaminster) to our distribution warehouses in Europe.	Lower CO_2e emissions per ton kilometer, due to higher loading efficiency.

"THE SHIFT TO ALTERNATIVE MODES OF TRANSPORT IS NOT SOLELY A CLIMATE RESPONSE; IT IS ALSO A STRATEGIC CHOICE TO ENSURE THE RESILIENCE OF OUR SUPPLY CHAIN. BY DIVERSIFYING OUR TRANSPORT SOLUTIONS, WE DECOUPLE OUR OPERATIONS FROM FOSSIL FUELS WHILE MITIGATING OUR EXPOSURE TO OPERATIONAL RISKS."

Jean-Ferreol Rulph
France Supply Chain Director



Alternative transport modes:

When feasible, favoring rail or river transport for long-distance flows and prioritizing low-emission road solutions (biofuels, biogas, efficient vehicles).

When	Topic	What happened / will happen	Expected/actual outcomes
2023-2025	Alternative transport modes	A significant part of the transport between our dairy-alternative factory in north Italy and our warehouses in France is done by rail. We have connected a customer in west France with our distribution center (east France) by rail for their weekly deliveries.	Lower GHG emissions for logistics due to increased use of rail transport.

Partner engagement:

Selection of logistics partners based on their carbon performance and sustainability commitments.

When	Topic	What happened /will happen	Expected/actual outcomes
2023-2025	Partner engagement	To support our distribution in France, we have selected some new hauliers who only use alternative fuels.	Lower CO_2e emissions logistics due to improved provider capabilities.
2023-ongoing	Transportation	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 rates, distance travelled, means of transport and responsible purchasing.	15% reduction in CO_2e for transport between 2023 and 2025.

3. Energy transition and industrial efficiency – scopes 1 & 2

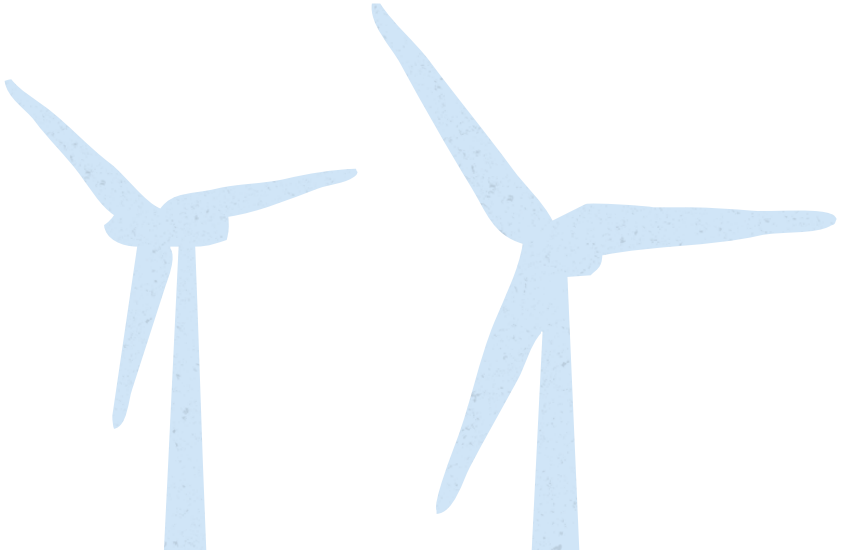
Direct (scope 1) and electricity-related indirect emissions (scope 2) mainly come from Ecotone's industrial operations. The Group has initiated a decarbonization plan that combines energy sobriety, making our processes more efficient, and increased reliance on renewable energy.

Maintaining 100% renewable electricity, with full coverage targeted by 2030

When	Topic	What happened /will happen	Expected/actual outcomes
2023-2030	Green electricity	Maintain low-carbon electricity sources, with already 100% renewable electricity in 2025.	Lower GHG emissions for energy, due to renewable electricity.

Continuous improvement of energy performance at industrial sites through heat recovery, equipment modernization, and production line optimization

When	Topic	What happened /will happen	Expected/actual outcomes
2023-2030	Energy efficiency	Energy audits of high-potential industrial sites, providing a detailed basis for action plans to target CO_2 reduction according to available technologies.	Lower GHG emissions for energy due to better energy efficiency.





Solar panels covering the roof of our Freiburg factory

4. Reducing packaging impacts

Packaging is a significant source of scope 3 downstream emissions, linked to material production, transport, and end-of-life. Ecotone pursues eco-design strategies to reduce the carbon footprint of packaging across our lifecycle.

Increasing the share of recycled, recyclable, or compostable materials

When	Topic	What happened /will happen	Expected/actual outcomes
2023-2030	Increasing the share of recycled, recyclable, or compostable materials	82% of packaging is recyclable in 2025, with a target of 100% by 2030. Ecotone progressively transitions to 100% recyclable packaging, as recycling capabilities develop in each country.	Progress toward the 100% recyclability target for 2030.

Experimenting with circular models such as reuse or deposit-return systems

When	Topic	What happened /will happen	Expected/actual outcomes
2023-2030	Circular models	Pilot testing of deposit-return systems in collaboration with the French organization CITEO.	Contribution to higher return rates for packaging materials included in the pilot.

5. Engage suppliers

We are collaborating with suppliers through the Goodbuy program to improve data quality, implement sustainable practices, and encourage alignment with science-based climate targets. These measures reduce scope 3 emissions while generating co-benefits for biodiversity, soil quality, and climate adaptation.

When	Topic	What happened /will happen	Expected/actual outcomes
Since 2022	Goodbuy program – sustainable sourcing	Ecotone collaborates with nine key suppliers on decarbonization through the Goodbuy program, representing >1/3 of Ecotone's purchasing turnover.	Lower CO_2e emissions from priority suppliers engaged in the Goodbuy program.
2026 and beyond	Goodbuy program upgrade	Broaden the current program to cover more climate-related topics with suppliers and focus on climate mitigation and adaptation. Improve data collection.	Higher share of purchasing turnover covered by decarbonization partnerships.



Adaptation: working to prevent

Vulnerability analysis

Reducing emissions is essential to limit the scale of climate change, but it must be reinforced with adaptation measures that strengthen Ecotone's resilience to the impacts that are already unavoidable. With this in mind, we have begun developing an adaptation plan that will help secure the Group's activities in the future. This plan focuses on our raw materials and operational sites.

1. Raw materials

As part of our commitment to organic and sustainable agriculture, Ecotone has developed a climate change adaptation plan for our coffee and cocoa supply chains, which are especially exposed to physical climate risks. The approach is structured around three strategic pillars:

- Enhancing producer resilience through the Farmtastic program, by promoting agroforestry practices, crop diversification, and improved farm management techniques.
- Securing supply chains by integrating climate-related criteria into supplier quality and sourcing processes, diversifying suppliers, and by co-investing in supplier-led adaptation initiatives.
- Driving product and industrial innovation, including developing new recipes with low-carbon ingredients, diversifying industrial capabilities, and actively participating in sector-wide initiatives.

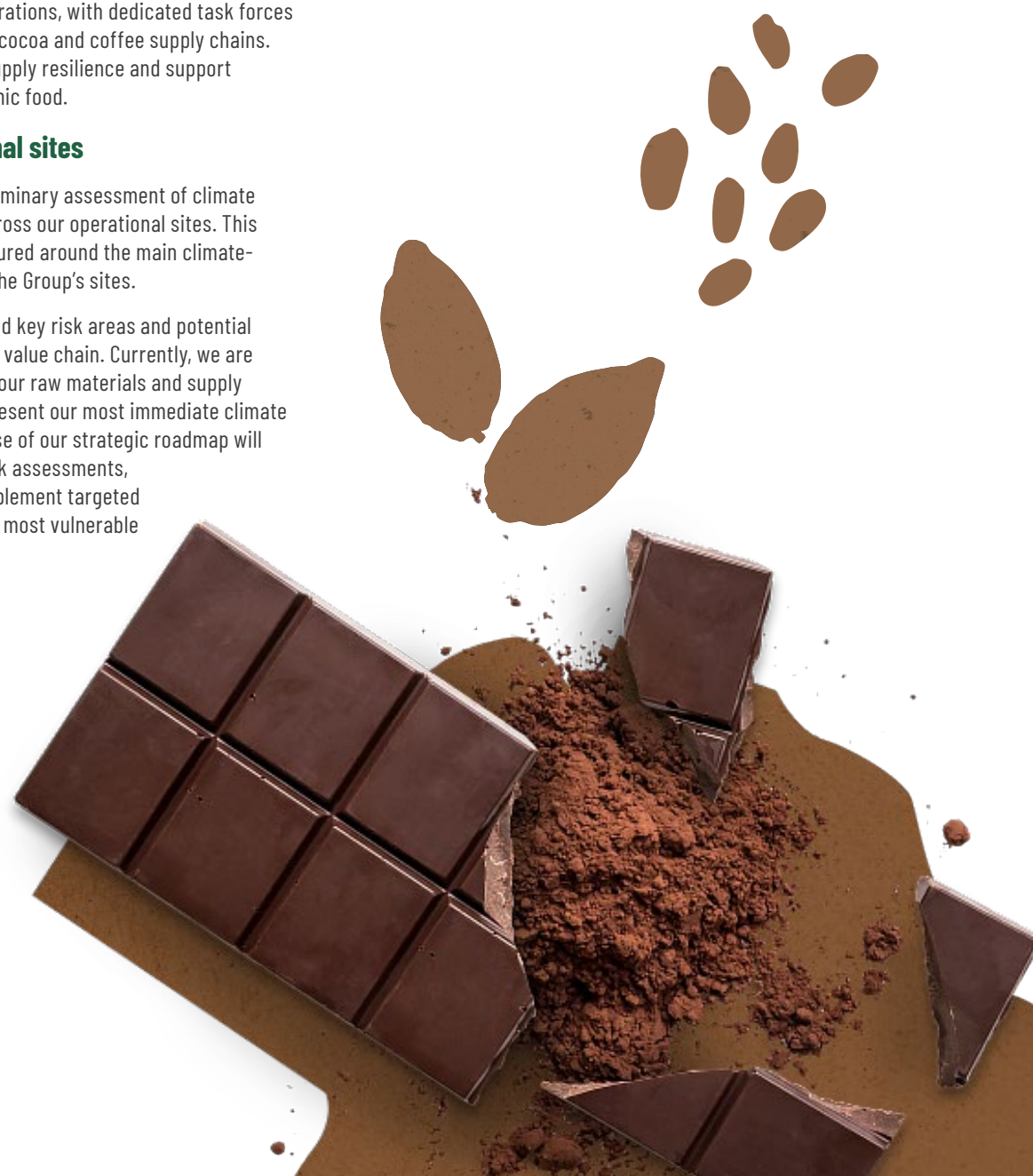
Together, these actions aim to address key climate-related risks identified for these supply chains, including declining agricultural yields, increased price volatility, raw material quality issues, supply disruptions, and potential loss of market competitiveness.

To support implementation, Ecotone is dedicating resources including market research, innovation and strategic partnerships. The adaptation plan is progressively being embedded into business operations, with dedicated task forces already operational for both cocoa and coffee supply chains. This will ensure long-term supply resilience and support Ecotone's leadership in organic food.

2. Ecotone's operational sites

Ecotone has launched a preliminary assessment of climate change adaptation needs across our operational sites. This assessment has been structured around the main climate-related hazards relevant to the Group's sites.

This initial work has identified key risk areas and potential adaptation levers across our value chain. Currently, we are prioritizing the resilience of our raw materials and supply chain impacts, as these represent our most immediate climate dependencies. The next phase of our strategic roadmap will deepen site-level climate risk assessments, enabling us to define and implement targeted adaptation measures for our most vulnerable operational locations.



Targets and metrics related to climate change

Energy consumption and mix

(MWh)	2024	2025	% change vs. PY
Fuel consumption from coal and coal products	0	0	
Fuel consumption from crude oil and petroleum products	0	0	
Fuel consumption from natural gas	39,647	38,285	-3%
Fuel consumption from other fossil sources	4,217	389	-91%
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	1,548	0	-100%
Total fossil energy consumption	**45,412**	**38,674**	**-15%**
Total energy consumption from nuclear sources			
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.)	2,095	2,155	3%
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	17,234	17,502	2%
Consumption of self-generated non-fuel renewable energy	394	442	12%
Total renewable energy consumption	**19,724**	**20,099**	**2%**
Total energy consumption – sum of 3 sub-totals	**65,136**	**58,773**	**-10%**

Gross scope 1,2,3 and total GHG emissions

Metric tons of CO_2e	Base year 2022	2024	2025	% change vs. 2022
Scope 1 GHG emissions				
Gross scope 1 GHG emissions	11,079	10,330	9,515	-14%
Percentage of scope 1 GHG emissions from regulated emission trading schemes (%)	0	0	0	
Scope 2 GHG emissions				
Gross location-based scope 2 GHG emissions	6,651	6,490	7,152	8%
Gross market-based scope 2 GHG emissions	82	131	71	-13%
Scope 3 GHG emissions				
Significant scope 3 GHG emissions	218,690	223,862	187,233	-14%
– Purchased goods and services	187,888	193,039	160,175	-15%
– Upstream & Downstream transportation and distribution	23,094	20,417	20,417	-12%
– Waste generated in operations	217	178	132	-39%
– End-of-life treatment of sold products	7,491	10,277	6,509	-13%
TOTAL GHG Emissions Scope 1,2,3 (market-based)	**229,852**	**234,322**	**196,819**	**-14%**



E2 | POLLUTION

Ecotone's pioneering position in organic and plant-based food is rooted in the principle of ecosystem non-degradation – ensuring that food production supports and shields nature, not damages it. We put our "Food for Biodiversity" mission into practice through a commitment to chemical-free agriculture, eliminating synthetic pesticides and fertilizers that contaminate soil and water systems. By prioritizing healthy, unpolluted ecosystems, we work to produce wholesome food through nature-based solutions. This approach replaces degrading chemical interventions with agroecological practices like permanent soil cover and native hedgerows, effectively protecting existing ecosystems and fostering the self-sustaining natural cycles that are essential for long-term food security.

Because of this approach, our materiality assessment concluded that no material negative impacts or risks are present within our own operations or upstream value chain. By structurally avoiding synthetic chemical inputs, we effectively eliminate the primary drivers of agricultural pollution. Instead, we have identified two core material opportunities that drive our competitive advantage:

- **Market differentiation through toxic-free solutions:** By developing tools like the Avoided Pesticide Index (API), we provide verifiable proof of our commitment to a chemical-free supply chain. This transparency strengthens our position as a pioneering responsible player, directly attracting a growing segment of health-conscious and environmentally aware consumers.
- **Production resilience through ecological integrity:** The development of our organic and plant-based portfolio increases the long-term resilience of our production systems. By reducing water and soil pollution at the farm level, we ensure the continued health of the ecosystems we rely on, mitigating the broader systemic impacts on biodiversity that threaten the global food supply.

Pollution related policies

- CSR Policy
- Biodiversity Policy
- Responsible Sourcing Policy



Identified IROs - E2

Sub-topic	IRO type				Material issue for Ecotone	Description of IRO
	Positive impact	Opportunity	Negative impact	Risk		
Pollution of soil		●			Chemical pollutions	Development of solutions (e.g. avoided pesticides index) strengthening the group's position as a responsible player and attracting consumers
Pollution of water		●			Water quality: use of pesticides and pollutants discharged into water	Development of organic products which increases resilience of the production (through the reduction of water pollution and the reduction of negative impacts on biodiversity)

E2-2 Actions and resources

When	Topic	What happened	Expected/actual outcomes
2024	Consumer-centric solutions to raise awareness	Ecotone partnered with Solagro to support the launch the world's first Avoided Pesticide Index (API) and the Adonis interactive map. Based on the Phytosanitary Treatment Frequency Indicator (IFT), this open-access tool provides municipal-level precision on pesticide use across France.	Build awareness and strengthen Ecotone's position as a responsible player. Enable consumers to calculate the environmental contribution of their organic choices and allows businesses to quantify their chemical footprint.
2024/2025	Drive positive change (international frameworks)	Ecotone continuously challenges frameworks and reporting methodologies that do not promote organic agriculture by not taking it and its positive impacts into account, and those that work against it by misunderstanding organic agriculture specificities and penalizing them. Ecotone partnered with IFOAM to advocate for improved SBTN methodology on water.	Ensure international frameworks reflect the specific characteristics and benefits of organic agriculture.
Ongoing	Commitment to organic agriculture and advocacy	Ecotone has committed to reaching a target of 90% organic turnover by 2030. In 2025, Ecotone co-led the Tous Exposés campaign with a coalition of organizations and NGOs to raise awareness about agricultural chemical pollution and its negative impacts. Ecotone also partners with several industry organizations at local and European levels to support regulations and changes in favor of healthier ecosystems (IFOAM, Solagro).	Strengthen Ecotone's leading and pioneering position in organic agriculture. Raise awareness of chemical pollution to help consumers make informed decisions and join the public debate. In 2021 alone, Ecotone's activities avoided 304,609 synthetic treatments, preserving nearly 90,000 hectares of land from chemical exposure.
Ongoing	Supplier engagement	Since 2018, Ecotone has cultivated deep-tier resilience through our Goodbuy program, holding annual strategic meetings with "partner-level" suppliers that represent over 25% of our purchasing turnover. We also conduct a comprehensive survey of our entire supplier base every three years, designed to monitor performance in critical areas including carbon footprint, water and waste treatment, and biodiversity protection.	Maximize supplier collaboration by actively engaging our partners to upgrade their operational standards and implement sustainable environmental practices. Transform compliance requirements into proactive opportunities for ecosystem restoration and supply chain integrity.

E2-3 Targets related to pollution

Topic	KPIs	Baseline	2025 progress	2030 target
Organic	Turnover% from organic sales	79% 2020	87%	90%

E2-4 Pollution of air, water and soil

In accordance with ESRS 1, Ecotone has concluded that the quantitative metrics required under ESRS E2-4 are not material and have therefore been omitted from this report.

This conclusion is based on our double materiality assessment, which identified no material negative impacts, risks, or dependencies related to the emission of pollutants into air, water, or soil. As a leader in organic and plant-based food, we can confidently say that our methods eliminate the use of synthetic chemical inputs – the primary drivers of pollution in the food value chain.

E2-5 Substances of concern and very high concern

Ecotone does not produce, distribute, commercialize, or import/export substances of concern or substances of very high concern. This is due to our commitment to sustainable and environmentally friendly food production, which aligns with (pesticide-free) organic farming principles and excludes the use of such substances. Therefore, disclosing information on these substances is not considered material to Ecotone's operations or impact on the environment.

E3 | WATER AND MARINE RESOURCES



Water is a critical resource across our operations and value chain, and we are committed to managing it responsibly. Through organic farming practices (with no chemical pollution) and our Farmtastic program, we actively improve soil health and water quality, retain moisture, and use water more efficiently.

Although water was not ranked among the Group's highest material topics in the double materiality assessment, it remains a material environmental topic under ESRS E3 due to its localized impacts, climate-related risks and strategic importance for agricultural sourcing.

Identified IROs - E3

Sub-topic	IRO type				Material issue for Ecotone	Description of IRO
	Positive impact	Opportunity	Negative impact	Risk		
Water and marine resources			●		Water consumption	Pressure on water resources linked to the use of water resources in raw materials
			●			Pressure on water resources linked to the use of water resources in factories as part of production
				●		Business continuity risk due to water shortage or drought (e.g. impacting raw material availability or production processes scarcity in factories)

Vulnerability analysis in our operations

Ecotone has analyzed its vulnerability to water scarcity to understand how climate change may affect our activities in the future. Using climate and hydrological data from DRIAS (*Donner accès aux scénarios climatiques Régionalisés français pour l'Impact et l'Adaptation de nos Sociétés et environnement*), Copernicus, and the Water Footprint Network, the company modelled potential evolutions in water availability at site and sourcing level. Alongside this analysis, questionnaires were sent to site managers, suppliers and local water agencies in strategic areas, ensuring that local projects, insights and stakeholder expectations are integrated into our understanding of risk and resilience.

This assessment showed that certain regions in Italy, where Ecotone both operates our largest plant-based beverage facility as well as sources strategic crops, face increasing water stress (see Climate change section).

The analysis highlights three key vulnerabilities:

- Exposure of specific Italian and Spanish sites to chronic water stress
- Concentration of water use at the Italian site
- Increasing upstream exposure in South Asia and South America

E3-1 Policies related to water

While a dedicated water policy is still being finalized, water-related governance is currently embedded within our existing environmental management systems, site-level procedures and supplier engagement frameworks. In 2024 and 2025 we began important foundational work to address water as a material impact area, driven in part by our commitment to set targets through the Science Based Targets Network (SBTN) framework.

We successfully completed an initial assessment to identify material water-related impacts and dependencies across our value chain and our direct operations, providing a clearer, data-informed picture of our relationship with water resources. Based on this assessment, we are advancing our work using the SBTN methodology and will continue testing water-reduction targets throughout 2026. We plan to publish our water management policy detailing the strategy, governance and operational measures that will steer our actions.

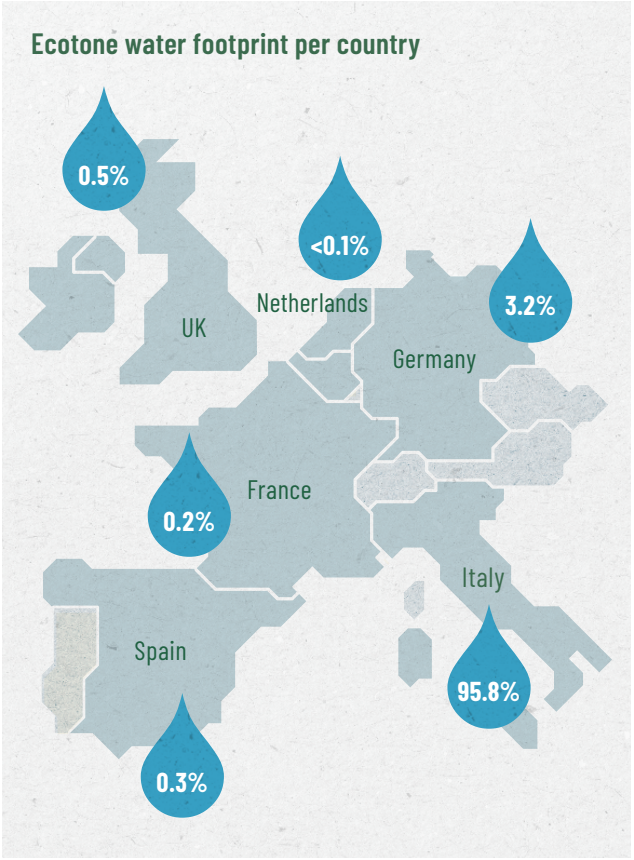
E3 Water-related strategy

Water footprint

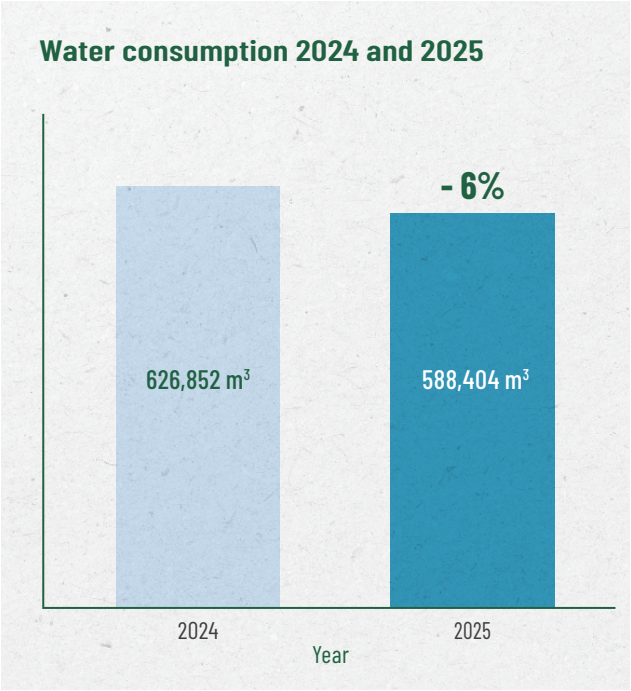
Ecotone has assessed the strategic role of water across our entire value chain using a combination of LCAs, materiality analyses, and the SBTN framework. This evaluation confirms that our most significant water-related impacts occur in two distinct tiers: first, within our upstream supply chain (agricultural production), and second, within our direct manufacturing operations.

Upstream, our vulnerability analysis reveals that key sourcing regions including south Asia, northeastern Africa, and South America are exposed to an increasing risk of water stress. These areas provide strategic raw materials such as rice, coconut, coffee, sugar, and tea, so water scarcity here is a primary risk to both ecosystem health and supply chain resilience. We mitigate this risk, however, through our Farmtastic program. We collaborate with these suppliers to implement rain-fed and low-irrigation systems, conserving this precious resource, preserving local ecosystems and securing our supply chain against scarcity.

Within our direct operations, Ecotone maintains a highly efficient profile. The vast majority of our production facilities are "dry sites" – dedicated to low-water-intensity processes such as the assembly of dry organic goods – resulting in a relatively low Group-wide water intensity.



- Ecotone's operational water footprint is heavily concentrated in our manufacturing sites, which account for 98% of the Group's direct consumption. In 2025, our overall consumption totaled 588,404 m^3. Although Italy as a whole is projected to face water stress in the future, the region where we operate is not. As a result, this classification overstates the extent of our exposure and does not reflect a widespread operational risk. Instead, the concentration of water use at a single site enables us to apply precise, high-impact water stewardship measures exactly where they are needed most.



Water strategy

Ecotone's water management strategy is structured around three complementary pillars, designed to reduce water use, build resilience, and promote sustainable practices:

1. No pollution from chemical intrants

As an organic food company, Ecotone's impact on water pollution is minimal, especially when compared to conventional agricultural practices. The absence of chemical inputs in our farming methods significantly reduces the risk of water contamination – an important factor under the SBTN framework. This approach not only helps to maintain water quality, but also strengthens the resilience of local ecosystems and fosters sustainable water management throughout our value chain.

Ecotone has followed the recommendations of the SBTN methodology, particularly in relation to water quality concerns such as nitrogen and phosphorus emissions from fertilizers. However, the current SBTN framework does not fully account for the environmental benefits of organic farming, as it applies the same reduction targets to both organic and non-organic systems. As a result, while we continue to explore this area, the development of specific water pollution targets based on organic farming practices is still a work in progress.

2. Efficiency and Reuse in High-Consumption Sites

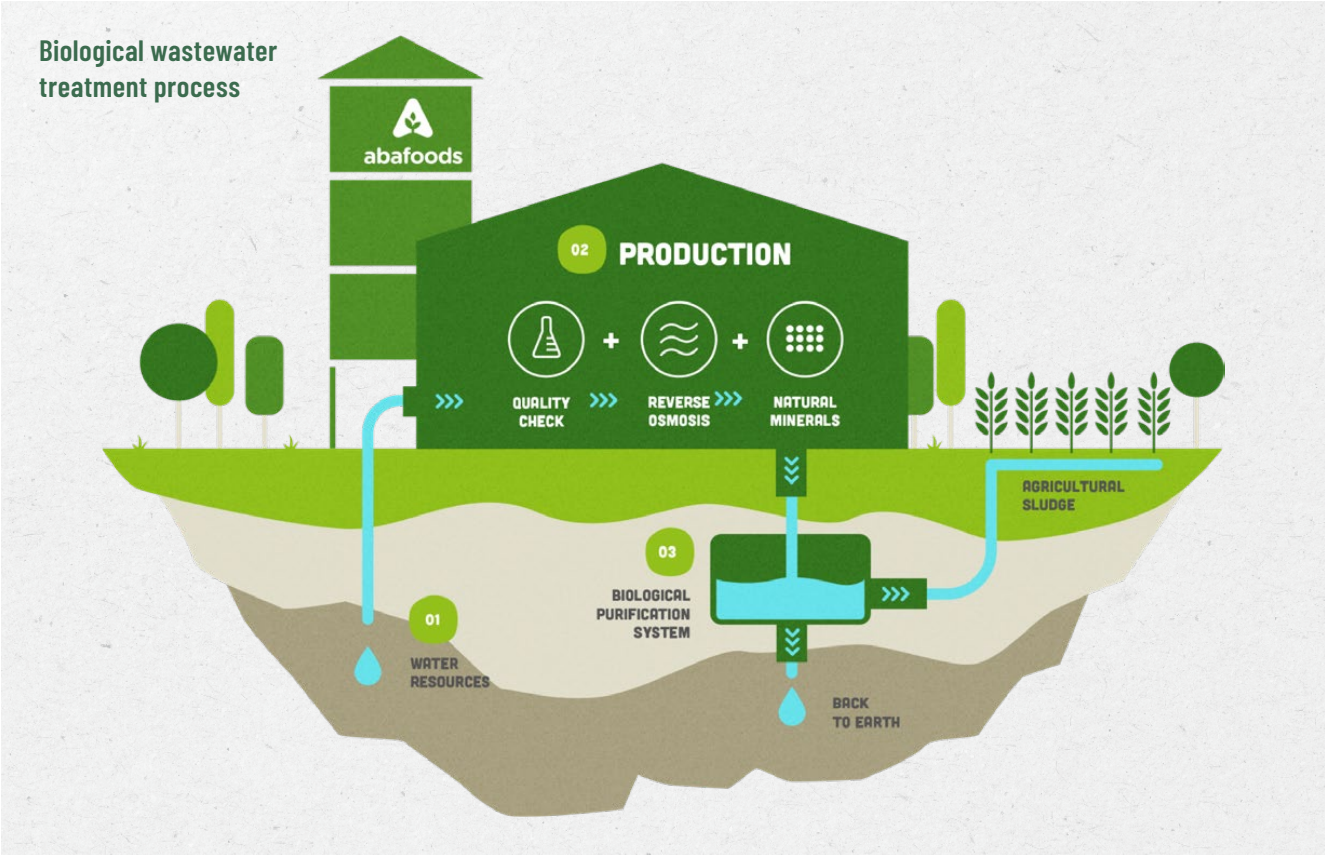
Water-use reduction initiatives

Abafoods, our Italian site, is a long-established producer of plant-based beverages and has operated as an organic-focused manufacturer for over twenty years. The company functions as a European Centre of Excellence for Research and Development in plant-based drinks and produces more than 120 million liters annually. Abafoods has implemented a closed-loop water management system designed to achieve zero water waste. The process is based on reverse osmosis, which provides high-efficiency filtration without the use of chemical reagents. It's followed by a remineralization stage that restores naturally-occurring minerals removed during filtration.

> BETTER WATER MANAGEMENT MAKES THE SITE WORK BETTER OVERALL. IT CUTS WASTE, IMPROVES EQUIPMENT RELIABILITY AND LIFESPAN, AND MAKES OUR PROCESSES MORE EFFICIENT – GOOD FOR THE ENVIRONMENT AND FOR DAY-TO-DAY OPERATIONS.
>
> **Enrico Scapolo,** Abafoods maintenance manager

Our water metrics are available on p37





Water treatment plant at Abafoods

Water used in production is subject to regular chemical, physical, and microbiological analysis and must comply with defined internal quality specifications. Water not incorporated into finished products is treated through a biological wastewater treatment process. The treated effluent meets all applicable legal requirements and is discharged into a canal next to the facility, where it is subsequently used for irrigation, supporting circular water use in the surrounding area.

3. Resilience of agricultural sourcing in water-stressed regions

Within our agricultural supply chains, Ecotone promotes the use of low-irrigation or rain-fed cultivation systems where agronomically feasible. Through our Farmtastic program, the company collaborates directly with farmers and suppliers to encourage practices that reduce reliance on high-intensity irrigation, enhance soil moisture retention, and preserve local water ecosystems. These initiatives contribute to lower overall water stress in sourcing regions and support long-term resilience of raw materials.

For instance, the majority of Ecotone's almond supply is sourced from Italy and Spain, from agricultural regions where almonds are grown under low-irrigation or predominantly rain-fed systems, depending on climatic conditions. Under the Farmtastic program, growers in these areas rely on natural rainfall as the primary source of water, supplemented only with targeted irrigation during critical growth stages. This approach significantly reduces overall freshwater demand compared with conventional high-intensity irrigation practices commonly associated with almond cultivation.

We are also exploring how similar principles can be extended to other water-intensive crops, with the objective of strengthening upstream water resilience and addressing water risks more holistically across the value chain.

Supported by science-based target setting

Ecotone has drawn on the recommendations of the SBTN and the Science Based Targets for nature framework to guide our reflections on strategy and target-setting, to anchor them in a credible and science-based approach. However, unlike with the SBTi, Ecotone has not yet submitted a file for validation. References to SBTN must therefore be understood as an intention to strengthen the credibility of the approach with a view to future certification, but they cannot be considered a substitute for formal validation by the Network.

Following the SBTN approach, Ecotone combined site-level water data with external sources recommended by the Network. The High Impact Commodity List of the SBTN was used to identify the most water-intensive crops, which were then cross-checked with sourcing regions and irrigation practices (following available data collected). The Water Footprint Network or the EU Water Exploitation Index (WEI+) were used to assess the sensitivity and the need of water use reduction of local ecosystems. Based on this, we have identified priority areas, including the Abafoods site in Italy, which is located in a water-stressed region, and key sourcing regions in Spain, south Asia, and South America.

E3-2 Actions and resources related to water

When	Topic	What happened	Expected/actual outcomes
2026+	Expanding water-efficiency initiatives beyond Abafoods	Following the success of our water management initiatives at Abafoods, Ecotone will work to replicate best practices at other sites within our production network where it's feasible. Ecotone will establish a benchmarking framework to assess water consumption across our global production sites.	By comparing water efficiency metrics and setting clear reduction goals, the company will work to reduce water use in facilities with high water consumption.
2026+	Strengthening water resilience in water-stressed agricultural sourcing regions	Given the growing water stress in critical sourcing regions, Ecotone will focus on strengthening the resilience of our agricultural supply chains. Ecotone will continue to support our suppliers via the Farmtastic program to adopt low-irrigation or rain-fed agricultural practices. Specifically, the company will encourage the transition to more water-efficient farming techniques, such as the use of precision irrigation systems and soil moisture retention strategies, thereby reducing water dependency and mitigating water stress in sourcing areas.	Reduce water dependency, mitigate water stress in sourcing areas and increase farms' resilience.

By taking these actions, Ecotone aims to not only reduce our water footprint, but also contribute positively to the conservation of global water resources and mitigate risks associated with water scarcity.



E3-3 Targets

Topic	KPIs	2025 progress
Water consumption	Absolute water consumption reduction for Abafoods.	Ongoing

We are currently in the process of defining specific targets for water management and reduction and will disclose them in future reporting cycles once finalized.

E3-4 Water metrics (all in m^3)

	2024	2025	% change vs. PY
Total water withdrawal	626,852	588,404	-6.1%
Total water withdrawal in areas at water risk, including areas of high-water stress (Italy & Spain)	584,916	564,900	-3.4%
Water intensity (vs. turnover)	0.88	0.83	

E4 | BIODIVERSITY AND ECOSYSTEMS

Biodiversity is far more than a reporting category – it is our corporate reason to be and the namesake of our organization. We recognize that the prevailing industrial food system is the primary driver of global nature loss, and we have fundamentally structured our business model to serve as a restorative alternative to this crisis. We operate at the critical intersection of human nutrition and ecological health, asserting that what we eat is the most powerful lever for protecting the living world.

Rather than focusing solely on incremental damage mitigation, Ecotone aims to transform the entire value chain into a proactive tool for environmental preservation and habitat restoration. We believe that true leadership requires moving beyond ambition toward scientific accountability. To enable this, we are currently using the SBTN framework to map our impacts and dependencies across our global footprint. This foundational work strengthens our understanding and application of the SBTN framework, helping us ensure that our long-term actions deliver measurable ecological benefits to the planet. This report outlines our journey toward a future where food production and biodiversity are no longer in conflict, but actually reinforce one another.

Biodiversity-related policies

- CSR Policy
- Biodiversity Policy

Identified IROs - E4

Sub-topic	IRO type				Material issue for Ecotone	Description of IRO
	Positive impact	Opportunity	Negative impact	Risk		
Impacts on the extent and condition and ecosystems			●		Impact of value chain activities on ecosystem integrity	• The impact of land management and land use change on biodiversity because of plantation, harvesting of raw materials • Erosion of biodiversity and deforestation
Impact of value chain activities on ecosystem integrity			●			• Decline or elimination of native species (e.g. raw material extraction in protected natural areas) • Disruption of local ecosystems and ecosystem functions
				●		Financial risk (loss of yields or markets, shutdown of operations) linked to the shortage of raw materials (coffee, cocoa)
Ecotone specific	●				Consequences of Ecotone's business model on biodiversity	Positive impact on biodiversity through its mission
		●				Development of organic production processes which contribute to raw material resilience (including through the reduction of soil pollution and the reduction of negative impacts on biodiversity)
		●				• Diversification of crops/revenues to reduce dependence on raw materials and ensure business continuity • Fight against food standardization is a lever for ensuring business continuity

E4-2 Transition plan for biodiversity and ecosystems

Purpose

Biodiversity and healthy ecosystems are essential foundations for our future. The sustainability of the food and agriculture sectors is inextricably linked to the preservation of nature, yet the current intensive food model is currently the primary driver of ecological collapse, responsible for approximately 70% of projected terrestrial biodiversity loss, according to the UN Convention on Biological Diversity (CBD).

The global food system disproportionately contributes to the five main drivers of biodiversity loss identified by the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES):

- **Habitat destruction:** The expansion of industrial farming and livestock production is a leading cause of land-use change. Vast areas of forests and wetlands are cleared to meet rising demand for agricultural and farming land, resulting in catastrophic habitat loss and species extinction.
- **Pollution:** Modern agriculture relies heavily on synthetic fertilizers and pesticides which leach into waterways and soil, causing widespread contamination. This is reflected in the alarming decline of biodiversity, including the loss of one-third of farmland birds and 80% of insect populations in Europe over recent decades.[1]
- **Climate change:** Agriculture remains a significant source of greenhouse gas emissions, notably methane from livestock and nitrous oxide from synthetic fertilizers. This exacerbates the climate crisis, further destabilizing ecosystems and shifting species' natural ranges.
- **Over-exploitation of resources:** Industrial models push ecosystems beyond sustainable limits through the overuse of freshwater and soil. At the same time, the standardization of global food production has led to a dangerous lack of genetic diversity – today, only nine crop species account for over two-thirds of global production by weight.[2]



Field presenting biodiverse characteristics: trees, cultivated land, beehives and flower strips; Italian oat field

Beyond environmental degradation, these intensive practices also pose risks to human health, including the poorer air quality and polluted drinking water. For Ecotone, addressing these drivers is a strategic necessity to ensure a resilient food future.

1. *Où sont passés les oiseaux des champs?* CNRS - Le Journal, 2018 3 Møller AP. *Quantifying rapidly declining abundance of insects in Europe using a paired experimental design.* Ecol Evol. 2020 Gretchen Vogel, *Where have all the insects gone?* Science, 2017
2. FAO's *State of the World's Biodiversity for Food and Agriculture* report

Adaptation of strategy and business model

Since becoming a *société à mission* in 2020, Ecotone has made biodiversity protection a core strategic priority. Our business model is built on two main pillars: a certified organic foundation and a predominantly plant-based portfolio. Our strategy follows a mitigation hierarchy – protect, reduce, enhance, and engage – to manage impacts across our entire value chain.

1. PROTECT: Avoiding impacts on species and ecosystems

Ecotone prioritizes avoiding negative impacts at the source:

- **Organic leadership:** For over 30 years, we have championed organic farming. As the only public label prohibiting synthetic chemicals, organic systems support 30% higher species richness and 50% greater abundance of pollinators than conventional farming (Bengtsson et al., 2005).
- **Plant-based transition:** With livestock farming responsible for 14.5% of global GHG emissions and significant deforestation, we inspire consumers to shift toward plant-based diets to reduce pressure on land-use and climate.
- **Deforestation-free supply chains:** Ecotone welcomes the EU Deforestation Regulation (EUDR). By 2026, we will ensure our supply chains for sensitive commodities, such as cocoa and coffee, do not contribute to the loss of natural ecosystems.

2. REDUCE: Mitigating residual impacts

Where impacts cannot be fully avoided, we apply rigorous mitigation measures:

- **Climate and carbon:** We address climate change as a driver of nature loss by maintaining a carbon intensity significantly below industry averages, supported by SBTi-aligned targets and a portfolio that is 95% plant-based.
- **Water stewardship:** Our organic sourcing model eliminates synthetic pesticides and fertilizers, reducing chemical water pollution. We also prioritize non-irrigated crops (such as specific almond varieties) and promote agroecological practices that improve soil water retention and reduce upstream consumption.
- **Circular packaging:** Through our "Greener Pack" policy, we reduce the indirect impacts of packaging on biodiversity – specifically material extraction and plastic pollution. Our actions focus on three levers: weight reduction, increasing circularity and recyclability, and transitioning to renewable materials.
- **Operational sites:** Each Ecotone site monitors energy, water, and waste, while implementing local "positive actions" to foster biodiversity on-site.

3. ENHANCE: Strengthening ecosystem resilience

We go beyond minimizing harm to actively improve ecosystem health:

- **Farmtastic program:**
  Our framework supports farmers in adopting agroecological practices that exceed organic standards. Reviewed by experts like Solagro and ISARA, the Farmtastic program is built to enhance soil health, water retention, and carbon sequestration. Ultimately, Farmtastic seeks to reclaim and cultivate habitats for wild fauna and flora, acting as a catalyst to regenerate farm biodiversity and build resilient living landscapes.

Farmtastic



- **Cultivating diversity:** To counter the global reliance on just nine crop species, Ecotone promotes agrobiodiversity by integrating a wide variety of ingredients into our recipes.

4. ENGAGE: Empowering the value chain

True transformation requires collective action:

- **Stakeholder mobilization:** We engage over 900 suppliers through our Responsible Sourcing Policy, and empower employees via interactive training like "Biodiversity Days."
- **The Ecotone Foundation:** Our Foundation serves as a bridge between corporate strategy and philanthropic initiatives. By funding scientific research and academic partnerships, we accelerate the development of biodiversity-positive innovation. We also provide direct financial support for ecosystem recovery, such as the restoration of hedgerows and wildlife corridors impacted by intensive agriculture.
- **Policy advocacy and industry influence:** We make use of our leadership position to advocate for systemic policy shifts – participating in international coalitions like SBTN and B Corp, speaking out against pesticide exposure, and campaigning for ambitious national targets, such as 12% organic consumption in France. We aim to raise the biodiversity benchmarks for the entire food industry, accelerating toward ecological integrity.

E4-3 Actions and resources related to biodiversity and ecosystems

Ecotone implements a multi-layered action plan to protect and enhance biodiversity, following the mitigation hierarchy: protect, reduce, enhance, and engage. This strategy is supported by bringing our diverse expertise together, forming strategic partnerships, and through rigorous monitoring systems.

1. PROTECT
AVOIDING NEGATIVE IMPACTS AT THE SOURCE

We protect biodiversity by avoiding pressures on species and ecosystems, and creating an accessible path for consumers to move toward more sustainable dietary choices.

A. Promoting organic and plant-based consumption

- **Consumer insights and research & development (R&D):** Ecotone carries out regular consumer surveys to identify barriers to sustainable shifts. In 2025, Ecotone's dedicated team of R&D and marketing experts helped to launch 250 new organic products and improve 15 existing recipes in France, optimizing taste and nutritional profiles.

LAUNCHED
250 NEW ORGANIC PRODUCTS AND
IMPROVED 15 EXISTING
RECIPES IN FRANCE







- **Education and visibility:** We use high-impact communication to drive behavioral change. Bjorg remains the leading investor in organic advertising in France (TV, digital, and in-store). We ensure accessibility by placing Bjorg's organic drinks in conventional dairy aisles, as well as securing partnerships with global players like McDonald's and Accor Hotels. In 2025, our products reached nearly 40% of French households (39.3%), with a target of 50% by 2030.

- **Transparency:** Bjorg and Allos utilize the Planet Score to provide science-based data on pollution, climate, and biodiversity impacts. In 2025, 100% of Bjorg's portfolio is rated A-C.

Expected outcomes: Increased market penetration of organic and plant-based products. Empowered consumer decision-making. Reduced systemic reliance on conventional, high-input agriculture.

B. Combatting deforestation in sensitive supply chains

- **Zero-deforestation criteria:** We prioritize Fairtrade-certified and plant-based products that work to zero-deforestation standards. In 2025, Fairtrade products accounted for 44% of chocolate, tea and coffee turnover.

- **Palm oil sourcing:** Ecotone has achieved 100% RSPO-certified palm oil exclusively through Identity Preserved (IP) and Segregated (SG) models, exceeding standard industry certifications. We refuse the mass balance compromise – which allows the mixing of sustainable and conventional oil – so we provide full physical integrity and can verify that our sourcing has not caused habitat loss.

- **EUDR readiness:** In 2024, we initiated a compliance program for the EU Deforestation Regulation (EUDR). We aim for full traceability and verification for high-risk commodities, specifically cocoa and coffee, by mid-2026.

Expected outcomes: Elimination of deforestation-linked commodities from the value chain. Full regulatory alignment. Protected forest integrity in tropical regions.

2. REDUCE
MITIGATING RESIDUAL IMPACTS

Where impacts cannot be fully avoided, Ecotone implements rigorous mitigation measures to minimize our footprint.

A. Decarbonization and climate resilience

- Since 2017, we have conducted annual scope 1, 2, and 3 measurements. Following our SBTi commitment in 2023, in 2025 we launched a cross-functional transition plan to align our decarbonization with a 1.5°C pathway, with formal target submission in 2026.

Expected outcomes: Progressive GHG reduction. Enhanced synergy between climate and nature strategies through low-impact sourcing.

B. Responsible water and site management

- **Water stewardship:** Following a 2024 physical risk assessment (drought, flooding, pollution), we developed targeted mitigation plans. We prioritize low-water crops and, while most of our sites use dry-processing, our water-intensive Italian facility is a priority for consumption and impact reduction through targeted mitigation plans.
- **On-site biodiversity:** Each site implements positive actions (e.g., EV charging stations, insect/bee hotels, bird habitats) and monitors energy and waste to reduce their local ecological footprint.

Expected outcomes: Increased supply chain resilience to water stress. Enhanced local biodiversity at operational sites. Increased employee engagement in site-level conservation.



C. Sustainable packaging innovation

- **Clipper leadership:** Our Clipper Tea brand was the first to eliminate chemically-bleached tea bags (using non-GMO, plant-based materials) and invested £1 million to achieve 100% recyclable, plastic-free packaging in large-format boxes by 2021.
- **"Greener pack" policy:** Our 2025 roadmap focuses on weight reduction, circularity, and renewable materials, co-developed with partners like ADEME and CITEO.

Expected outcomes: Reduced plastic pollution. Lower resource extraction. Reduced end-of-life environmental impact.



INVESTED
£1 MILLION TO ACHIEVE
100% RECYCLABLE

3. ENHANCE
STRENGTHENING ECOSYSTEMS AND AGROBIODIVERSITY

We move beyond mitigation to actively replenish the natural capital that our industry depends on.

A. The Farmtastic program

Farmtastic

Through the Farmtastic program, Ecotone partners with organic producers to implement field-level practices that exceed standard EU organic requirements. Co-built by Solagro, ISARA and Des Enjeux et Des Hommes, the program uses a rigorous scoring system to drive positive outcomes across four high-impact levers. These include developing ecological infrastructure (like native hedgerows and ponds) to re-establish wildlife corridors, mandating soil life and carbon protocols through permanent soil cover and 5+ year rotations, and integrating agroforestry to enhance microclimates and carbon sequestration. In 2025, we scaled this to six audits and supported six transition projects across new commodities.

Expected outcomes: Soil regeneration and habitat creation (hedgerows, ponds). Increased farm-level resilience. Stabilized long-term supply of high-quality organic raw materials.

B. Ingredient diversification

To counter the global reliance on nine dominant crops, Ecotone integrates alternative ingredients into all our product innovation and renovation processes. In 2025, 71% of our volume sold came from alternative ingredients.

Expected outcomes: Reduced agricultural monocultures. Enhanced genetic diversity in the food system. Broader consumer exposure to diverse plant species, flavors and nutrients.





Training with producers (cocoa and oats)



4. ENGAGE

EMPOWERING THE VALUE CHAIN AND ADVOCACY

We act as a catalyst for systemic change through stakeholder mobilization and public policy influence.

A. Employee, customer and supplier engagement

- Employee training: 100% of new hires are welcomed with the "Biodiversity Strikes Back" e-learning. We host an annual Biodiversity Day and have rolled out Sustainable Leader Workshops to 100% of management.

Photo: 2026 B Corp recertification day, France



- **Customer partnerships:** We establish long-term sustainable partnerships with retailers to drive transition on the shelves. This includes strategic initiatives such as the Sustainable Lifestyle Brand Partnership (SLBP) agreement with Carrefour. We provide a dedicated Corporate Social Responsibility (CSR) role to support our customers' transitions, enabling transparency and helping them meet their own biodiversity and sustainability targets through our product portfolio.
- **Supplier collaboration:** We manage 900+ suppliers via a Responsible Sourcing Policy and dedicated CSR roles, developing action plans based on surveys that cover energy, water, waste, carbon, and gender parity.

Expected outcomes: A "biodiversity-first" corporate culture. Improved supplier and customer alignment with Ecotone's sustainability benchmarks.



Sustainability Linked Business Plan (SLBP) with Carrefour

B. Science, foundations, and advocacy

- **The Ecotone Foundation:** In 2025, we allocated €365k to fund three strategic areas: preservation and restoration of ecosystems in partnerships with *Fonds pour l'arbre*; scientific research to foster knowledge on biodiversity, in partnership with Solagro; and educating and raising awareness on biodiversity via public campaigns, in partnership with *Generations Futures*.

Expected outcomes: Influence on national and EU agricultural policy. Contribution to sector-wide biodiversity tools. Reinforced leadership in the "Food for Biodiversity" movement.

- **Advocacy and coalitions:** Beyond our active membership in SBTN and B Corp, we lead systemic initiatives such as the 2025 multi-stakeholder coalition *Tous Exposés*, advocating for a 12% organic consumption target in France. We combine policy lobbying with denouncing pesticide exposure and a strategic partnership with IFOAM, with the aim to raise industry benchmarks and accelerate the transition toward a nature-positive European food system.

E4-4 Targets related to biodiversity and ecosystems

Topic	KPIs	2020 Baseline	2025 Progress	2030 Target
Organic	Turnover% from organic sales	79%	87%	90%
Plant-based	Turnover% from plant-based sales	97%	97%	>95%
Farmtastic	% of Farmtastic-qualified raw material (volume)	-	11.4%	33%
Diversity of ingredients	Volume sold % from alternative ingredients	64%	71%	>67%
Employee engagement to our mission	% of employees committed to deliver our mission: Food for Biodiversity	84%	95%	97%

E4-5 Metrics related to biodiversity and ecosystems change

While Ecotone's direct operations (offices and manufacturing sites) are not located within biodiversity-sensitive areas, we recognize that our primary impact resides in our upstream supply chain. We manage this through a "measure-and-mitigate" model. In 2025, we started partnering with specialized third-party experts to conduct field-level assessments of our sourcing regions, measuring ecological indicators to track ecosystem health. These metrics include species richness (e.g., presence of wild bees and pollinators) and soil quality indicators. We also aim to monitor broader ecosystem services, including carbon sequestration potential and soil water retention, to quantify the transition from conventional to Farmtastic organic practices, and to ensure our sourcing directly contributes to the resilience of the landscapes we rely on.



Farmtastic organic oat fields in Burgundy, France

SOCIAL

Social policies

Section	Policies
Our own workforce	HSE Policy D&I Charter Human Rights Policy Pay philosophy Wellbeing Policy Speak Up Policy
Workers in the value chain	Supplier Code of Conduct Responsible Sourcing Policy Human Rights Policy
Consumers and end-users	Ethical Marketing Policy Product Quality Booklet Non-GMO policy CSR Policy Responsible Sourcing Policy

Full details including description, scope and availability of these policies can be found in the Appendix section of this report, on page 74.



S1 | OUR OWN WORKFORCE

At Ecotone, our employees are more than just a workforce – they are the co-creators of our "Food for biodiversity" mission. We believe that to change the food system, we must first empower the people within it. This is why our initiatives are more than just HR policies, they are vital investments in our collective purpose. Through initiatives like the "We Care" wellness framework and our "Sustainable Leaders" training, we weave our core values of cooperation and responsibility into every training academy. We are building a vibrant ecosystem where personal growth and professional duty are aligned, ensuring that every employee feels a deep, personal connection to the impact we strive to achieve together.

To ensure the wellbeing and empowerment of our employees, Ecotone actively seeks their input through an annual satisfaction and engagement survey. This valuable feedback is used to inform and refine HR policies, training programs, compensation structures, career development opportunities, and health and safety measures. We are committed to upholding human rights standards, ensuring that our policies and practices are fair, equitable, and respectful of all employees. By addressing employee concerns and aspirations, Ecotone strives to create a workplace where individuals feel valued, motivated and empowered to contribute to the company's success. This, in turn, leads to increased employee retention, productivity and innovation, ultimately benefiting the company and our customers.

Policies related to our workforce

- HSE Policy
- D&I Charter
- Human Rights Policy
- Pay philosophy
- Wellbeing Policy
- Speak Up Policy

Identified IROs - S1

Sub-topic	IRO type				Material issue for Ecotone	Description of IRO
	Positive impact	Opportunity	Negative impact	Risk		
Working conditions		●			Workforce management and fair wages	Enhanced employer brand and competitiveness to attract and retain key talent
		●			Wellbeing at work	Enhanced employer brand and competitiveness to attract and retain key talent
			●			Psychological risks
			●		Health and safety	Accidents, occupational illness, psychosocial risks
Equal treatment and opportunities for all		●			Equality, diversity and inclusion	• Enhances attractiveness for new applicants • Increase productivity and resilience thanks to innovative thinking and strong corporate culture
	●				Employee career development	• Positive impact by developing employees' skills (functional, management skills) and career development • Positive impact of employees' training on social / environmental knowledge (corporate mission on biodiversity) to drive positive changes in the world.

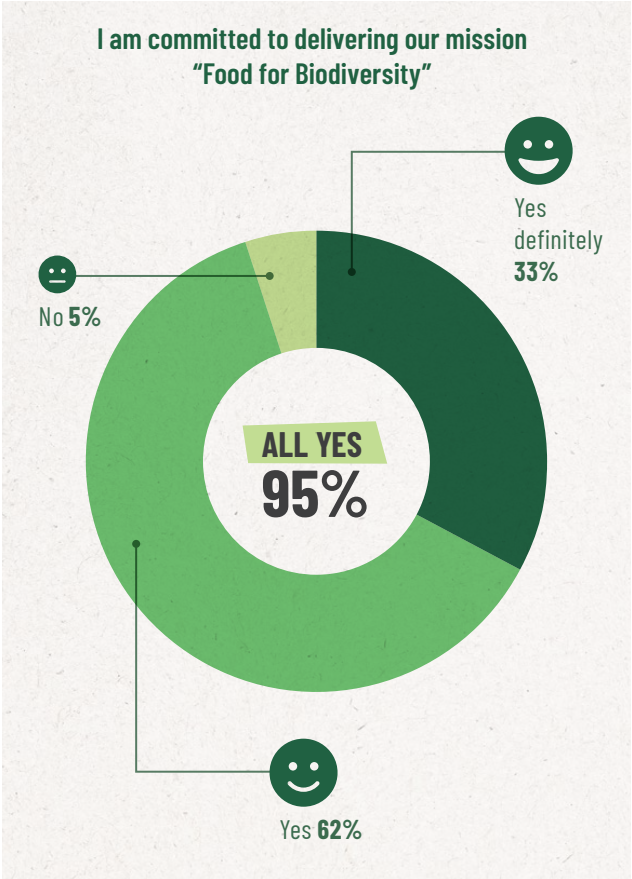
S1-2 Engagement with workforce and workers' representatives, existence of channels for workforce to raise concerns or needs and approaches to remedy

Our engagement strategy is designed to capture the diverse perspectives of our employees across all geographies, ensuring that their innovative ideas and critical concerns reach the appropriate levels of management.

1. Multi-tiered engagement channels

We have a comprehensive framework of channels, enabling continuous interaction between leadership and the workforce at local, national and global levels.

- **Global transparency:** The "Ask Christophe" town halls: On a quarterly basis, Ecotone hosts a global, company-wide town hall meeting led by our CEO, Christophe Barnouin. A defining feature of this forum is the pre-session anonymous question portal. This allows employees to raise difficult or sensitive questions regarding strategy, ethics or working conditions without fear of reprisal. By addressing these questions publicly and directly, leadership reinforces a culture of transparency and accountability.
- **Localized dialogue:** To ensure that engagement remains relevant to specific operational contexts, each country of operation organizes quarterly town hall meetings. These sessions work to review local business performance and discuss "hot topics" impacting the local workforce, providing a frequent and accessible forum for real-time feedback.



- **Systematic listening:** The employee engagement survey: We regularly conduct a formal, third-party supported engagement survey. This tool is designed to move beyond anecdotal feedback by measuring employee sentiment across some key areas: engagement levels, perceived obstacles to success, missed opportunities, and areas of excellence. The data collected is used to benchmark our progress and is a critical input for our Group and local HR action plans.
- **Formal representation:** In accordance with European labor standards and local regulations, Ecotone maintains active and collaborative relationships with local work councils. These bodies act as the primary mediators between leadership and employees for collective topics, including structural changes, workplace safety and social welfare. We see these councils as strategic partners, ensuring that workers' rights and interests are integrated into our decision-making processes.

2. Localized and low-barrier engagement initiatives

Ecotone prioritizes immediate and accessible communication through localized initiatives that encourage a "bottom-up" flow of information.

- **Open door policy:** We maintain a culture of accessibility across our offices and production sites. Our "open door policy" encourages any employee to visit an HR office or approach a designated "person of trust" at any time. This allows for the immediate resolution of local concerns, personal grievances, or operational friction in an informal yet professional setting.
- **Anonymous suggestion boxes:** At several of our sites, we have implemented physical or digital "idea and suggestion boxes." They provide a simple, low-barrier, and anonymous way for employees to suggest improvements to their working environment, share innovative ideas, or flag issues that may not yet require a formal grievance but deserve management's attention.
- **Annual performance reviews and goal sharing:** This mandatory one-to-one dialogue between every employee and their manager provides a protected space to review individual wellbeing and professional aspirations, ensuring that "hot topics" are addressed as part of the standard career development cycle.

3. Grievance mechanisms and the "Speak Up" remedy process



For issues that cannot be resolved through standard management channels or the "open door" approach, the Ecotone Speak Up Policy (updated 2024) serves as our primary formal grievance mechanism for reporting misconduct or breaches of our Code of Conduct.

The remediation journey:

The effectiveness of our Speak Up Policy is rooted in a clearly defined, five-step remediation process:

1. **Secure reporting:** Employees can report concerns 24/7 via a secure, externally hosted platform (web or phone). Reports can be made anonymously where legally permitted.
2. **Impartial assessment:** Every report is directed to an independent integrity committee. The committee assesses the report for validity while maintaining a zero-tolerance policy for retaliation, ensuring the reporter is protected throughout the process.
3. **Neutral investigation:** If founded, an investigation is launched, often involving neutral third-party experts to ensure impartiality and the highest standards of confidentiality.
4. **Defined remedy and corrective action:** Ecotone is committed to providing a tangible remedy, which may include restorative justice for the harmed party, proportionate disciplinary action for offenders, or systemic process improvements to prevent recurrence.
5. **Closing the loop:** The reporter receives a formal notification once the case is closed, ensuring that trust in the mechanism is maintained through a clear outcome.

By providing both informal, immediate touchpoints and formal, protected grievance pathways, we ensure that every voice – whether offering a transformative idea for biodiversity or raising a serious concern – is heard, valued, and addressed.



S1-3 Actions and resources related to own workforce

Health & safety

When	Topic	What happened	Expected/actual outcomes
Annual	Safety training and risk mitigation	**Safety Week:** A dedicated week featuring professional first aid training, safety protocol workshops, and danger identification sessions to teach employees how to identify and remedy hazards.	Increased employee readiness to respond to emergencies. A heightened "safety culture" where employees are equipped to self-remedy dangerous situations.
Regular / Ongoing	Active Safety Management	**GEMBA walks / safety visits:** Employees are invited to participate in monthly safety walks across sites (factories and offices) to observe real-time operations and identify improvements.	Employees become active parts of the solution, leading to the identification of site-specific safety improvements and higher engagement in operational safety.



Safety Week, Germany

Wellbeing at work

When	Topic	What happened	Expected/actual outcomes
Annual	Social engagement	**Volunteering day:** Each employee is granted at least one paid day per year to volunteer for community or environmental causes.	Increased employee sense of purpose and a positive external social impact aligned with Ecotone's mission.

Volunteering day, Italy



Wellbeing at work

When	Topic	What happened	Expected/actual outcomes
Ongoing	Holistic wellbeing and personal growth	**Secondary benefits package:** Provision of gym memberships, Ecotone product discounts, and a "Wellbeing budget" used for soft transport (bikes) or personal training (languages, literacy).	Improved employee health. Reduced environmental impact through soft mobility. Supported lifelong learning / financial literacy.



When	Topic	What happened	Expected/actual outcomes
2025 (NL) / 2026 (Global)	Mental health	**OpenUp platform expansion:** Access to mental health checks, webinars on psychological topics, and direct psychologist access for employees and their families.	Improved mental resilience and reduced burnout. A safety net for employees' families, fostering a deeper sense of security.
Ongoing (Specific Sites)	Parental and biological support	**In-office facilities:** Dedicated rooms and time for breastfeeding mothers, along with nap rooms for rest and recovery during the workday.	Higher retention and comfort for returning parents. Reduced fatigue-related stress.
Ongoing	Flexible working	**Flex work policy:** Formalized structure of three days in the office and two days at home for the majority of sites. The French HQ and BNL offices close on Fridays ("Friday for Planet"), hence all employees work from home on that day.	Improved work-life balance and reduced commuting stress, contributing to higher job satisfaction.
Ongoing	Office buildings	Ecotone integrates employee wellbeing directly into our physical infrastructure by designing or renting office buildings that meet rigorous wellness criteria. This commitment is demonstrated through the WELL Certification of "The Hive" headquarters in France and the BREEAM Certification of the Dutch office, ensuring that workplace environments are optimized to enhance the daily health and overall wellbeing of all employees.	Improved wellness at work (ergonomics, facilities, etc.)

Diversity and inclusion

When	Topic	What happened	Expected/actual outcomes
Since 2022	Inclusion committee and support to local community organizations	Ecotone has an inclusion committee and each country leads their own actions and initiatives (44 in 2024) related to inclusion topics. Examples include: school events, celebrating different cultural events, webinars about men's and women's health, welcoming students from disadvantaged backgrounds to observe and learn for a week, volunteering for shared meals with a local neighborhood canteen, etc.)	Fostered localized social impact in each country. Celebrated cultural belonging and engagement. Enhanced psychological safety for employees. Broadened perspectives and increased empathy.
2025	Workshop with external experts	We conducted in-person workshops in multiple countries to tackle specific topics like discrimination and biases (in recruitment, interaction with colleagues, performance assessment, etc.) and age gaps (how multiple generations can work together, their expectations, etc.)	Better understanding of biases within and outside of work context. Building self-awareness and sharing tools to tackle biases.
Ongoing	Women's inclusion and mentoring	**Selective mentoring:** A leadership accelerator for 10–15 women, with mentors of both genders to prepare them for future senior roles. **Parity shortlists:** Recruitment protocols mandate gender-parity shortlists of candidates to ensure equal opportunity from the start. **Objective interviewing:** All interviews are conducted by a pair of two interviewers, for collective objectivity and to minimize individual gender bias.	Succession readiness. Confidence in meritocracy and fairness for female employees. Bias mitigation in recruitment and skill transfer (learning from the other interviewer).



Biodiversity Day, Italy

Career development

When	Topic	What happened	Expected/actual outcomes
Ongoing	Training	Three-pillar framework designed to balance technical expertise with personal growth: • **Ecotone Academies:** A centrally-funded initiative focusing on core job-specific skillsets like marketing and sales. • **Learning Comes Naturally (LCN) platform:** A group-wide digital hub offering diverse training on soft skills, management, and wellbeing. • **Ad-hoc development:** A flexible pillar that addresses specific, real-time needs for individuals and teams.	Wide array of options available to all employees. The opportunity to learn job-related skills and build off-the-job skills as well.
Ongoing	Internal mobility	Ecotone prioritizes the professional growth of our employees through structured systems that ensure transparency and equal opportunity: • **Mobility Committee:** A dedicated committee meets every two months to proactively identify internal candidates whose skills and aspirations align with open positions or career-change opportunities. • **Cross-functional communication:** Every open position is communicated to all employees to ensure wide visibility. All job offers are centralized and accessible in real-time on the group intranet.	Many opportunities for employees to apply for different roles within the company, even if this means changing their job skillset. In 2025, 25% of our vacancies were filled through internal recruitment.



The European Manufacturing leadership team week at emlyon business school, France

Career development

When	Topic	What happened	Expected/actual outcomes
Since 2024	Sustainable Leaders	The Sustainable Leaders program is a strategic development journey that equipped 85+ senior managers with the operational tools to embed Ecotone's "Food for biodiversity" mission into daily decision-making. The program centers on two core frameworks: the Pentad Model, which ensures a dynamic balance between the interests of Earth, employees, consumers, communities, and investors, and the Greenwash Filter (Levels 0–4), a practical lens used to stress-test strategic choices and transition the business toward creating genuine shared value.	Build a strategic decision-making framework for managers. Enhance sense of purpose. Unify leadership language, especially in sustainability matters.



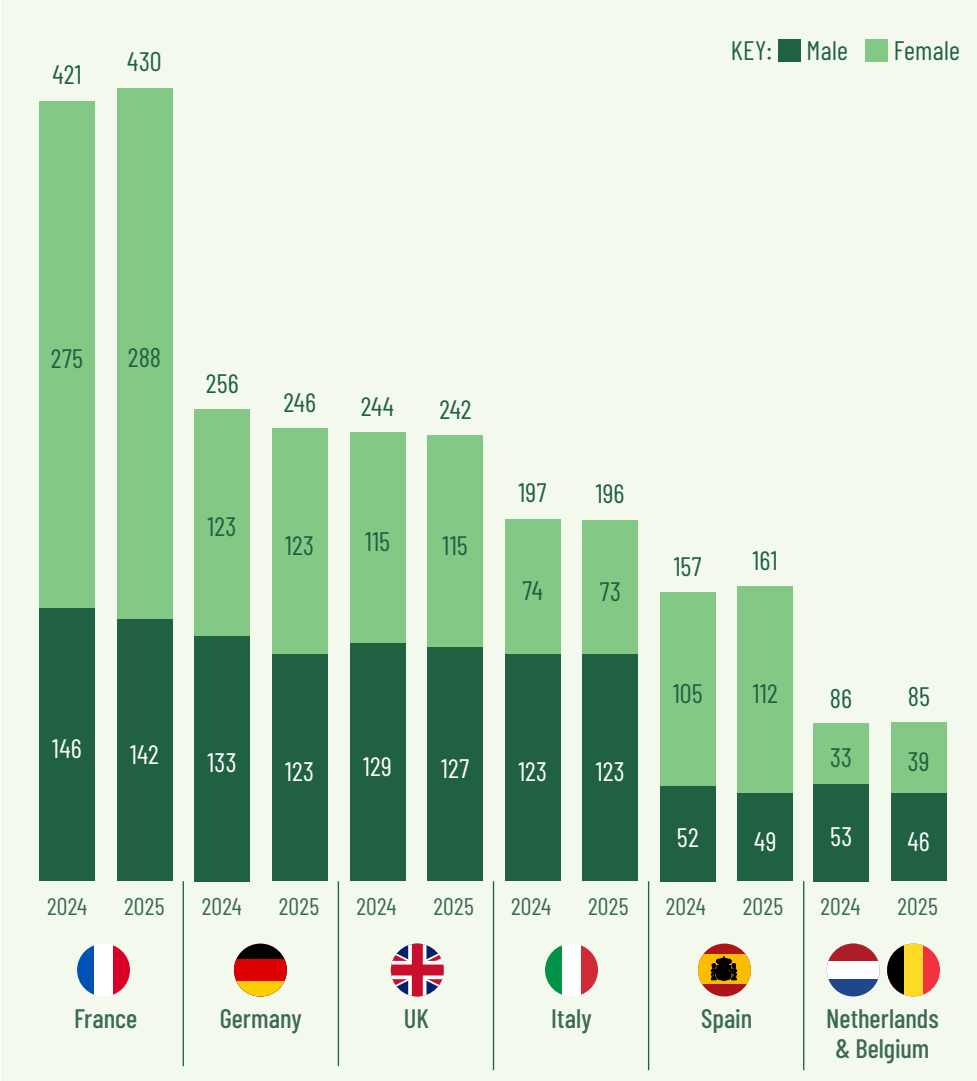
Sustainable Leaders training session

S1-4 Targets related to our workforce

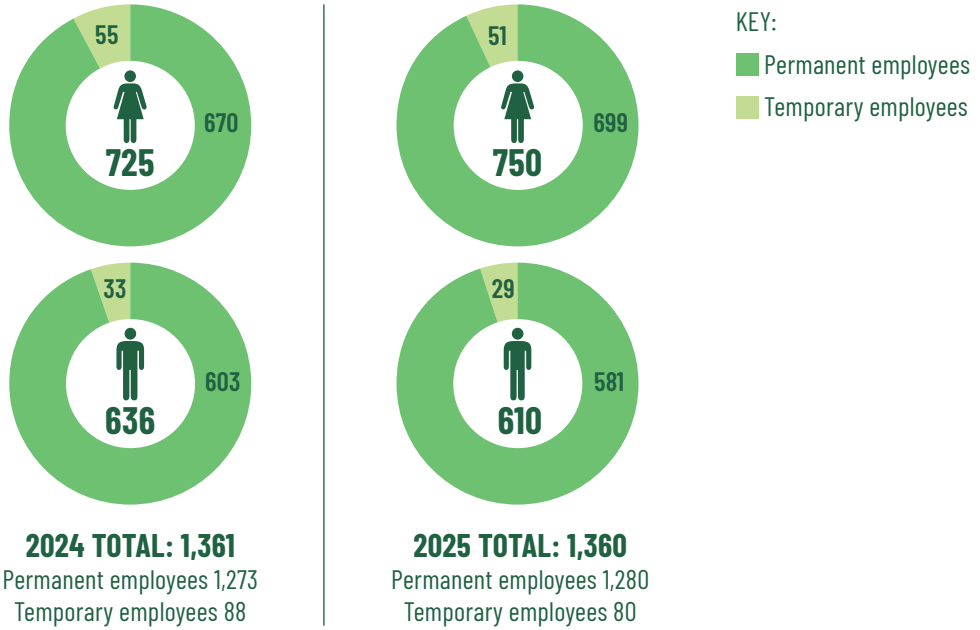
Topic	KPIs	2025 progress	2030 target
Diversity and inclusion	Women in senior leadership (%)	47%	47-53%
Wellbeing and mental health	Satisfaction score (Simployer engagement score)	75%	Continuous improvement
	Voluntary attrition	5.8%	<10%
Health and safety	Number of accidents	24	10
Career development	Number of hours of training (total company)	40,432	Maintain

S1-5 Characteristics of our workforce

Employee headcount by gender



Employees by contract type and gender



2024 TOTAL: 1,361
Permanent employees 1,273
Temporary employees 88

2025 TOTAL: 1,360
Permanent employees 1,280
Temporary employees 80

Employee turnover

Metric	2024	2025	Notes
Employees leaving voluntarily	102	80	Count during reporting period
Employees dismissed	83	52	Exits via termination
Unavoidable terminations	103	57	Temporary contracts that end and can't be extended
Retirements	4	10	Retirements in period
Deaths in service	0	0	Employees who passed away
Total exits	**292**	**199**	**Sum of above**
Average employee headcount	**1,405**	**1,369**	**(Opening + Closing headcount) ÷ 2**
Turnover rate (%)	21%	15%	(Total exits ÷ Avg. headcount) × 100

S1-6 Characteristics of non-employees in our own workforce

Non-employees in own workforce

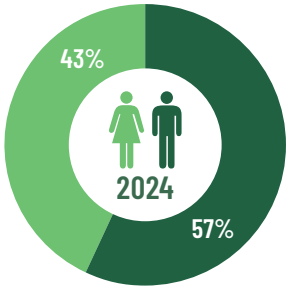
Metric	2024	2025
Total number of non-employees (headcount)	64	59
Total workforce (headcount)	1,425	1,419
Share of total workforce (%)	4.5%	4.2%

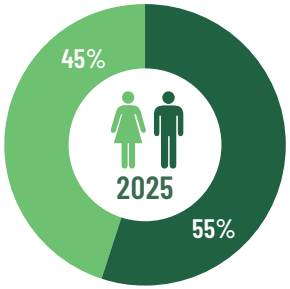
S1-7 Collective bargaining coverage and social dialogue

	Collective bargaining coverage	Social dialogue
Coverage Rate	Employees	Workplace representation
0 -19%	Netherlands, UK	Italy, UK
20 - 39%		
40 - 59%		Netherlands
60 - 79%	Germany	
80 - 100%	Spain, Italy, France	Germany, France, Spain

S1-8 Diversity metrics

Top Management (2 levels below administrative and supervisory bodies) – headcount





S1-9 Adequate wages

	2024			
Country	Lowest wage (excl. Interns/ apprentices)	Adequate wage benchmark	Is lowest wage ≥ benchmark? (Yes/no)	% Of employees below benchmark
France	€ 11.80	€ 11.52	Yes	0%
Germany	€ 16.45	€ 12.41	Yes	0%
Netherlands & Belgium	€ 15.93	€ 13.68	Yes	0%
UK	€ 11.50	€ 11.44	Yes	0%
Italy	€ 10.22	€ 10.22	Yes	0%
Spain	€ 9.50	€ 9.50	Yes	0%

	2025			
Country	Lowest wage (excl. Interns/ apprentices)	Adequate wage benchmark	Is lowest wage ≥ benchmark? (Yes/no)	% Of employees below benchmark
France	€ 11.99	€ 11.88	Yes	0%
Germany	€ 17.01	€ 12.82	Yes	0%
Netherlands & Belgium	€ 16.15	€ 14.40	Yes	0%
UK	€ 12.24	€ 12.21	Yes	0%
Italy	€ 10.49	€ 10.49	Yes	0%
Spain	€ 9.21	€ 9.21	Yes	0%

S1-10 Social protection

100% of Ecotone employees are covered by Social protection.

S1-11 Persons with disabilities

	2024			2025		
Country	Number of employees with disabilities	Total employees (headcount/ FTE)	% Employees with disabilities	Number of employees with disabilities	Total employees (headcount/ FTE)	% Employees with disabilities
France	4	421	1.0%	8	430	1.9%
Germany	9	256	3.5%	8	246	3.3%
Netherlands & Belgium	0	86	0.0%	0	85	0.0%
UK	0	244	0.0%	0	242	0.0%
Italy	11	197	5.6%	11	196	5.6%
Spain	1	157	0.6%	1	161	0.6%
Total	**25**	**1,361**	**1.8%**	**28**	**1,360**	**2.1%**

S1-12 Training and skills development metrics

	2024				
Country	Total employees	Employees with regular performance reviews	% Employees in reviews (calculated)	Total training hours completed	Avg. training hours per employee (calculated) based on headcount
France	421	421	100%	7,920	18.8
Germany	256	115	45%	9,058	35.4
Netherlands & Belgium	86	86	100%	2,137	24.8
UK	244	122	50%	8,762	35.9
Italy	197	197	100%	2,798	14.2
Spain	157	115	73%	2,178	13.9
Total	**1,361**	**1,056**	**78%**	**32,853**	**24.1**

	2025				
Country	Total employees	Employees with regular performance reviews	% Employees in reviews (calculated)	Total training hours completed	Avg. training hours per employee (calculated) based on headcount
France	430	430	100%	6,064	14.1
Germany	246	110	45%	7,576	30.8
Netherlands & Belgium	85	85	100%	1,468	17.3
UK	242	121	50%	15,900	65.7
Italy	196	196	100%	6,587	33.6
Spain	161	117	73%	2,836	17.6
Total	**1,360**	**1,059**	**78%**	**40,431**	**29.7**

S1-13 Health and safety metrics

	2024		2025	
Metric	Employees	Non-employees (contractors, agency workers, etc.)	Employees	Non-employees (contractors, agency workers, etc.)
Total workforce headcount	1,361	64	1,360	54
% of workforce covered by health safety and management system	100%	100%	100%	100%
Fatalities – work-related injuries of employees and other workers that work on its sites	0	0	0	0
Fatalities - (work-related ill health)	0	0	0	0
Recordable work-related accidents (cases)	15	4	11	4
Rate of recordable accidents	14.9	40.6	10.8	47.0
Total hours worked	1,004,126	98,596	1,017,219	85,064
Cases of recordable work-related ill health	0	0	0	0
Days lost due to injuries, accidents, ill health	263	34	61	27

S1-14 Work-life balance metrics

100% of Ecotone employees are entitled to family-related leave.

S1-15 Remuneration metrics

Gender pay gap

Metric	2024	2025
Average gross hourly pay - male employees	24.06	24.02
Average gross hourly pay - female employees	21.73	22.44
Gender pay gap (%)	9.7%	6.6%

S1-16 Incidents, complaints and severe human rights

No discrimination incidents, complaints nor severe human rights incidents were reported in 2024 and 2025.

S2 | WORKERS IN THE VALUE CHAIN

Ecotone's "Food for biodiversity" mission couldn't exist without the vast network of diverse people whose labor sustains our ecosystem from soil to shelf. Our value chain workforce is categorized into four primary groups, to ensure we target our due diligence to include every member:

- Upstream agricultural producers form the foundation, ranging from European large-scale organic farmers to smallholder cooperatives in the Global South, particularly within our Fairtrade tea, coffee and chocolate chains.
- Beyond the farm, workers at our suppliers are responsible for processing raw materials and manufacturing the finished goods and packaging that complement our own production.
- This network is supported by service providers, including external partners who specialize in marketing, finance, and strategic consultancy.
- Finally, our responsibility extends to downstream workers, encompassing the logistics and distribution teams who deliver our products to retailers, along with those in the circular economy – the waste collection and recycling workers who manage our packaging's end-of-life.

To provide accountability and drive our Human Rights agenda, Ecotone has established a multi-tiered governance structure:

- Human Rights Steering Committee: This is the primary decision-making body responsible for defining targets, approving strategic projects and addressing material human rights issues.
- Human Rights Taskforce: This group serves as Ecotone's operational engine, responsible for the practical execution of our strategic roadmap. They actively drive the initiative to increase the percentage of certified suppliers across the value chain, and maintain the Human Rights Tracker to ensure consistent progress is made on key projects and mitigation efforts. The Taskforce evaluates the results of due diligence processes and integrates direct feedback from supplier field visits, to continuously improve on-the-ground conditions.
- Board-level review: The Supervisory Board maintains ultimate accountability for human rights. Human rights topics, including results from our due diligence processes, are regularly reviewed at Board level to ensure alignment with our mission and regulatory obligations.

By mapping these groups, Ecotone aims to mitigate social risks and promote fair working conditions for everyone, in every area of our workforce.

Policies related to workers in the value chain

- Supplier Code of Conduct
- Responsible Sourcing Policy
- Human Rights Policy

Identified IROs - S2

Sub-topic	IRO type				Material issue for Ecotone	Description of IRO
	Positive impact	Opportunity	Negative impact	Risk		
Working conditions				●	Value chain workers' working conditions	Financial penalty linked to a scandal (if Ecotone's agreements with suppliers do not cover all human rights topics), fine, litigation and reputational risk associated that could cause a drop in customer interest for Ecotone's products

S2-2 Engagement with value chain workers and grievance mechanisms

Ecotone's operations are primarily based in Europe, where high regulatory standards and strong social dialogues provide a baseline of protection for our own workforce. However, the upstream agricultural supply chain is sometimes located in regions with weaker institutional protections, so the risk of human rights violations such as forced labor, child labor, or inadequate living wages, is most acute here. We manage this risk with a dual-level strategy: indirect governance (via suppliers) and direct field intervention (at the farm level).

1. Indirect governance: The supplier proxy model

For the majority of our tier-1 and tier-2 suppliers, we rely on a standardized ethical framework to identify risks before they manifest as grievances.



Tea garden, Asia

- **Sedex (Supplier Ethical Data Exchange):** This is the world's largest collaborative platform for sharing ethical supply chain data. By making enrollment mandatory, Ecotone gains access to a supplier's Self-Assessment Questionnaire (SAQ). This is a massive data resource covering four pillars: Labor Standards, Health & Safety, Environment, and Business Ethics. We use this to generate a Global Risk Overview, enabling our Purchasing teams to pinpoint which raw materials or regions present elevated human rights risks. This allows us to prioritize engagement with high-risk suppliers and enforce targeted scrutiny.
- **SMETA Audits (The Enforcement Tool):** For high-risk suppliers identified via Sedex mapping, Ecotone verifies if a valid SMETA or Fairtrade audit exists. If available, we deploy a Corrective Action Plan (CAP) and track progress to full mitigation. If missing, the supplier must complete the Ecotone Human Rights Questionnaire to close the review. Failure to provide a satisfactory response within six months triggers automatic escalation to the Human Rights Task Force. Per standard procedure, the Task Force determines the appropriate course of action – such as mandating a SMETA or Fairtrade audit – while contract termination remains a last resort.

2. The Human Rights Taskforce: Internal steering

Due diligence is integrated into our core thanks to a dedicated Human Rights Taskforce. This committee ensures that social risks are known to the people who sign the contracts, not siloed in the sustainability department:

- **The five-step due diligence cycle:** We follow the OECD/UNGP framework – (1) identify, (2) prioritize, (3) mitigate, (4) track, and (5) communicate.
- **Operational integration:** Our Quality Risk Manager, Purchasing and sometimes Agrichain teams are the frontline. If a grievance arises, they are the ones who engage the supplier. This gives Ecotone a certain amount of leverage – the supplier knows that their commercial relationship depends on their ethical commitments.



Ambulance funded by the Fairtrade program, East Africa

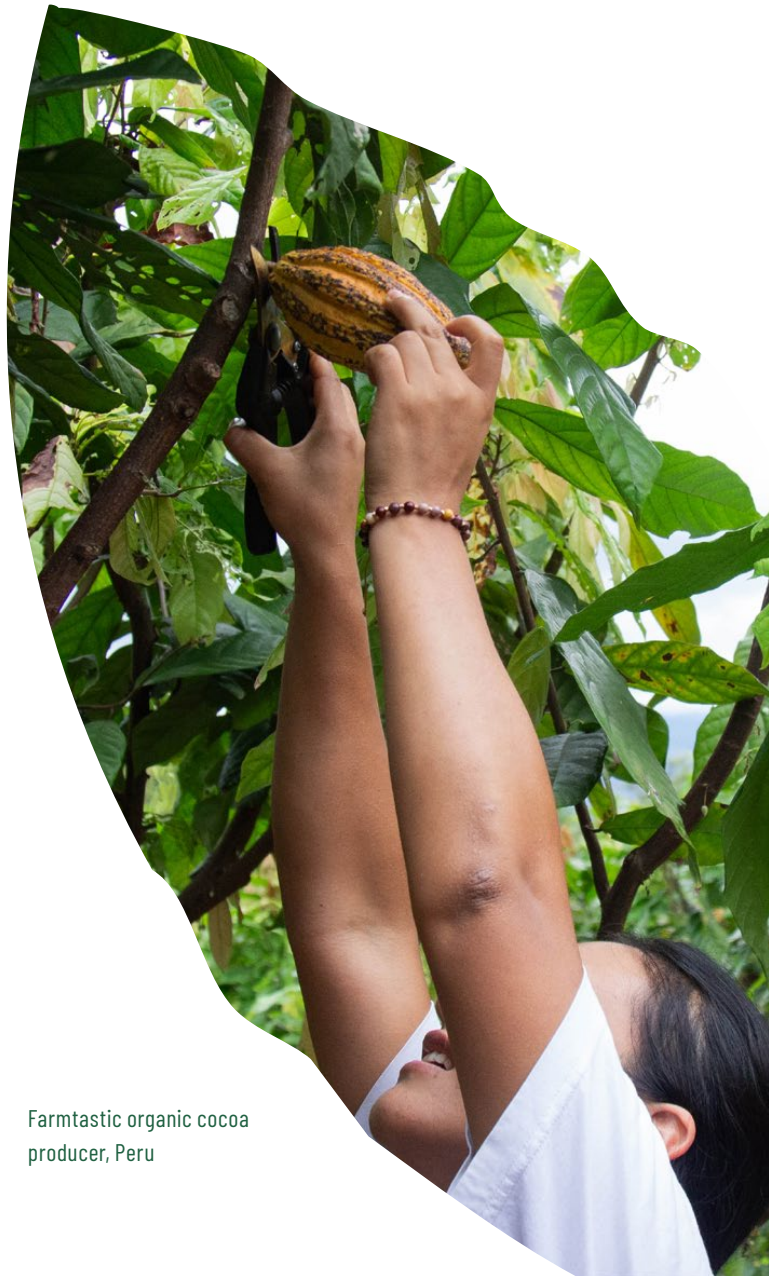
3. Direct field intervention: No-filter engagement

Recognizing that some grievances may be "filtered" by suppliers, we maintain direct communication channels that bypass the traditional corporate hierarchy.

- **Farmtastic program (proprietary audit):** This is Ecotone's "boots on the ground" program. Unlike a third-party auditor who might only see the paperwork, Farmtastic involves our own experts visiting farms. This fosters a relationship of trust where producers can raise technical or social issues directly with the brand. By removing the auditor/auditee tension, we create a safe space for real dialogue, ensuring that grievances are captured early and handled without fear of retaliation.
- **Fairtrade certification (continuous monitoring):** Fairtrade is more than just a label, it is a permanent grievance infrastructure. Fairtrade certifiers conduct frequent audits that go deep into the producer cooperatives. Because the Fairtrade system is designed to empower the community, certifiers act as a trusted third party. When a risk is identified, Ecotone is notified immediately, allowing us to invest directly in community solutions (e.g., using premiums for education to prevent child labor).

S2-3 Actions and resources related to value chain workers

When	Topic	What happened	Expected/actual outcomes
Since 2020	Farmtastic	In 2025, we committed to an extensive schedule of on-site audits. This included audits for Alter Eco & Clipper operations in China and the Philippines, where our teams verified labor standards in situ (via the Fairtrade certification and ad hoc questions on child labor, children attending school, etc.) Ecotone conducts a systematic risk screening via the Fairtrade International platform prior to every field visit. This allows our auditors to target specific regional vulnerabilities, such as forced labor or systemic wage gaps, before arriving on the ground.	There were no human rights issues identified during audits in 2025, which validates our approach.
Since 2021	Risk assessment via Sedex	Ecotone has been using Sedex since 2019. Registration in Sedex is mandatory to work with us, as it is part of our Product Quality Booklet and Supplier Code of Conduct. Compliance with Sedex registration is monitored at Leadership Team level via quarterly updates.	>95% turnover suppliers registered on Sedex. 31 SMETA audits in 2025 (companies we purchased from).
2025	Human rights	Quarterly Human Rights Taskforce meetings, as well as two annual Human Rights steering committees, comprising one Lead (Quality Risk Manager) and five permanent members. The Human Rights policy was updated in 2025 to align with CS3D requirements and OECD guidelines. The Human Rights procedure has been updated separately.	Two medium HR issues identified and 100% remedied in 2025. Human Rights training launched company-wide in November 2025.



Farmtastic organic cocoa producer, Peru

When	Topic	What happened	Expected/actual outcomes
2024-2025	Ethical supply chains and Fairtrade	Our employees (Quality Risk Manager, Agrichain Manager) participated in multiple panels, summits and forums related to Ethical supply chains: • Living Wage summit (NL, 2024) • Sedex (UK, 2023) • Sustain from Ecovadis (2026). On World Human Rights Day, Clipper Tea proudly joined The Fairtrade Foundation and supporters at Downing Street to hand in the Brew It Fair petition, which calls on government to introduce legislation to protect the people behind Britain's favorite brew. Clipper has championed Fairtrade for more than 30 years, even helping to write the original tea standards. Today, Clipper remains the UK's number one Fairtrade tea brand, and in 2024 alone, producers in our supply chain earned over £500,000 in premium.	We continuously update our due diligence methodologies to integrate the latest social benchmarks into our sourcing strategies. By co-leading legislative advocacy, we transition from following standards to setting them. This active role in calling for mandatory HREDD legislation demonstrates our commitment to raising the "ethical floor" for the entire UK tea market. By remaining a pioneering player, we ensure that our commercial success translates directly into financial autonomy and community development for the workers behind our products.



Bryan Martins, UK CEO at Downing Street

S2-4 Metrics and targets

Topic	KPIs	2025 progress	2030 target
Risk management	% of suppliers enrolled in SEDEX, with SAQ completed	>95%	100%
Human Rights	% of employees trained on Modern Slavery	50%	100%
	% of employees trained on Human Rights	72%	100%
	% of sales certified as Fairtrade	14%	Maintain %
Farmtastic	% of Farmtastic-qualified raw material (volume)	11.4%	33%

S4 | CONSUMERS AND END-USERS



Our strategy is built on the connection between human and planetary health, focusing on high-nutrition, organic and plant-based alternatives that minimize chemical exposure while empowering biodiversity-friendly dietary choices.

To deliver on this mission, we uphold the following core commitments:

- **Sustainable and diverse diets:** We empower consumers by ensuring our portfolio remains over 95% plant-based and 80%+ organic. By promoting a shift away from intensive animal agriculture and prioritizing organic and a wide diversity of ingredients, we directly support biodiversity-positive nutrition.
- **Rigorous safety and quality:** Every product meets the highest standards through continuous monitoring and strict quality control protocols. We prioritize health over commercial reach, making and marketing products that are beneficial from a nutritional, sustainable and ethical perspective.
- **Ongoing journey of transparency:** We advocate for the benefits of agroecology and actively raise public awareness of the risks of chemical pesticides, through partnerships with organizations like IFOAM, and the Tous Exposés initiative. While we are still working towards full end-to-end traceability for every product, we are dedicated to closing these data gaps by strengthening supply chain partnerships and providing all product information (allergen information, origin, etc.) to our consumers via our accessible customer line.
- **Active consumer engagement:** To ensure our "Food for Biodiversity" mission remains effective, we maintain a continuous feedback loop through regular quantitative and qualitative studies, annual surveys, and a dedicated customer careline. This ensures consumer insights directly inform our product development and sustainability targets.

Identified IROs - S4

Sub-topic	IRO type				Material issue for Ecotone	Description of IRO
	Positive impact	Opportunity	Negative impact	Risk		
Information-related impacts for consumers and/or end-users	●				Transparent communication	Ecotone practices have a positive impact on consumers by raising their awareness (e.g. by communicating the impact of products on health issues, the environment and on nutritional quality of products)
				●		Risk of loss of customer confidence and regulatory risk in case of: • inaccurate information (e.g. in the event of recalls of Group brand products due to labeling errors) • lack of transparency • non-compliance with EU regulation (n°1169/2011)
Personal safety of consumers and/or end-users	●				Quality of products (nutrition)	Improve customers health through a portfolio of mainly organic and plant-based products
		●				Opportunity to develop the market for plant-based and organic products
Resource outflows related to products and services			●		Safety and traceability of products	Impact on consumer health linked to defective product quality
				●		Risk of loss of customer confidence in case of lack of traceability of the products (including the value chain) and safety of consumers when using the products
Social inclusion of consumers and/or end-users				●	Communication on the accessibility of products	Financial (loss of market share, customers) and reputational risk in case products are too expensive
		●			Changing consumer behavior	Competitive advantage compared to other players in the sector linked to the offer of alternatives to meat products and dairy products
		●			Communication on the accessibility of products	Ecotone's business model (high-qualitative, organic or plant-based products) attracts consumers.

Consumer-related policies

- Ethical Marketing Policy
- Product Quality Booklet
- Non-GMO policy
- CSR Policy
- Responsible Sourcing Policy

S4-2 Engaging with consumers, channels for consumers to raise concerns or needs and approaches to remedy

We work proactively to identify, mitigate, and remedy any potential impacts on our consumers. Through a combination of direct dialogue, structured research, and third-party advocacy, we ensure our practices align with consumer expectations and safety requirements.

- **Engagement channels:** Our primary feedback loop is managed through a dedicated consumer careline, providing a direct channel for inquiries and feedback. To proactively capture evolving expectations, we conduct regular quantitative and qualitative consumer studies to analyze consumption patterns and needs. Additionally, our social media platforms serve as real-time engagement hubs, enabling transparent dialogue and community interaction via comment sections and interactive campaigns. Beyond direct consumer contact, we regularly collaborate with NGOs and maintain active participation in industry coalitions, such as the *Collectif En Vérité*, to drive transparency and collective progress in ethical food standards.
- **Grievance and remedy mechanisms:** Consumers can raise formal concerns or report quality issues through our established grievance mechanism, as detailed in our public Product Quality Booklet. This process ensures that complaints are registered, investigated and remedied, with corrective actions taken to maintain product integrity.
- **Influence on decision-making:** Consumer perspectives directly inform what we do. Feedback from consumers has triggered comprehensive quality reviews, recipe updates to eliminate unwanted ingredients like additives or palm oil, and clearer marketing communications – while also driving the development of new product concepts to expand tastes and usage.



Clipper Tea consumers

- **External stakeholder partnerships:** We recognize that consumer expectations are often championed by specialized NGOs and industry bodies. We engage in regular dialogue with organizations such as L214 on animal welfare, and consumer advocacy groups like *Que Choisir* and Foodwatch, to align our practices with emerging societal demands.
- **Sector-level collaboration:** As a member of Synabio, we participate in an organic industry network that facilitates the sharing of quality risk alerts and best practices. This means that Ecotone operates within a collective intelligence framework, so we can rapidly respond to emerging risks and maintain the highest standards for the organic community.



S4-3 Actions and resources related to consumers and end-users

Transparent communication

When	Topic	What happened	Expected/actual outcomes
2024 / 2025 / 2026	Collective action for sustainable food systems	Multiple partnerships with NGO and industry organizations to raise awareness on chemical pesticides damage and the benefits of organic and plant-based food (*On est pret*, IFOAM Organics, Synabio) New partnerships created in 2026 *Collectif En Verité*.	Participation in multiple campaigns (*Tous Exposés*), forums, panels and petition to support awareness. National Strategy for Food, Nutrition and Climate in French (SNANC) in France now recommends 12% organic food in daily diets. Increase the visibility and leading role of Ecotone on these issues.

Quality of products

When	Topic	What happened	Expected/actual outcomes
Since 2010	Nutritional policy in France	Ecotone France initiated a nutritional charter in 2010, that has since then addressed and framed many different topics for our products: salt levels, palm oil, additives, sugar and saturated fats, Nutriscore targets.	A nutritional compass for our biggest brands in France, to ensure the best quality products for our consumers.
Since 2014	Removal of blacklisted additives in our recipes	Ecotone France began removing additives from our food products in 2014 in our "kitchen of the world" portfolio, and has since expanded the initiative to our organic range. The objective is to minimize food processing, increase label transparency and eliminate risks linked to these substances. This resulted in 30 recipes being updated.	30 recipes updated.
2025	Recipe updates	France updated 15 recipes in 2025 to make taste and quality improvements.	Our portfolio is constantly reviewed and upgraded to match consumers' feedback and expectations.

Quality of products

When	Topic	What happened	Expected/actual outcomes
Start 2021 – continuous improvement	Approval system for suppliers	We have strengthened our supplier approval system to ensure the highest standards of safety and product integrity. Our updated New Product Development (NPD) protocol now mandates rigorous micro-testing at the innovation stage. Before onboarding, suppliers must pass a targeted pre-assessment to verify technical and quality alignment. Ongoing compliance is secured through formalized audits, which provide continuous monitoring and approval oversight. These protocols are managed by local Quality Managers, ensuring expert application of our rigorous group-wide standards.	Our green/amber/red monitoring system directly impacts consumer safety by ensuring that any supplier showing quality deviations is subject to intensified auditing and immediate corrective action.

Safety and traceability of products

When	Topic	What happened	Expected/actual outcomes
Ongoing	Organic certification	250 organic launches in 2025 (all countries). Innovation roadmaps are in line with our corporate commitment of 90% organic turnover in 2030 target.	Ecotone is the European leader of organic food.
Ongoing	Fairtrade certification	We actively source Fairtrade-certified volumes for the majority of our high-risk tropical commodities, specifically cocoa, coffee, and tea. This framework enforces strict documentation protocols from the cooperative level through to the final product.	The certification secures end-to-end traceability, significantly reducing social compliance risks and ensuring transparent oversight across our primary tropical supply chains.
Ongoing	RSPO certification	Since 2020, Ecotone has maintained a rigorous Roundtable on Sustainable Palm Oil (RSPO) governance framework to ensure the integrity and sustainability of tropical ingredients for our consumers. This program is managed by a dedicated lead with a cross-functional team of eight contributors who execute an intensive oversight schedule, including annual planning and internal audits conducted two to three times per year. These actions ensure accountability, verified through annual audits across two operating countries and one factory location to maintain high standards.	In 2024, we achieved 100% RSPO traceable palm oil for Ecotone, with all of our palm oil certified Segregated or Identity Preserved (the highest levels of traceability).
2026	Non-deforested products	Ecotone started implementing a tool in 2025 to improve traceability and ensure compliance with EUDR by end 2026 for at-risk commodities (cocoa, coffee, etc.)	Compliance with EUDR. Better traceability of the at-risk commodities in our supply chain.

S4-4 Targets related to consumers and end-users

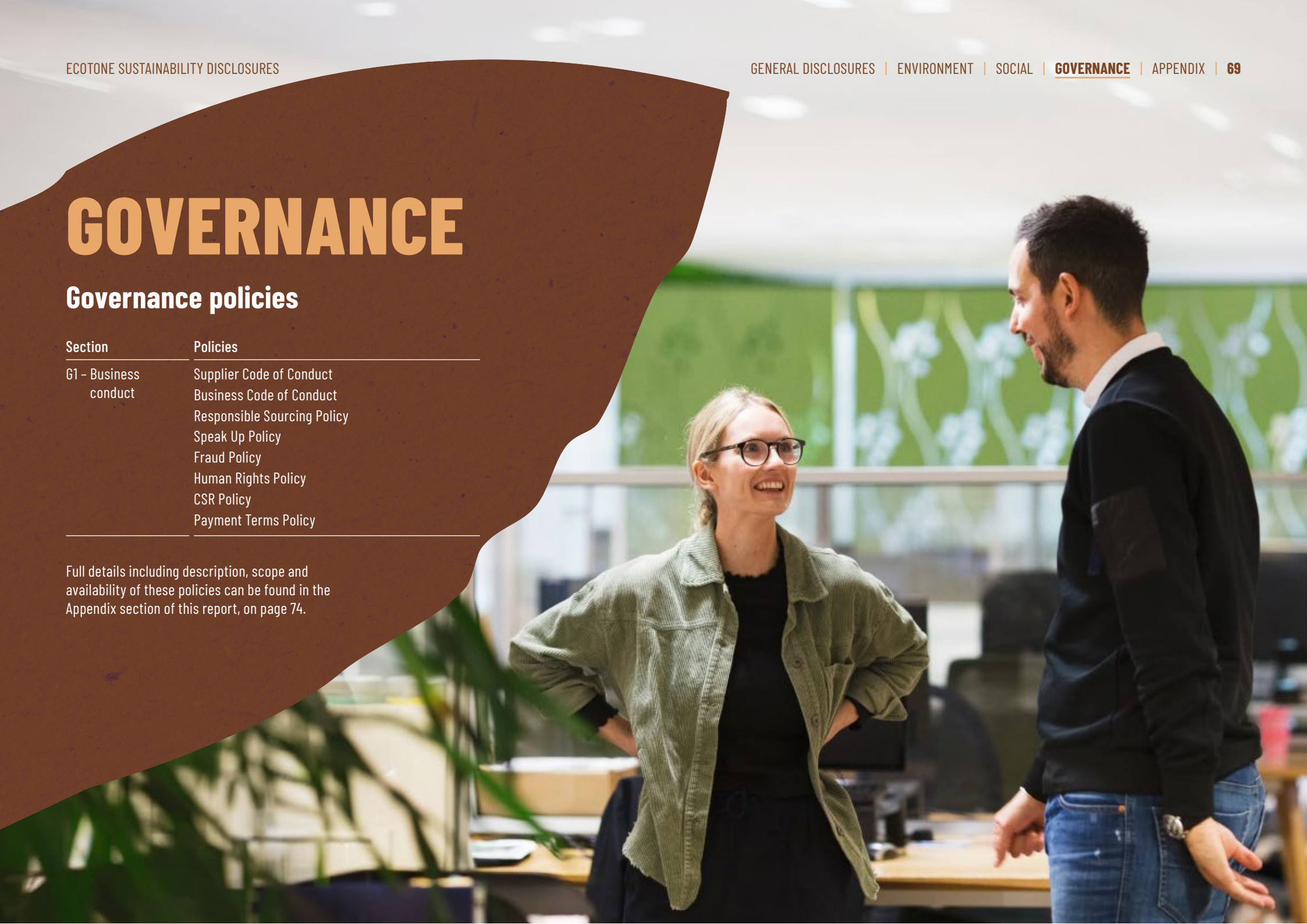
Topic	KPIs	2025 progress	2030 target
Quality of products	CPMU (Complaints Per Million Units)	17	14
Safety and traceability of products	IFS brokers - high level certification Germany and BNL	High level	Maintain high level

GOVERNANCE

Governance policies

Section	Policies
G1 – Business conduct	Supplier Code of Conduct Business Code of Conduct Responsible Sourcing Policy Speak Up Policy Fraud Policy Human Rights Policy CSR Policy Payment Terms Policy

Full details including description, scope and availability of these policies can be found in the Appendix section of this report, on page 74.



G1 | BUSINESS CONDUCT

At Ecotone, responsible business conduct is a structural extension of our purpose: "Food for biodiversity." As a *société à mission* and a high-ranking B Corp, our governance is specifically designed to protect this purpose through a multi-layered committee structure. Strategic oversight is provided by the Sustainability Committee, while the Mission Committee – including internal and external experts – acts as an independent guardian of our social and environmental goals. To ensure accountability at the highest level, the Remuneration Committee links executive incentives to the achievement of our sustainability targets.

This ethical foundation is embedded throughout our value chain through a comprehensive Code of Ethics and a Supplier Code of Conduct. These frameworks require strict adherence to international labor standards and environmental requirements, ensuring that our biodiversity-first approach is mirrored by every partner in our supply chain.

Business-related policies

- Supplier Code of Conduct
- Business Code of Conduct
- Responsible Sourcing Policy
- Speak Up Policy
- Fraud Policy
- Human Rights Policy
- CSR Policy
- Payment Terms Policy

Identified IROs - G1

Sub-topic	IRO type: Positive impact	IRO type: Opportunity	IRO type: Negative impact	IRO type: Risk	Material issue for Ecotone	Description of IRO
Animal welfare		●			Animal welfare	Competitive advantage compared to other players in the sector linked to the offer of alternatives to meat products and dairy products
Management of relationships with suppliers including payment practices	●				Ethical supply chain and sustainable partnership	Encouraging more responsible practices among Ecotone's suppliers through charters, audits, questionnaires and organic and fairtrade specifications
				●		Dependency risk and supply disruptions risk leading to costs, postponed operations and loss of confidence
				●		Reputational risk in case suppliers do not respect the CSR criteria defined by Ecotone (e.g. scandals in the supply chain of pollution or child labor)
Business conduct – corruption and bribery				●	Business ethics and integrity	Legal, financial and reputational risk linked to corruption, fraud, money laundering, bribery (exclusion from markets, litigation, depreciation in the value of the company)

Ecotone applies rigorous standards of business conduct through a comprehensive set of policies that apply across the organization. These policies are designed to ensure ethical and responsible practices, and extend to all our employees and subsidiaries, and in certain instances, to our business partners. This framework reflects Ecotone's dedication to integrity and accountability in all our operations.

G1-2 Actions related to business conduct

Ethical supply chains

When	Topic	What happened	Expected/actual outcomes
Since 2021	Risk assessment via SEDEX	Ecotone has been using Sedex since 2019. Registration in Sedex is mandatory to work with us, as it is part of our Product Quality Booklet and Supplier Code of Conduct. Compliance with Sedex registration is monitored at ELT (Leadership Team) level via quarterly updates.	>95% TO suppliers registered on SEDEX. 31 SMETA audits in 2025 (companies we purchase from).
2025	Human Rights	Bimonthly Human Rights Taskforce meetings, as well as two annual Human Rights steering committees, composed of one Lead (Quality Risk Manager) and 5 permanent members. The Human Rights policy was updated in 2025 to align with CS3D requirements and OECD guidelines. The Human Rights procedure has been updated separately.	Two medium HR issues identified and 100% remedied in 2025. Human Rights training launched company-wide in November 2025.
2025	Fight against fraud	Legal taskforce created in 2025 (still ongoing) to build compliance with Sapin II law in France and revamp our corpus of anti-fraud and anti-corruption policies. This occasion triggered an update of our Group anticorruption policies.	73% of employees trained on fraud. Updated anti-corruption policy planned for publication in 2026.
2025	Deforestation	Implementation of a traceability tool to become compliant with the EUDR and improve the traceability of our supply chain on at-risk commodities.	Full traceability of commodities targeted by EUDR.



Fairtrade's Brew It Fair campaign, London

Animal welfare

When	Topic	What happened	Expected/actual outcomes
2024 / 2025	Plant-based commitment	By decreasing the demand for animal products, Ecotone alleviates animal suffering and fosters a more humane food system. While a formal animal welfare policy is not explicitly published, Ecotone's commitment to plant-based food is clearly articulated in its manifesto, demonstrating a dedication to practices that benefit both the planet and animal wellbeing. In 2024, Bonneterre reinforced our ethical sourcing standards by signing the European Chicken Commitment (ECC), facilitated by the NGO L214. This pledge formalizes our commitment to rigorous animal welfare requirements across our supply chain, including reduced stocking densities, natural light access, and environmental enrichment. In 2025, our Agrichain Team conducted three on-site audits of our animal-product suppliers to verify production methods. These audits combined physical farm inspections with granular questionnaires to monitor key welfare indicators, including weaning and slaughter ages, pacing surface and overall production methods.	97% of sales made from plant-based products in 2025. European Chicken Commitment signed in 2024. Three animal producers audited in 2025.

G1-3 Targets related to business conduct

Topic	KPIs	2025 progress	2030 target
Risk management	Number of suppliers enrolled in Sedex, with SAQ completed	>95%	100%
Human rights	% of sales certified as Fairtrade	14%	Maintain %
	% of employees trained on Human Rights	72%	100%
	% of employees trained on Modern Slavery	50%	100%
Antifraud	% of employees trained on fraud	73%	100%
Animal welfare	Plant-based turnover	97%	>95%



Biolait cooperative, France

G1-4 Metrics related to incidents of corruption or bribery

All suspected irregularities must be reported to Internal Audit. Serious cases trigger an Executive Board-supervised investigation, involving external specialists where appropriate. Less serious cases are handled by local Business Controllers with Internal Audit oversight. Anonymous reporting is available through the Speak Up Policy, directing information to an independent investigator.

Incidents of corruption or bribery	2024	2025
Number of convictions for violation of anti-corruption and anti-bribery laws	0	0
Amount of fines for violation of anti-corruption and anti-bribery laws	0	0

G1-5 Metrics related to political influence and lobbying activities

In accordance with our Code of Ethics, Ecotone strictly prohibits the direct or indirect support of political parties. At the same time, the company actively advocates healthy and sustainable food systems, engaging in transparent lobbying initiatives at both the local and European levels.

A cornerstone of this commitment is Ecotone's participation in the "*Tous Exposés*" campaign in France in 2025 – a high-impact collaborative project launched with a coalition of NGOs and civil society actors, including *Générations Futures*, *On est Prêt*, *La Maison de La Bio*, and Data for Good. This campaign was designed to provide tangible evidence of chemical pesticide contamination in daily life. By translating scientific data into accessible tools, like interactive maps showing pesticide use by area, and providing human evidence through a hair analysis study, the campaign revealed that the majority of participants carried pesticide residues in their bodies.

This evidence-driven approach was used to directly oppose the "*Loi Duplomb*," a legislative proposal that sought to reintroduce banned substances and weaken the independence of ANSES (the French health safety agency). It successfully secured a target of 12% organic food within the National Strategy for Food, Nutrition and Climate *(Stratégie Nationale pour l'Alimentation, la Nutrition et le Climat*) and marked a critical step in anchoring organic transition into the French national strategy for health and climate.

By mobilizing the public, *Tous Exposés* demonstrated that nearly 9 out of 10 French citizens[1] are concerned about agricultural pesticides.

Our influence is also channeled through key professional associations where we often hold leadership roles, ensuring that legislative frameworks align with planetary boundaries and public health. We are active members of the following organizations, through which we advocate for the integration of biodiversity.

IFOAM Organics Europe, OPTA, *La Maison de la Bio* and Synabio: advocacy for the "Farm to Fork" strategy, the expansion of organic agricultural land and organic food consumption.

1. Survey IFOP for Natexbio - La Maison de la Bio, April 2025

G1-6 Metrics in relation to payment practices

Ecotone views fair and timely payment practices as a fundamental component of our commitment to social and economic justice within the food system. We recognize that for our suppliers – especially the smallholders and SMEs that form the backbone of the organic sector – predictable cash flow is essential for operational resilience and the continued adoption of agroecological practices.

- **Standard payment framework:** Payment terms are established during the supplier onboarding phase and are integrated into our financial management systems to ensure automated compliance. Our standard terms typically range between net 30 and net 60 days, aligned with local regulations and industry standards.
- **Flexibility for smallholders and strategic partners:** We understand that uniform payment terms can create a financial burden for smaller producers, so we maintain the flexibility to offer tailored payment schedules. This includes shorter payment terms or specific economic guarantees for small-scale farmers in high-risk regions, ensuring they have the liquidity necessary to sustain their livelihoods and invest in biodiversity-friendly farming.
- **Monitoring and accountability:** We monitor our average days payable outstanding (DPO) to ensure our actual practices reflect our contractual commitments. By combining robust automated workflows with a collaborative approach to dispute resolution, we aim to minimize payment delays and support the long-term economic viability of our diverse supplier base.

Payment practices	FY2025
Average time payment days	57.1 days
% of invoices paid on time	85.6%
Number of legal proceedings currently outstanding for late payments	0

APPENDIX



List of IROs

ESRS	Sub-topic	IRO type				Material issue for Ecotone	Description of IRO
		Positive impact	Opportunity	Negative impact	Risk		
Climate change	Climate change mitigation			●		Scope 1 and 2 GHG emissions	Direct and indirect emissions associated with the production of energy
	Climate change mitigation			●		Scope 3 GHG emissions	All other indirect emissions occurring across a company's value chain
	Climate change adaptation				●	Physical impacts of climate change	Financial risk linked to the physical impact of climate change on Ecotone's sites and on suppliers' sites, leading to cost increases (purchases, insurance, maintenance) and financial losses in the event of occasional stoppages
	Climate change adaptation		●			Transition hazards	Competitive advantage over other players in the sector by offering alternatives to meat and dairy products that meet consumers' expectations
	Energy				●	Energy consumption	Financial costs due to: • Energy prices increase (e.g. increase of green tariffs) • Energy dependency • Power cut that results in a decrease or stoppage of production
Pollution	Pollution of soil		●			Chemical pollutions	Development of solutions (e.g. avoided pesticides index) strengthening the group's position as a responsible player and attracting consumers
	Pollution of water		●			Water quality: use of pesticides and pollutants discharged into water	Development of organic products which increases resilience of the production (through the reduction of water pollution and the reduction of negative impacts on biodiversity)
Water	Water and marine resources			●		Water consumption	Pressure on water resources linked to the use of water resources in raw materials
	Water and marine resources			●		Water consumption	Pressure on water resources linked to the use of water resources in factories as part of production
	Water and marine resources				●	Water consumption	Business continuity risk due to water shortage or drought (e.g. impacting raw material availability – coffee – or production processes scarcity in factories)
Biodiversity	Impacts on the extent and condition and ecosystems			●		Impact of value chain activities on ecosystem integrity	• Land artificialization on biodiversity because of plantation, harvesting of raw materials • Erosion of biodiversity and deforestation

List of IROs (continued)

ESRS	Sub-topic	IRO type				Material issue for Ecotone	Description of IRO
		Positive impact	Opportunity	Negative impact	Risk		
Biodiversity	Impact of value chain activities on ecosystem integrity			●		Impact of value chain activities on ecosystem integrity	• Decline or elimination of native species (e.g. raw material extraction in protected natural areas) • Disruption of local ecosystems and ecosystem functions
	Impact of value chain activities on ecosystem integrity				●	Impact of value chain activities on ecosystem integrity	Financial risk (loss of yields or markets, shutdown of operations) linked to the shortage of raw materials (coffee, cocoa)
	Ecotone specific	●				Consequences of Ecotone's business model on biodiversity	Positive impact on biodiversity through its mission
	Ecotone specific		●			Consequences of Ecotone's business model on biodiversity	Development of organic production processes which contribute to raw material resilience (including through the reduction of soil pollution and the reduction of negative impacts on biodiversity)
	Ecotone specific		●			Consequences of Ecotone's business model on biodiversity	• Diversification of crops/revenues to reduce dependence on raw materials and ensure business continuity • Fight against food standardization is a lever for ensuring business continuity
Packaging	Resource outflows related to products and services			●		Packaging	Pressure on resources
	Resource outflows related to products and services				●	Packaging	• Loss of market share if non-compliance with rules, best practices in the industry, consumers' expectations (e.g. bulk products challenges) • Financial and reputational risk due to non-compliance to regulation (packaging tax, green packaging regulation)
	Resource outflows related to products and services		●			Packaging	Implementing solutions that promote more responsible packaging, attracting new consumers (or preventing the loss of consumers): • Reducing the environmental footprint of products ("greener pack") • Elimination of unnecessary packaging (e.g. removal of plastic from biscuit packs) • Reduce the size or weight of the packaging to decrease the transport cost • Elimination of materials with a high carbon impact (e.g. aluminum

List of IROs (continued)

ESRS	Sub-topic	IRO type				Material issue for Ecotone	Description of IRO
		Positive impact	Opportunity	Negative impact	Risk		
Our own workforce	Working conditions		●			Workforce management and fair wages	Enhanced employer brand and competitiveness to attract and retain key talent
	Working conditions		●			Wellbeing at work	Enhanced employer brand and competitiveness to attract and retain key talent
	Working conditions			●		Wellbeing at work	Psychological risks
	Working conditions			●		Health and safety	Accidents, occupational illness, psychosocial risks
	Equal treatment and opportunities for all		●			Equality, diversity and inclusion	• Enhances attractiveness for new applicants • Increases productivity and resilience thanks to innovative thinking and strong corporate culture
	Equal treatment and opportunities for all	●				Employee career development	• Positive impact by developing employees' skills (functional, management skills) and career development • Positive impact of employees' training on social / environmental knowledge (corporate mission on biodiversity) to drive positive changes in the world
Workers in the value chain	Working conditions				●	Value chain workers' working conditions	Financial penalty linked to a scandal (if Ecotone's agreements with suppliers do not cover all human rights topics), fine, litigation and reputational risk associated that could cause a drop in customer interest for Ecotone's products
Consumers and end-users	Information-related impacts for consumers and/or end-users	●				Transparent communication	Ecotone practices have a positive impact on consumers by raising their awareness (e.g. by communicating the impact of products on health issues, the environment and on nutritional quality of products through labels on packaging)
	Information-related impacts for consumers and/or end-users				●	Transparent communication	Risk of loss of customer confidence and regulatory risk in case of: • Inaccurate information (e.g. in the event of recalls of Group brand products due to labeling errors) • Lack of transparency • Non-compliance with EU regulation (n°1169/2011)
	Personal safety of consumers and/or end-users	●				Quality of products (nutrition)	Improve customers health through a portfolio of mainly organic and plant-based products

List of IROs (continued)

ESRS	Sub-topic	IRO type				Material issue for Ecotone	Description of IRO
		Positive impact	Opportunity	Negative impact	Risk		
Consumers and end-users	Personal safety of consumers and/or end-users		●			Quality of products (nutrition)	Opportunity to develop the market for plant-based and organic products
	Resource outflows related to products and services			●		Safety and traceability of products	Impact on consumer health linked to defective product quality
	Resource outflows related to products and services				●	Safety and traceability of products	Risk of loss of customer confidence in case of lack of traceability of the products (including the value chain) and safety of consumers when using the products
	Social inclusion of consumers and/or end-users				●	Communication on the accessibility of products	Financial (loss of market share, customers) and reputational risk in case products are too expensive
	Social inclusion of consumers and/or end-users		●			Communication on the accessibility of products	Ecotone's business model (high-qualitative, organic or plant-based products) attracts consumers
Business conduct	Animal welfare		●			Animal welfare	Competitive advantage compared to other players in the sector linked to the offer of alternatives to meat products and dairy products
	Management of relationships with suppliers including payment practices	●				Ethical supply chain and sustainable partnership	Encouraging more responsible practices among Ecotone's suppliers through charters, audits, questionnaires and organic and fair-trade specifications
	Management of relationships with suppliers including payment practices				●	Ethical supply chain and sustainable partnership	Dependency risk and supply disruptions risk leading to costs, postponed operations and loss of confidence
	Management of relationships with suppliers including payment practices				●	Ethical supply chain and sustainable partnership	Reputational risk in case suppliers do not respect the CSR criteria defined by Ecotone (e.g. scandals in the supply chain of pollution or child labor)
	Business conduct – corruption and bribery				●	Business ethics and integrity	Legal, financial and reputational risk linked to corruption, fraud, money laundering, bribery (exclusion from markets, litigation, depreciation in the value of the company)

Policies

Policy	Biodiversity policy
Scope	Own operations
Topics	• **Elimination of synthetic inputs:** Ecotone's primary lever for biodiversity is the promotion of organic farming. We have set an ambitious target to reach at least 90% organic turnover by 2030. By prioritizing organic ingredients, we naturally reduce the chemical burden on the land, as organic labels strictly prohibit synthetic pesticides and fertilizers. • **Zero deforestation:** In strict alignment with the EU Deforestation Regulation (EUDR), Ecotone ensures that by 2026, all targeted commodities – specifically cocoa, coffee, soy, and palm oil – sourced by the Group are verified as not contributing to deforestation or the conversion of natural ecosystems. • **Combating standardization:** We actively diversify our recipes to include a broader range of plant species and varieties, reducing the global reliance on the "Big 9" crops, and fostering genetic resilience in the food system.
Availability	Intranet, publicly available on the website

Policy	Business Code of Conduct
Scope	All employees of Ecotone
Topics	• **Mission-driven integrity:** Aligns all business decisions with our "Food for biodiversity" mission and local laws. • **Eco-product responsibility:** Focuses on minimizing environmental impact through a safe, organic, and plant-based portfolio. • **Human rights and ethics:** Enforces zero tolerance for forced or child labor across our entire supply chain. • **Employee commitment:** Guarantees a safe, inclusive workplace that supports the growth of our "ambassador" employees. • **Accountable governance:** Bans bribery and mandates accurate records with protected "Speak Up" reporting channels.
Availability	Intranet

Policy	Fraud Policy
Scope	All employees of Ecotone
Topics	• What is fraud? • How to prevent / report fraud • What are the responsibilities of management? • Recovery of losses and legal prosecution • Fraud response plan
Availability	Intranet

Policy	Diversity and Inclusion (D&I) charter
Scope	All employees of Ecotone
Topics	• **Promoting women in leadership:** We are dedicated to ensuring women have equal access to leadership positions. By supporting their career development, we aim to increase female representation at all levels of management. • **Embracing all generations:** We welcome employees of all ages, recognizing the value that different generations bring to our team. We encourage intergenerational collaboration to harness the unique strengths and experiences of our diverse workforce. We make a special effort to support young people by recruiting a minimum of 15 new employees below 24 years old each year. • **Supporting employees with disabilities:** We are committed to creating an accessible and inclusive environment for employees with disabilities. We provide the necessary accommodations and support to ensure they can thrive in our workplace. Our goal is to double the number of employees with disabilities. • **Fostering ethnic and social background diversity:** We are dedicated to creating a workplace that values and respects individuals from all ethnic and social backgrounds. We believe that a diverse team, inclusive of various ethnicities and social backgrounds, enriches our perspectives and creates a more dynamic workplace. Every individual's journey and experiences contribute to the strength and success of our team. • **Creating a welcoming and valued work environment for all:** At Ecotone, diversity and inclusion are not just goals but integral components of our corporate culture. We believe we can create a better, more equitable workplace for everyone.
Availability	Intranet

Policies

Policy	Ethical Marketing Policy
Scope	All Ecotone employees involved in any aspect of marketing, communication, or public representation of the company, at both the corporate and brand levels. Suppliers, agencies, and external partners (e.g., advertising agencies, digital marketing firms, PR consultants, influencers, content creators) who work on behalf of Ecotone or who collaborate with Ecotone for a certain period.
Topics	• **Promote sustainable and healthy choices:** Offer products that support biodiversity, nutrition, and ethical consumption. • **Communicate transparently:** Ensure honest, factual marketing without greenwashing or misleading claims. • **Act ethically and lawfully:** Comply with laws, respect human rights, protect privacy (GDPR), and uphold diversity. • **Operate responsibly:** Treat consumers, people, and the planet with respect, partnering only with ethically aligned suppliers.
Availability	Intranet, publicly available on the website

Policy	Corporate Social Responsibility (CSR) Policy
Scope	Own operations, upstream and downstream
Topics	• **Promote biodiversity:** Focus on organic, plant-based products and Farmtastic farming that protects and restores ecosystems. • **Reduce environmental impact:** Cut carbon emissions, use sustainable packaging, and work toward zero waste to landfill. • **Support people:** Foster inclusion, promote gender balance, ensure employee wellbeing, and engage teams in delivering the mission "Food for biodiversity." • **Stay accountable:** Track progress with clear targets, report transparently, and uphold B Corp standards.
Availability	Intranet, publicly available on the website

Policy	Health, Safety and Environmental (HSE) Policy
Scope	Our employees, contractors, visitors, and others affected by our operations
Topics	• Allocating resources to manage HSE risks through standards and audits. • Maintaining and continuously improving a documented HSE management system. • Identifying hazards, assessing risks, and ensuring they are controlled or minimized. • Setting objectives and targets to reduce risks and hazards. • Designing, operating, and maintaining facilities and equipment safely. • Ensuring employees and contractors are competent through training, information, and supervision. • Empowering people to stop unsafe actions and encouraging consultation on HSE issues.
Availability	Intranet, publicly available on the website

Policy	Human Rights Policy
Scope	All internal and external stakeholders
Topics	• **Governance and training:** Executive Board and employees trained on human rights and modern slavery. • **Supply chain oversight:** Suppliers, subcontractors, and smallholders engaged through codes of conduct and Sedex. • **Risk management:** High-risk materials (coffee, cocoa, tea) and issues (child / forced labor) are monitored and mitigated. • **Compliance tracking:** Audits, corrective actions, and KPIs ensure supplier adherence and continuous improvement. • **Transparency and reporting:** Results and progress communicated to stakeholders, supporting accountability.
Availability	Publicly available on the website

Policies

Policy	Non-GMO Policy (included in Product Quality Booklet & standalone policy)
Scope	All Ecotone own branded products
Topics	• **Purity standard:** Ecotone enforces a strict 0.1% contamination threshold for "GM-free" claims, significantly outperforming the standard 0.9% EU labeling requirement. • **Universal scope:** The policy mandates that 100% of branded products (organic and conventional) remain free from GMOs and their derivatives across the entire supply chain. • **Rigorous verification:** Suppliers of high-risk ingredients (soy, corn, rapeseed, etc.) must provide accredited PCR analysis or non-use certificates to prove compliance. • **Accountability:** Any detected contamination triggers an immediate decision-table protocol, leading to product blocking or rejection, with all associated costs borne by the supplier.
Availability	Quality SharePoint

Policy	Pay Philosophy
Scope	All employees of Ecotone
Topics	• **Market-driven and competitive:** Compensation is benchmarked against local FMCG peers (utilizing WTW data) to ensure pay remains competitive within specific markets. • **Total pay perspective:** All compensation components are evaluated together to secure an effective pay mix and maintain both internal and external equity. • **Performance-linked:** A substantial portion of pay is tied to individual and team achievements through Short-Term Incentive Programs (STIP), local bonuses, or profit-sharing schemes. • **Employee engagement and wellbeing:** The "Take care" orientation extends to biodiversity and staff through non-monetary benefits, including health coverage, home office flexibility, safety protocols, and parenthood leave. • **Transparency and compliance:** In line with pay transparency regulations, Ecotone commits to communicating our pay principles to all employees and providing managers with the tools and education needed to make informed, data-driven pay decisions.
Availability	HR SharePoint

Policy	Payment Terms Policy
Scope	All suppliers (goods and services)
Topics	• **Onboarding and compliance:** Mandatory verification of legal, tax, and ethical standing, including a "bank details verification" step to ensure financial security and fraud prevention. • **Submission standards:** Requirement for digital/PDF invoice submission with a mandatory Purchase Order (PO) number to enable automated tracking. • **Standardized terms:** Application of agreed payment windows (typically Net 30 or 60 days) alongside early payment discount opportunities to manage mutual liquidity. • **Validation workflow:** Utilization of an automated "three-way match" (invoice vs. PO vs. goods receipt) for industrial flows, or manual budget-owner approval for non-PO expenses. • **Execution and security:** A structured weekly payment cycle (Tuesday prep, Thursday run) protected by dual-signature authorization and automated remittance advice for supplier transparency.
Availability	Intranet

Policy	Product Quality Booklet
Scope	All suppliers
Topics	• **Ensure safe and high-quality products:** Establish strict food safety, legality, and quality standards for all raw materials, packaging, and finished goods. • **Strengthen supplier compliance:** Require suppliers to follow Ecotone's policies, implement HACCP-based risk controls, and participate in audits, monitoring, and continuous improvement. • **Protect consumers and brand integrity:** Manage risks such as allergens, GMOs, pesticides, food fraud, contaminants, and crises through transparent reporting, traceability, and corrective action. • **Operate responsibly and sustainably:** Expect ethical conduct, CSR alignment, and responsible sourcing (e.g., sustainable palm oil, ethical labor practices), working only with suppliers who meet Ecotone's standards.
Availability	Publicly available on the website

Policies

Policy	Responsible Sourcing Policy
Scope	• Central Sourcing • CSR (Corporate Social Responsibility) • R&D (Research & Development) • Quality teams, raw material suppliers, finished goods suppliers, packaging suppliers etc.
Topics	• **Source safely and sustainably:** All products and ingredients must meet strict safety, quality, and organic certification standards. • **Promote biodiversity:** Increase use of diverse crops and source from agrichains that protect ecosystems (e.g., Agroforestry and Farmtastic programs). • **Work with responsible suppliers:** Partner only with suppliers who meet Ecotone's ethical, social, environmental, and Sedex compliance requirements. • **Continuously improve:** Monitor progress with KPIs and collaborate with suppliers to reduce impacts and grow Fairtrade and ethical sourcing.
Availability	Intranet, publicly available on the website

Policy	Supplier Code of Conduct
Scope	All Ecotone's suppliers
Topics	• **Act legally and transparently:** Follow all laws, prevent corruption, protect data, and maintain honest records. • **Respect people and human rights:** Provide safe working conditions, fair pay, no forced or child labor, and zero discrimination. • **Operate sustainably:** Minimize environmental impact and act responsibly in all operations. • **Ensure ethical supply chains:** Deliver safe products, protect consumers, and maintain Sedex registration for ethical compliance.
Availability	Intranet, publicly available on the website

Policy	Speak Up Policy (whistleblowing policy)
Scope	All our employees, as well as temporary collaborators and external consultants
Topics	Employees can report irregularities i.e., corrupt, dishonest, or fraudulent behavior, violation of company policies or applicable laws, potential danger to health, safety, or the environment, theft or fraud against Ecotone, false or misleading information provided to management or public authorities, inappropriate accounting or internal control practices, abuse of power or mismanagement to their manager, to the Human Resources department or directly or through the confidential advisor.
Availability	Intranet, publicly available on the website

Policy	Wellbeing Policy (CARE policy)
Scope	All employees of Ecotone
Topics	Three strategic stages: • **Prevention:** We prioritize awareness and stigma reduction through manager training and an open-door policy that encourages confidential dialogue. • **Intervention:** Employees are provided with direct access to professional external psychologists and peer-led support networks for urgent concerns. • **Recovery and activation:** We facilitate safe reintegration for employees returning from leave through specialized webinars and management workshops.
Availability	Sent to all employees at Ecotone

ecotone

food for biodiversity

ECOTONE is a simplified joint stock company with a capital of 6 132 610,29 euros,
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Headquarters: 217 chemin du Grand Revoyet 69230 Saint-Genis-Laval, France.

www.ecotone.bio

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