BARONIE

Sustainability Report 2025



About this report.

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This report is prepared with reference to the Global Reporting Initiative (GRI) standards. The GRI content index is available through this link.



Scope.

Baronie NV entities included in the scope of this report:

Belgium

- Baronie NV
- Baronie Belgium NV
- Belgian Icecream Group NV

France

- Cémoi Chocolatier SAS
- Kaoka SAS

Germany

- Stollwerck GmbH

Ivory Coast

- Cémoi Trading SA
- Cémoi Côte d'Ivoire SA
- Cémoi Chocolat SA

Japan

- Glacio Ice Cream Japan KK

The Netherlands

- Baronie - De Heer BV

Poland

- PPC Gryf SA

Portugal

- Jacquot Portugal Lda

Switzerland

- Cémoi International SA
- Comod Trading SA
- Chocolat Alprose SA
- Baronie Switzerland SA

United Kingdom

- Baronie UK Ltd
- OP Chocolate Ltd

Preface.

Dear Reader,

Since we published our 1st sustainability report in 2020, Baronie has grown and strengthened its position as a global manufacturing Group, while maintaining its strong decentralised character. We have a unified vision: to become the global preferred, long-term partner for cocoa, chocolate, confectionery and ice cream. Our products have 1 important thing in common: craftsmanship. We know that the future of our craft depends on the health of the planet and the strength of the communities involved in the production of our raw materials. That is why sustainability is not merely a part of our strategy, but the red line that runs through all of it.

This report showcases the progress we made in 2025. As we are actively preparing for compliance with the Corporate Sustainability Reporting Directive (CSRD) in 2028 and preparing for the future, we made the conscious decision to report with reference to the Global Reporting Initiative (GRI).

Defining our Net-Zero SBTi targets and having them validated has been an important milestone. We'll continue to calculate our annual carbon footprint and work hard to reduce it. Of course, we'll also continue to invest in the safety and well-being of our people because we firmly believe that sustainability starts with people.

We are both honest and realistic about the road ahead. Climate change, the fragility of agricultural commodity supply chains and a demanding market remind us how much is still to be done, but also deepens our conviction that we can only create lasting change together. Guided by our values and by the trust of our partners, we will continue to steadily raise our ambition to make sure that our products can be enjoyed by many generations to come. Our partners are a crucial part of our sustainability endeavours, especially considering the major share of volumes produced are for private-label customers and their sourcing decisions are key to further strengthening our sustainability performance.

We thank you for reading this report and joining us on this journey.

Board of Baronie NV



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1. Introduction.

This sustainability report is the 1st Baronie sustainability report with reference to the Global Reporting Initiative (GRI) standards in preparation for the implementation of the Corporate Sustainability Reporting Directive (CSRD). In 2028, Baronie will report about 2027 in line with the European Sustainability Reporting Standards (ESRS) as required by the CSRD. This report covers the period from 1 January to 31 December 2025. We intend to publish our sustainability reports annually.

Because we operate across different regions and markets, sustainability will look different for each of our entities as it depends on their unique history, local customs and circumstances. We understand that, to meet the GRI standards and our own company-wide objectives, we have a lot of work to do.

Throughout this report, we'll highlight achievements and initiatives that our entities made over the past year(s). We're not cherry-picking; these examples showcase strong performance and progress that provide an opportunity to share learnings and inspire further action across the Group. They deserve it.

1.1 Our Group

Baronie NV (further: “Baronie”, “we”, “our company”) is an incorporated entity and privately owned company.

Baronie is a vertically integrated chocolate, confectionery and ice cream manufacturer that produces mainly private label, as well as branded and co-manufactured products for international customers.

Our registered office is in Bruges (Belgium) and we operate in the following 13 countries: Belgium, Côte d’Ivoire, France, Germany, Japan, the Netherlands, Poland, Portugal, Switzerland, United Kingdom, United States, Ecuador and China.

The scope of this report covers the 19 entities involved in:

- sourcing and processing cocoa beans;
- sourcing centrally purchased, non-cocoa raw materials;
- manufacturing chocolate, confectionery and ice cream;
- storage and shipment; and
- sales and management.

You can find the list of the entities included in this report on page 3.



Our Group in numbers

10 countries	4.216 employees	3 distribution centres	18 factories	6 offices

In 2025, the 19 entities within the scope of this report have sold a variety of semi-finished and finished chocolate, confectionery and ice cream products. These products are not subject to any bans or major concerns in any of the markets in which they are sold.

Our major chocolate and ice cream manufacturing factories are based in Europe and serve a global client base. The chocolate factory in Côte d'Ivoire serves regional African markets.

We work with both direct and indirect supply chains. In our direct cocoa supply chains, we source cocoa beans directly from the cocoa farmers and cooperatives in Côte d'Ivoire, Ecuador, Peru, Dominican Republic, Colombia and São Tomé and Príncipe. In our indirect cocoa supply chain, we purchase cocoa beans as well as cocoa products, such as butter, powder and liquid chocolate from cocoa traders and processors. We purchase a variety of raw materials and ingredients, such as sugar, dairy, nuts and other ingredients from all over the world. We work with packaging suppliers that provide the materials for both primary and secondary packaging, which consists mainly of paper, cardboard, plastic and aluminium.

The majority of our customer base consists of retailers for whom we produce both private label and branded products. Our primary objective is to establish long-term partnerships with all our partners and customers.

Baronie has a strong decentralised character and celebrates the diversity and strengths of all separate entities within the Group. Therefore, for centrally managed topics, such as our SBTi commitment and annual CO_2 assessment, we'll report on group level, while we present operational data, energy, waste and employee metrics per relevant entity.






1.2. Governance

The highest governance body of the organisation is the Board of Baronie (further: the Board), which provides oversight and strategic guidance across all entities within the Group.

Baronie is a privately owned business. The Board has 4 executive and 2 non-executive members. The Board of Baronie defines the organisation's purpose, values, mission statements, sustainability strategy, policies, goals, reported information and material topics.

The Board was actively involved in the Double Materiality Assessment, approved its outcomes, the company's sustainability strategy and supports due diligence through engagement with internal and external stakeholders. It continuously reviews organisational processes and takes follow-up action where needed.

Individual entities within the Group are managed by their respective Managing Directors, who are responsible for operational management and execution of Group strategy and policies in their respective entities.

The Board does not operate with sub-committees. Instead, it has established a dedicated Sustainability team to manage environmental and social impacts. This team is made up by individuals from different entities in Europe and Côte d'Ivoire and led by the Head of Sustainability. The Head of Sustainability reports directly to the Board and leads the coordination of implementation of our sustainability endeavours and strategy. Please note that the Managing Directors remain responsible for operational execution within their entities and initiating projects suitable for their local environments. The Board reviews sustainability-related initiatives and validates materiality and strategy outcomes based on stakeholder analysis and input from the Sustainability team.



1.3. Mission, vision & values

Mission & vision:

We're one Group, one team, working together towards a more sustainable future. A future in which we will strengthen our position as a global preferred partner for cocoa, chocolate, confectionery and ice cream, not only for our customers, but also for our employees and other stakeholders.

Vision: To become the global preferred, long-term partner for cocoa, chocolate, confectionery and ice cream

Mission: Driving excellence through harmonised and aligned ways of working, stronger collaboration and local expertise.

Values

Our values form the foundation of our Group. They define our behaviour, working methods and processes and determine how we make plans and decisions.

Craftsmanship

We take our craft seriously and are committed to doing our best.

Enthusiasm

We love what we do, and it shows.

Entrepreneurial

When we see an opportunity, we seize it.

No-nonsense

We keep things clear, simple & straightforward.

Upright & Reliable

You can trust us to keep our word.



1.4. Double Materiality Assessment

In 2024, we have executed our Double Materiality Assessment (DMA) which has resulted in the Materiality Matrix below. The Sustainability team carried out this assessment in close collaboration with the Board of Baronie in preparation for the upcoming Corporate Sustainability Reporting Directive (CSRD).

How was our DMA executed?

1. Determining the scope

All entities included in the scope for this assessment were also included in the scope for CSRD compliance by Baronie.

2. Identifying relevant stakeholders

We evaluated each stakeholder's level of importance, expertise and experience within the sustainability field:

- **Internal** stakeholders included the members of the Board, Managing Directors and HR managers as they collectively have an overall view on the company and various relevant social topics.
- **External** stakeholders consisted of a broad variety of relevant organisations that cover all aspects of the business, from customers to banks and from NGOs to suppliers.

3. Questionnaire

We sent out a questionnaire that covered 21 relevant topics to all stakeholders.

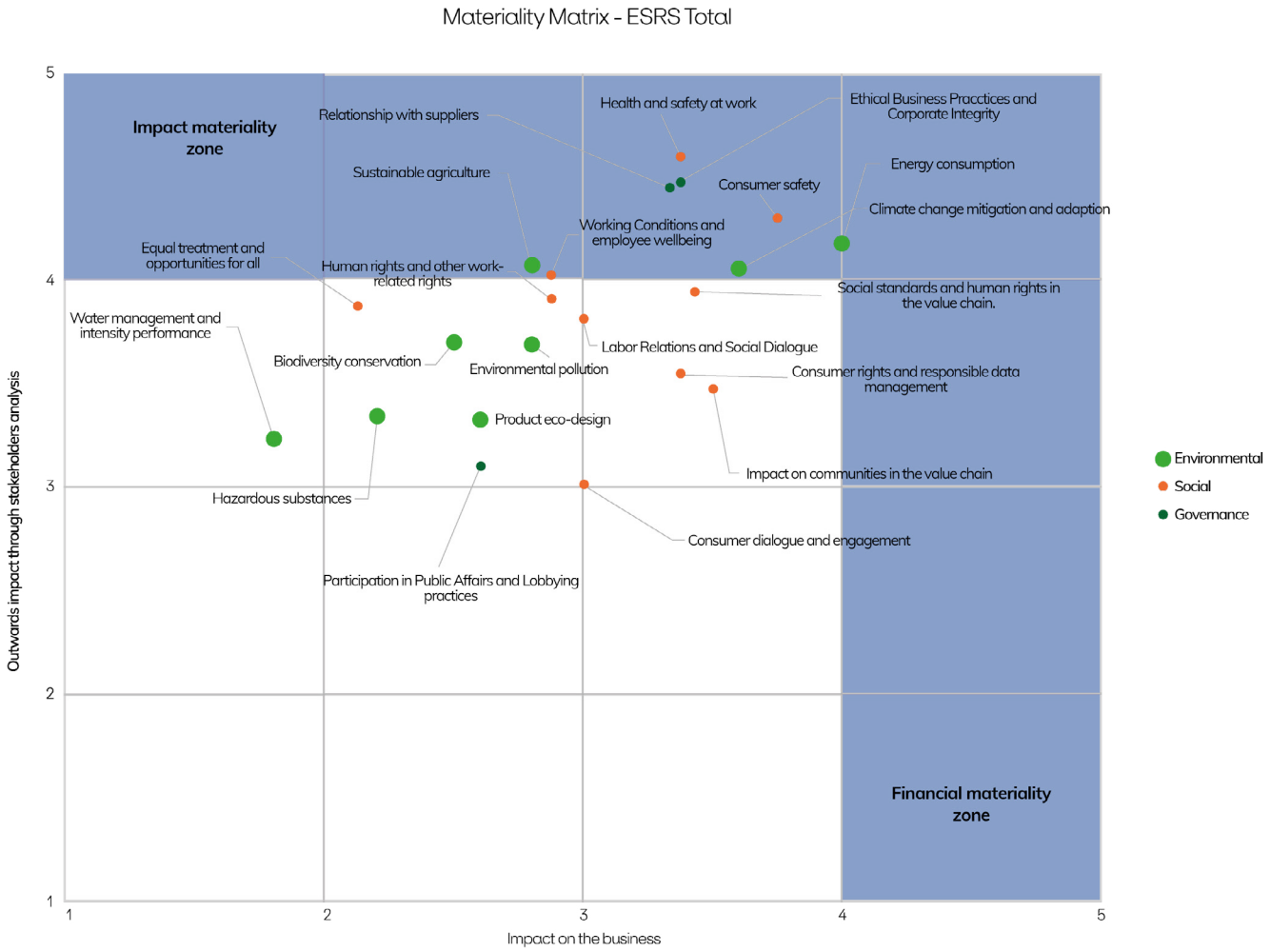
4. Identifying material topics

Following the assessment, we were able to determine that 8 out of 21 topics are material, which means they are important enough to be included in sustainability reporting. We included all topics scoring 4 or higher out of 5. These 8 topics are all related to the following 5 European Sustainability Reporting Standards (ESRS standards):

- Environment:
  - E1 Climate Change
  - E4 Biodiversity[1]
- Social:
  - S1 Own workforce
  - S4 Customer & end-customers
- Governance:
  - G1 Governance

[1]Please note that only sustainable agriculture was determined to be material, not the overall topic of biodiversity. However, there was no alternative ESRS standard to which 'sustainable agriculture' could be allocated.

Materiality Matrix



By including the material topics, they became part of our sustainability strategy. You can read more about this in the next paragraph, Our commitments.



1.5. Our commitments

We're committed to building a more sustainable future by making more responsible choices, empowering people, implementing forward-thinking solutions and being the best in class. This will look different at every entity. While the Sustainability team provides a framework (approved by the Board), each entity has the freedom to create its own action plan. That's why we're also committed to creating an environment in which everyone is welcome to share ideas on how to improve sustainability, both globally and locally.

We firmly believe that to learn is to grow. That's why we're also committed to creating an environment in which our people can work closely together, regardless of where they are in the world. This will allow us to share best practices and learn from each other.

Guided by our company values, we promise to uphold them and to base every decision we make on the best interest of the whole Group in the long term, challenging ourselves to continuously learn and grow, together with our partners.

We've summarised our commitments in 4 pillars:



Planet

From farm to finished products, we pro-actively limit our impact on the planet.



People

We build a resilient organisation with an entrepreneurial mindset, where people feel appreciated and empowered to grow and perform at their best.



Partners

We are committed to upright and reliable partnerships, working towards a common vision for a more sustainable future.



Products

We craft quality products while looking out for more sustainable solutions.

In the following chapters, we will take a deep dive into each pillar but up next: our Code of Conduct.

1.6. Our Code of Conduct



Our Code of Conduct is part of our ongoing commitment to responsible business conduct. It sets expectations for a number of topics, such as ethical behaviour, compliance, human rights, fair labour practices, health and safety, environmental responsibility, anti-corruption and responsible supply chain management.

Our Code of Conduct is publicly available through this link and inspired by leading international standards, including the United Nations guiding principles on business and human rights (UNGP), Guidelines for multinational enterprises of the Organisation for Economic Cooperation and Development (OECD), Fundamental standards of the International Labour Organisation (ILO), Ethical Trading Initiative (ETI), and human rights principles.

Our Code applies to the Board, employees, suppliers, customers and other relevant stakeholders across the value chain, with particular attention to vulnerable groups. We're committed to preventing child and forced labour, supporting equal opportunities, ensuring safe working conditions and to preventing discrimination and harassment.

All employees must acknowledge the Code upon joining and complete regular mandatory training. Suppliers and relevant business partners must accept and adhere to the Code as part of contractual agreements and onboarding processes.

1.7. Whistleblowing

Baronie has an external whistleblowing portal in place, called Whispli. It allows employees and third parties to anonymously report situations or behaviour that may breach the Code of Conduct, internal policies or applicable laws and regulations, or that may otherwise raise ethical or compliance concerns. You can reach the portal via this link.





Planet.

From farm to finished products, we pro-actively limit our impact on the planet.

We're working towards becoming carbon neutral by 2050.

We're reducing our waste and increasing recyclability.

We contribute to the preservation of natural resources and biodiversity.



2. Planet.

2.1. Our climate commitment

Climate change is a material topic for our organisation due to the impact of greenhouse gas (GHG) emissions, changing climate conditions and stakeholder expectations. We support the objectives of the Paris Agreement and have committed to achieving Net-Zero GHG emissions through a science-based decarbonisation pathway. The SBTi recognises science-based targets as an important mechanism for aligning corporate action with global climate goals.

The Board oversees climate-related matters through the Sustainability team, which reviews climate risks, opportunities, targets and performance.

Our validated SBTi targets

Overall Net-Zero target

Baronie commits to reach Net-Zero greenhouse gas emissions across the value chain by 2050.

Near-term targets:

Energy & Industry: Baronie commits to reduce absolute scope 1 and 2 GHG emissions 58.8% by 2034 from a 2022 base year. Baronie also commits to reduce absolute scope 3 GHG emissions 35% within the same timeframe.

FLAG: Baronie commits to reduce absolute scope 3 FLAG GHG emissions 42.4% by 2034 from a 2022 base year. The target includes FLAG emissions and removals. Baronie commits to no deforestation across its primary deforestation-linked commodities, with a target date of no later than December 31, 2025.

Long-term targets:

Energy & Industry: Baronie commits to reduce absolute scope 1 and 2 GHG emissions 90% by 2050 from a 2022 base year. Baronie also commits to reduce absolute scope 3 GHG emissions 90% within the same timeframe.

FLAG: Baronie commits to reduce absolute scope 3 FLAG GHG emissions 72% by 2050 from a 2022 base year. The target includes FLAG emissions and removals.

Scopes for SBTi Net-Zero Commitment

In December 2023, we committed to the Science Based Targets initiative (SBTi) Net-Zero Standard and in July 2025, the SBTi has validated and published Baronie's targets on the SBTi Target dashboard (available via this link).

Our Company's Carbon Footprint (CCF) serves as the foundation for assessing the Group's impact on the climate. We have conducted the GHG inventory in accordance with the GHG Protocol standard across the 3 scopes using the operational control approach:

Scope 1 includes direct emissions released by sources owned or controlled by the reporting organisation, such as emissions from the combustion of fossil fuels in owned vehicles, offices or factories.

Scope 2 includes indirect emissions released by sources owned or controlled by another organisation, and more specifically, those from purchased electricity, steam, heating and cooling.

Scope 3 includes all other indirect emissions released in the supply chain of the reporting organisation, both upstream and downstream, such as emissions from purchased goods and services, upstream and downstream transportation, business travel, employee commuting, waste generated in operations, capital goods and end-of-life treatment of sold products.

To achieve our SBTi-aligned net-zero commitment, we prioritise reducing Scope 3 emissions from purchased goods and services, with a particular focus on cocoa sourcing, which accounts for the largest part of our total carbon footprint. You can find a visual representation of the GHG Protocol here.



Climate transition plan



As a 1st step, we are improving the accuracy of our emissions calculation data by developing origin-specific emission factors for cocoa sourced through our direct supply chains. We have completed these calculations for Ecuador, Peru, the Dominican Republic, and São Tomé and Príncipe, and we are in the process of calculating this for Côte d'Ivoire. In these origins, our entities Cémoi Côte d'Ivoire and Kaoka source cocoa beans directly from local farmers and cooperatives (direct supply chain). These calculations help us to better understand the key drivers of cocoa-related emissions and to focus our decarbonisation efforts. During later phases, we'll also address the reduction of emissions in our indirect supply chains.

Land-use change and deforestation are widely recognised as significant contributors to the carbon footprint of cocoa production. When forests are converted into agricultural land, carbon stored in vegetation and soils can be released into the atmosphere, while the newly established agricultural systems typically store less carbon than the natural ecosystems they replace. This makes supporting a deforestation-free cocoa supply chain a key priority of our climate strategy.

We support this through improving traceability and monitoring across our direct and indirect cocoa supply chains, supported by a strict zero-deforestation policy. Geolocation data, including GPS coordinates and farm polygons, enables us to monitor the exact locations where cocoa is cultivated and to verify compliance with our requirements.

We have reviewed our scope 1 and 2 emissions and have tasked all entities to design action plans in order to reduce their energy consumption, for example through energy efficiency improvements, procurement of renewable energy, electrifications of operations and elimination of fossil fuel dependency.

As we firmly believe that a better future starts with ourselves, we are currently targeting our own operations and direct supply chains to make improvements. Later, we will further engage our suppliers and focus on value chain decarbonisation.

The results of our 2025 company carbon footprint assessment will be available on www.baronie.com later this year.



Energy

Energy consumption contributes to our climate impact and therefore plays a critical role in upholding our SBTi Net-Zero commitment. Our energy management approach focuses on reducing energy demand, improving efficiency and increasing the share of renewable energy across operations. We monitor our energy performance at entity level through reporting and management reviews. We're assessing energy-reduction initiatives based on their contribution to operational efficiency, costs and our climate targets. All entities are currently in the process of defining energy targets to support our global Net-Zero commitment.

Site-specific initiatives

We are committed to mitigating climate change by improving energy efficiency and increasing the use of renewable energy sources across the company as a whole. We have taken several steps to reduce energy consumption and are in the process of defining scope 1 and 2 reduction targets to support our Net-Zero commitment. You will find some examples below.

Stollwerck, our German entity, is certified for ISO 50001: Energy management systems since 2013. This certification includes all 4 production sites in Germany (Norderstedt since 2013, Veitshöchheim since 2015 and Berlin and Saalfeld since 2016). In addition, the Torremilla site of Cémoi in France is also ISO 50001 certified. Besides certification, we have embedded energy management in our daily operations through site-specific responsibilities, monitoring processes and continuous improvement initiatives.



At Baronie Belgium's site in Bruges, a building management system provides installation-level energy monitoring, which enables (more) targeted energy management and prioritises efficiency measures. Additionally, data analysis identified cooling systems as a major energy user, accounting for circa 50% of the energy consumption in the main production hall. Consequently, we're looking at options to reduce cooling energy demand.

Several sites track energy use in relation to production volume. This makes it possible to measure energy efficiency regardless of how much is produced. At Gryf, in Poland, a central digital monitoring system covers about 50% of the production equipment. It helps analyse energy use per machine and per production line, and to identify ways to save energy. In addition, we made a comprehensive inventory of the steam heat substations to identify further efficiency improvements.

OP Chocolate in the UK uses a performance-based approach to manage energy use. It tracks energy against several targets for gas, electricity, water usage and GHG emissions. We review the progress every month. The site has also improved oven combustion and is introducing heat recovery from compressors to reduce energy use and emissions. We're currently also exploring other options, such as production planning optimisation.

Since 2025, Cémoi Chocolatier has been rolling out electric vehicle charging stations for employees across different sites in France. This initiative supports the Group's commitment to reducing our carbon footprint and promoting more sustainable mobility solutions. By providing access to low-cost charging stations, we encourage the adoption of electric vehicles.



Charging station Torremila

Initiatives across the Group

As part of our Planet pillar action plan, all entities are required to organise energy awareness activities for employees so that they understand their roles in saving energy and reducing GHG emissions, and to encourage them to pro-actively take action.

As part of our renewable energy endeavours, we have installed solar panels in Belgium, France, Poland and Switzerland. The Stollwerck site in Saalfeld, Germany, even generates renewable energy through its own, on-site hydropower plant. In 2025, the site generated approximately 460,000 kWh of renewable electricity despite extended dry periods and the construction of a fish passage. These initiatives represent an important step in increasing the use of renewable energy at the sites and supports our broader decarbonisation goals.



Hydropower plant Saalfeld

Another example of improving energy efficiency is the replacement of traditional bulbs with LED lights across several sites. At the Torremila plant in France, Cémoi has improved the energy efficiency of its operations through the use of heat recovery systems, connecting to a district heating network and the use of energy from methanisation. These efforts help reduce energy-related carbon emissions.



LED lights Torremila



Methanisation plant Torremila

Cémoi has also established a new maritime route between Abidjan (Côte d'Ivoire) and Port-Vendres (France) to optimise cocoa transportation flows. Reducing the distance travelled by road both in Côte d'Ivoire and in France helps limit transport-related GHG emissions.



2.2. Waste management

Because of our decentralised company character, we do not have a global waste policy currently, except that our waste management approach follows the waste hierarchy: prevention, reduction, reuse, recycling and recovery before disposal.

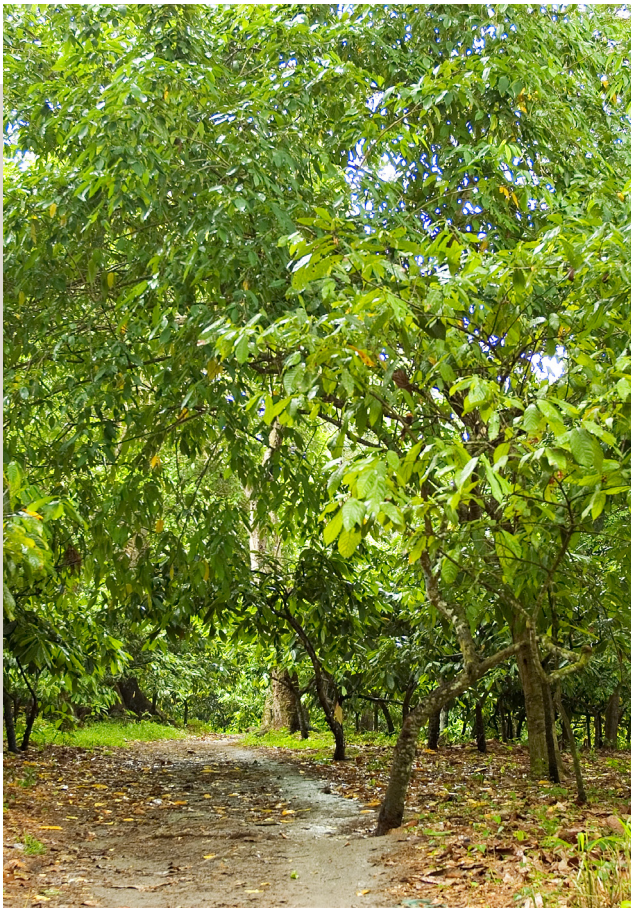
Of course, the separate entities have their own specific approach in place. Even though the specific approaches may differ per site, they're all built on the idea of reducing waste as much as possible through all kinds of actions. One of the ways in which we reduce waste is that we send our organic production waste to biogas installations and to companies that process it for the feed industry. Of course, we also have a plan in place for the cocoa shells that are left over from cleaning the cocoa beans. The discarded shells become animal feed, fertiliser, dietary supplements or are used to improve soil. In Abidjan, Cémoi Cote d'Ivoire has installed a Vyncke boiler that converts the cocoa shells into a reliable supply of steam for cocoa processing. More recently, Gryf has also found ways to use shells to generate energy, for example through processing in biogas plants and in the production of biofuels.

In 2025, OP Chocolate in the UK demonstrated a strong waste management performance, with their "zero waste to landfill" achievement. Key waste streams, including cardboard, plastic, metal and wood, were 100% recycled. Since 2024, no finished products have been rejected, supporting further waste prevention across operations. The serious efforts at OP led to a massive 23% reduction in total waste volumes in 2025 versus 2024. These improvements are forecast to further reduce waste transport emissions and lower the environmental impact of the site's waste management.

2.3. Natural resources & biodiversity

Preservation of natural resources and biodiversity are essential to the long-term resilience of our business and the communities in which we operate. We recognise that healthy ecosystems are critical and therefore seek to manage our environmental footprint responsibly, promote efficient resource use and consider how we can best contribute to the preservation of natural resources and biodiversity.

Since 1993, Kaoka has been campaigning for high quality organic and fair trade cocoa, focusing on fighting deforestation and improving farmers' income while promoting the sustainable cultivation of cacao. In 2021, Kaoka launched a €9 million, 5-year project (Agroecological Regenerative Cocoa or ARC) through a public-private partnership with the French Facility for Global Environment (FFEM) to promote deforestation-free, regenerative cocoa production in Latin America. In collaboration with the International Centre for Tropical Agronomy (CIAT), Kaoka has been leading the Agroecological regenerative cocoa project, fostering agroforestry systems, conserving biodiversity and restoring soils and ecosystems through more sustainable cocoa cultivation. The project mainly aims to contribute to creating more sustainable cocoa systems that provide livelihoods for farmers, conserve forests and enable establishing or restoring 600 hectares of cocoa farms in Colombia, Ecuador and Peru through the recovery, rehabilitation and transformation of soils. Read more here.





People.

We build a resilient organisation where people feel appreciated and empowered to grow and perform at their best.

We uphold our values through responsible behaviour and shared accountability across the organisation.

We enable employee growth and organisational resilience by attracting, developing and retaining the right talent for our organisation.

We create a safe workplace that supports our employee's well-being.



3. People.

During the reporting period, Baronie employed a total of 4,216 employees; 62% male and 38% female, of which the majority works in production. Some entities work with non-employee workers, such as seasonal aides to cover peak periods.

We have internal communication systems in place to engage with employees and we regularly send out surveys, which provide structured and valuable feedback on workplace topics and identify areas for improvement.

Across the Group, the majority of employees are covered through collective bargaining agreements. The exact working conditions and terms of employment that are not covered through such agreements depend on the specific entity but were generally determined directly by the company. Supervisors and HR representatives are always available to help.

3.1. Upholding our values

Both the Code of Conduct and our mission, vision and values are important guidelines for how we do business and how we expect our employees to work (together).



We've organised meetings across all entities to explain our mission, vision and values. At the end of these meetings, each employee received a booklet with more information about the company, the products we make and our way of working. Of course, this also included our brand-new mission, vision and company values, which can be summarised under the motto: "This is us. One Group, one team, one goal".

In 2025, we also conducted our 1st ever Group-wide employee survey, which had a significant 75.4% participation rate. We used a digital tool for conducting the survey, offered it in the 6 most commonly spoken languages within the Group and ensured full anonymity. Topics included employment, communication, health & safety, food safety & quality, company culture and sustainability. We used the results from the survey to identify key areas for improvement and action per country.







3.2. Resilient organisation

We believe that learning is fundamental to growth and organisational resilience. As a diverse organisation, our entities and sites each bring unique strengths, expertise and experiences. By sharing knowledge and best practices across the Group, we enable teams to learn from each other, strengthen collaboration and drive continuous improvement. This supports effective change management and helps us build a resilient organisation that can adapt to evolving business and sustainability challenges. To support this, we encourage all sites to pro-actively reach out to colleagues in other departments and at other locations, and we have implemented several initiatives that facilitate the exchange of knowledge. By fostering a culture of continuous learning and development, we enable employee growth and strengthen our ability to attract, develop and retain the talent needed to achieve our long-term objectives.

Gryf in Poland stands out as it fosters a culture of continuous learning by combining knowledge transfer, employee development and collaborations with educational institutions. They have, for example, adopted a way of working in which, as part of a generational transition, experienced employees' mentor and train new colleagues, helping preserve critical, technical expertise, craftsmanship and organisational know-how. In 2025, Gryf also organised a digital skills programme for 30 employees, supporting digital inclusion and helping employees confidently navigate modern technologies in both their professional and personal lives. In addition, Gryf collaborates with local universities in Szczecin through educational visits and internships, helping develop future talent and strengthen links between education and industry. Together, these initiatives support employee growth, knowledge sharing and the long-term resilience of the organisation as a whole.



Another example is Baronie Belgium providing a range of training and development opportunities to support employee skills, safety and professional growth through on-the-job training, onboarding for new employees and training in food safety, hygiene (HACCP), product quality and workplace safety. Employees also receive mandatory training in forklift operation, fire safety, first aid and aerial work platform operations.

Our last example of how we create shared experiences is a Group-wide contest that challenged employees to show off their craftsmanship by creating and submitting their best chocolate and/or icecream recipes. We provided the baking supplies and our people provided the magic. The 12 winners were invited to Cémoi Chocolatier in Perpignan (FR) for a 3-day deep dive into a pastry and chocolate decoration workshop, as well as had a tour through the cocoa and chocolate laboratories and the factory in Torremila.



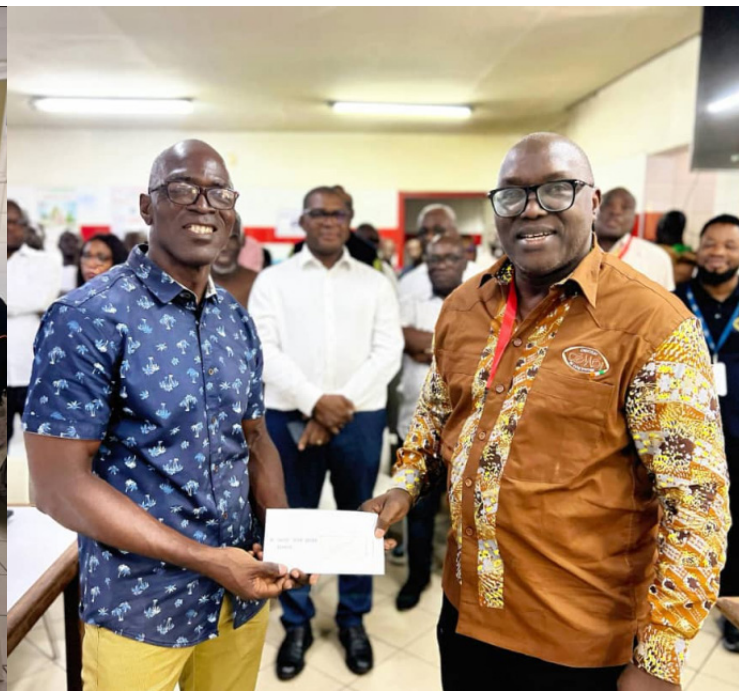
3.3. Well-being

We provide a wide variety of benefits to our employees. Depending on the exact location of the entity, we provide parental leave, retirement provision, health care, disability and invalidity coverage and life insurance. Entities provide other benefits that they feel are appropriate, such as meal vouchers, private pension schemes and insurance systems, gym memberships, bicycle-lease, private medical care for employees and their families and discounts in the company shop.

We are fully committed to supporting the well-being of our employees and fostering a diverse, equitable and inclusive workplace. Across our Stollwerck sites in Germany, we have approximately 60 employees with a recognised disability or equivalent status. At each of the sites, elected representatives for employees with severe disabilities advocate for the interests of these employees and serve as an important point of contact for workplace-related matters. Through collaboration, mutual respect and consideration of individual needs, we strive to create a working environment in which employees from all levels and backgrounds can contribute, develop and perform to the best of their abilities.

At Cémoi Côte d'Ivoire, caring for employees is an essential cornerstone of our human resources policy and a key driver of sustainable performance. 2025's key initiatives included the "Dare to Live Our Values" programme on ethics and professional conduct, AI awareness sessions and initiatives promoting skills transfer and collective intelligence. Employees approaching retirement benefited from the "Preparing for and Thriving in Retirement" programme, while annual medical check-ups reinforced our commitment to employee health and well-being. In addition, interactive public speaking training helped employees improve their communication skills and boosted their confidence. Open communication channels are also part of our value system, which is why we have regular meetings between management and employee representatives. During these meetings, we address employee concerns and find ways to solve whatever issues arise. By prioritising employee well-being, education, knowledge sharing and open dialogues, Cémoi Côte d'Ivoire creates a workplace where people can learn, grow and thrive, while contributing to a more skilled, engaged and future-ready organisation.





Health & Safety

To ensure the well-being of our employees and other workers, several production locations have implemented an Occupational Health and Safety (OHS) Management System. Aside from that, we have a variety of processes in place for hazard identification and risk assessment, such as the Sarier and the DUERP method. We ensure the quality of these processes and the competency of the people who carry them out through appointing designated Health and Safety representatives, regular training and annual risk assessments.

Depending on the exact location, we have several processes in place for employees to report work-related hazards and hazardous situations, such as operational meetings and (anonymous) incident reporting. Additionally, we organise site audits to help identify unsafe situations.

We encourage employees to report incidents, hazards and unsafe situations because that keeps us all safe and accountable. As such, workers are protected against reprisals from reporting work-related hazards and hazardous situations. In addition, employee rights are protected under applicable company policies and national labour laws.

Following French regulatory requirements, Cémoi Chocolatier is currently implementing a health and safety policy applicable to all its sites, as well as implementing a health and safety roadmap in which qualified professionals and trained first aiders provide occupational on-site health services and support. Employees gain access through HR and we ensure confidentiality through medical secrecy and data protection requirements. The company only collects fitness-for-work information, ensuring that personal health data cannot influence employment-related decisions. Cémoi Chocolatier has even implemented a confidential helpline, which is available to all employees 24/7, providing free support to reduce (mental) health issues.



As a member of SEDEX, we are committed to promoting responsible business practices and ensuring fair, safe and respectful working conditions throughout our operations and supply chain. Through regular SMETA audits, we assess compliance with labour standards, health and safety requirements and ethical business practices. These assessments help us identify opportunities for improvement, strengthen worker protections and support the wellbeing, engagement and satisfaction of employees.



Partners.

We are committed to upright and reliable partnerships, working towards a common vision for a more sustainable future.

We act with integrity and accountability, aiming for long-term partnerships grounded in trust and transparency.

We actively collaborate with our suppliers and customers to establish robust supply chains.

We support cocoa farmers and their communities.



4. Partners.

4.1. Long-term partnerships

We engage meaningfully with suppliers, customers and other partners through proactive dialogue, timely responses to stakeholder concerns and the integration of stakeholder feedback into our business decisions and sustainability priorities. We actively participate in industry and multi-stakeholder initiatives, recognising that many of the complex challenges within (our) supply chains can only be addressed through collective action. We believe that long-term progress depends on collaboration, mutual support and a shared commitment to more sustainable outcomes. For us, this all comes together in the African proverb:



Our whole supply chain consists of partnerships. This includes working with partners in countries where we source key ingredients as well as building long-term partnerships with our customers.

One of the ways to give our partners further insights into our sustainability performance is by sharing our EcoVadis assessment result with them. In 2025, Cémoi Chocolatier achieved an EcoVadis score of 74/100 points, earning a Silver Medal. This recognition reflects our commitment to embedding sustainability throughout our business operations and acknowledges the progress made in environmental management, ethical conduct, human rights and labor practices, and responsible business governance. The EcoVadis assessment serves as an important benchmark for measuring our sustainability performance and improving our ongoing improvement efforts.

In January 2025, during the 37th edition of ‘Industributie’, our Dutch entity, Baronie - De Heer, won the ‘Best Private Label Supplier’ award in the DKW Food (Dry Groceries) category. This award confirms that we’re on the right track and motivates us to continue working towards our goal of becoming the global preferred partner for cocoa, chocolate and ice cream. However, above all, this award recognises the dedication and day-to-day efforts of all colleagues involved. Together, they work hard to supply our Dutch retail customers with not only our delicious products, but the best possible service as well.



Addressing child labour in hazelnut supply chains

Since 2013, we're supporting the public-private partnership "An Integrated Model for the Elimination of the Worst Forms of Child Labour in Seasonal Agriculture in Hazelnut Harvesting in Turkey", together with the International Labour Organisation (ILO), CAOBISCO and other industry partners. The goal of this project is to prevent and eliminate the worst forms of child labour in seasonal hazelnut harvesting. We're currently in the 5th and final phase (2024-2026) that focuses on embedding sustainable systems and strengthening human rights due diligence across the hazelnut supply chain.



Key achievements in 2025:

Strengthened governance & coordination:

Improved collaboration between public authorities and supply chain actors helped institutionalise seasonal coordination mechanisms and improved the capacity of local stakeholders to identify and support at-risk children.

Awareness and sector engagement:

Raised awareness to change how child labour is viewed, particularly unacceptable forms of work involving children under 14.



Direct intervention for vulnerable children and families:

An integrated approach combining education, protection and social support increased awareness among families, intermediaries and orchard owners about child labour risks and the importance of education.

- 1,031 children were referred to educational services and received nutritional support, as well as transportation, clothing and school materials.
- 419 family members received counselling on child labour risks.
- 189 orchard owners and 81 intermediaries participated in training on child-labour prevention and decent working and living conditions.

The project's final phase focuses on establishing long-term institutional coordination, strengthening responsible business conduct and enhancing human rights due diligence. Even after the project ends, we'll remain committed to supporting responsible and sustainable hazelnut supply chains.

4.2. Robust supply chains

We are committed to maintaining a responsible and resilient supply chain. That's why we expect all suppliers to adhere to our Code of Conduct, which outlines requirements related to human rights, labour practices, environmental management, business ethics and compliance with applicable laws.

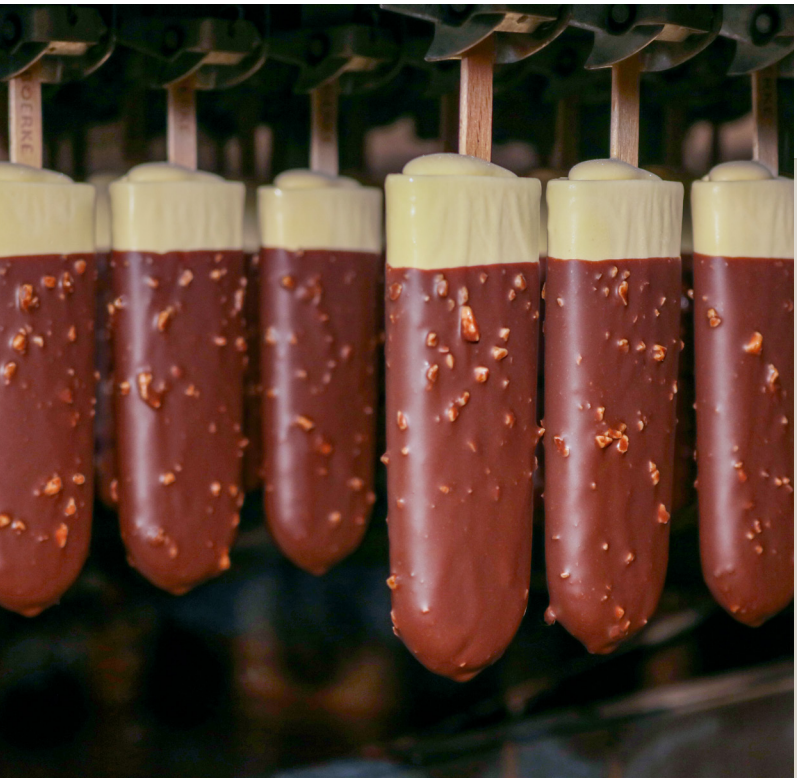
When it comes to our supply chain, we understand that every step in our production process represents an opportunity to make a positive impact. By working with innovative partners, suppliers and customers alike, we prove that environmental responsibility and premium quality can (and should!) go hand in hand.

Sustainability starts with traceability. Understanding where and how our raw materials are sourced and processed is essential for identifying risks, measuring impact and driving meaningful improvements throughout the supply chains. At the same time, we provide our customers with enhanced traceability, which increases confidence in the supply chain and the company as a whole.

Our suppliers

We centrally source selected raw materials through our entities, Baronie Switzerland SA and Comod Trading SA, in Switzerland. Raw materials, such as cocoa beans, butter, nibs and powder are a key category for our chocolate manufacturing sites. Our non-cocoa, centrally sourced, raw materials are dairy, sugar, oils and fats, vanilla, raisins, cherries, emulsifiers and nuts (hazelnuts, peanuts and almonds). Aside from central purchasing, each manufacturing entity has a dedicated purchaser for locally purchasing raw materials.

We want to work together with our partners towards a more sustainable future by embedding environmental, social and economic responsibilities in our sourcing practices. This approach harmonises purchasing methods across teams and strengthens our commitment to a more sustainable supply chain. Each year, we assess all our suppliers to identify risks and potential negative impacts within our supply chains. These assessments include both human rights and environment-related risks.



Rescued Bananas

An example of Baronie and our suppliers working together towards a more sustainable future is Belgian Icecream Group's rescued bananas initiative. At the end of 2024, Belgium Icecream Group created a unique partnership with The Banana Factory to upcycle surplus bananas that would otherwise be discarded. The rescued bananas are transformed into banana purée, that we exclusively use in our banana-flavoured ice cream products. Together, we have already helped save nearly 500,000 bananas from destruction. Building on the success of our co-branded IJsboerke Banana Brittle ice lolly, we have also expanded the use of this ingredient across several private label products.

4.3. Supporting cocoa farmers

Considering that a large part of our business is dedicated to chocolate manufacturing, Baronie took a major step by acquiring Cémoi Group in 2021. The result is a globally and vertically integrated cocoa supply chain, from farmers to retail partners. Now, we have better insight into the origin of our cocoa and we're able to better address sustainability challenges throughout the value chain.

Recognising the essential role of cocoa in our business and the persistent challenges faced by cocoa-growing communities, we are committed to supporting cocoa farmers and more sustainable cocoa production.

Transparence Cacao

We are proud partner of Transparence Cacao and offer this sustainability programme to our customers. Transparence Cacao is built on long-term partnerships with producer cooperatives, farmers and local stakeholders. The programme seeks to improve local capacity, encourage shared responsibility and support continuous improvement throughout cocoa farming communities. Partnerships are based on transparency, accountability and regular communication, which allows the programme's activities to be adapted to local priorities, needs and opportunities. Transparence Cacao supports the development of resilient producer organisations, informed farmers and locally driven initiatives.

Transparence Cacao doesn't only operate in Cote d'Ivoire; it's also been implemented by Kaoka in Ecuador, Peru, Dominican Republic, Colombia, and São Tomé and Príncipe.

Please go to www.transparence-cacao.com for more detailed information about the programme. You can find our annual progress report for 2025 here.



Addressing child labour

Child labour remains a persisting challenge in cocoa-growing communities. Through Transparence Cacao, we are working to drive meaningful, long-term change.

A key initiative is the "Strengthening the child protection systems within Cémoi Côte d'Ivoire's Supply Chain", implemented with the NGO Afrique Secours et Assistance (ASA). This project runs from 2022 until 2027. This project is funded by FBK as part of the Netherlands Enterprise Agency (RVO) and in commission of the Dutch Ministry of Foreign Affairs.

In 2025, 9 partner cooperatives implemented the project, engaging farmers, children, cooperative staff, teachers and community leaders to reduce child labour risks and to strengthen local protection systems.

"Strengthening the child protection systems within Cémoi Côte d'Ivoire's Supply Chain" focuses on 3 priorities:



1. Awareness and behavioural changes:

Through this project, 54 awareness-raising campaigns were organised that reached about 5,300 farmers and over 3,200 children through community sessions, focus groups, film screenings and child-focused activities. In addition, 93 cooperative staff members and 18 teachers were trained to increase the local capacity to prevent and address child labour.



2. Stronger monitoring and remediation:

Cooperatives' Child Labour Monitoring and Remediation Systems (CLMRS) were assessed across all 9 cooperatives to improve case management and data collection. Strengths and opportunities were identified to improve case management and data collection. 5 child-friendly spaces and 8 bridge classes were established, providing children with safe recreational and educational environments, including access to educational support.



3. Household resilience:

In response to strong community demand Transparence Cacao established 20 Village Savings and Loan Associations (VSLAs) for women farmers instead of the targeted 9. Around 750 participants enrolled and 122 loans were given out to support agricultural inputs, small business, education and healthcare.

Overall, these actions provide a strong foundation for further progress in 2026 and support a comprehensive approach to preventing and addressing child labour in cocoa-farming communities.

Pro-Planteurs

Besides focusing on our direct supply chain, we also support industry initiatives that promote more sustainable cocoa farming, such as Pro-Planteurs.

As a member of the German Initiative on Sustainable Cocoa (GISCO), Stollwerck supports the Pro-Planteurs project, a multi-stakeholder initiative that promotes more sustainable cocoa production and that improves the livelihoods of cocoa-farming households in Côte d'Ivoire. Together with the German Federal Ministry for Economic Cooperation and Development (BMZ), Conseil du Café-Cacao (CCC) and the German Federal Ministry of Food and Agriculture (BMLEH), Pro-Planteurs has been strengthening cocoa-farming households and cooperatives since 2015.

Between 2018 and 2025, through Pro-Planteurs, around 24,500 cocoa-farming households increased their annual net income by at least 35%, reducing the living income gap by 41%. Through capacity-building activities promoting agricultural diversification, families were able to strengthen and diversify their income sources while improving household nutrition. Learning good agricultural practices also contributed to higher productivity, with 15,874 households (79% of the target) reaching yields of at least 500kg of cocoa per hectare. Another significant achievement of the project was the strengthening of existing child labour monitoring and reduction systems across all connected cooperatives.

The current project phase (2025-2028) focuses on enabling at least 4,000 cocoa farming households to achieve a living income. Key priorities include expanding agroforestry systems, supporting women-led farms, ensuring long-term market access in light of increasing requirements, particularly in light of evolving sustainability requirements such as the European Deforestation Regulation (EUDR) and the African regional standard for sustainable and traceable cocoa (ARS 1000), and developing sustainable sourcing models between cooperatives and their commercial partners.





Photo Credit: GIZ Côte d'Ivoire

4.4. Memberships

Below, you'll find an overview of the relevant partnerships and memberships across our Group of entities. Our entities are members of a variety of organisations, such as international industry associations, national confectionery industry associations and several European initiatives on sustainable cocoa.

Entity	Membership
Baronie Belgium NV	Beyond Chocolate (Belgian Initiative on sustainable cocoa)
Baronie-De Heer BV	VBZ (Dutch Trade association for companies in biscuits, sweets, chocolate, savory snacks, and nuts)
Cémoi Chocolatier SAS	Alim' Alliance (formerly Alliance 7) WCF (World Cocoa Foundation) ECA (European Cocoa Association) ICI (International Cocoa Initiative)
Cémoi Côte d'Ivoire SA	GEPEX (Professional group of coffee and cocoa exporters of Côte d'Ivoire) UGECI (Union of Large Enterprises of Côte d'Ivoire
Chocolat Alprose SA	SWISSCO (Swiss platform for sustainable cocoa) Chocosuisse (Association of Swiss chocolate manufacturers)
Comod Trading SA	FCC (Federation of Cocoa Commerce)
Kaoka SAS	Biopartenaire Commerce Equitable France (French Union of Fairtrade companies) Synabio (Organic Agro-Industry Union)
PPC Gryf SA	POLBISCO (Polish Assosiation of Chocolate and Confectionery Manufacturers) Northern Chamber of Commerce in Szczecin
Stollwerck GmbH	BDSI (Association of the German confectionery Industry) GISCO (German initiative on sustainable cocoa)



Products.

We craft quality products, while looking out for more sustainable solutions.

We are dedicated to ensuring food quality and safety.

We carefully select our raw materials and packaging with a more sustainable approach.

We pro-actively offer sustainable solutions to our customers.



5. Products

5.1. Food Safety & Quality

High-quality raw materials are essential to delivering safe, consistent and trusted products for customers and consumers. We apply the same best-in-class quality expectations to our own brands, private-label and co-manufacturing products. These standards are supported by quality management systems, internal and external audits, and recognised food safety standards, such as IFS, BRC and FSSC 22000. Besides customer and consumer satisfaction, product quality and continuous improvement, our quality management approach focuses on competitive, safe and delicious products that respond to evolving market trends.

Across our locations, dedicated teams are responsible for reinforcing our food safety culture by encouraging participation, training, collaboration and feedback. They work with clear objectives, such as informing employees of our quality policy, providing effective food safety training, sharing information through dedicated platforms and promoting strong engagement through food safety culture assessments.

We continuously monitor regulatory developments and comply with applicable Food Safety and Quality requirements. We also proactively work to replace controversial substances with potential health risks.

Our traceability model enables quality control from producer to consumer. This is supported by good manufacturing practices, HACCP procedures, IFS or BRC certifications across all production sites and an FSSC 22000 certification at 2 sites, demonstrating our ability to meet food safety requirements and to improve performance over time.

Our supplier selection process includes risk-based controls for all raw materials, a Group-wide sanitary control plan with regular finished-product analyses, annual factory audits, authenticity testing to reduce vulnerability to food fraud and food-defence measures to prevent intentional contamination. These measures include multidisciplinary risk assessments, employee training and attention to cybersecurity risks.

Together, these systems have already contributed to a reduction of quality defects, reduced rework, stronger allergen policies, improved communication and better support tools for production teams. They also reinforce our commitment to continuous improvement and responsible, safe food production.



5.2. Raw materials & packaging

Our responsible sourcing strategy focuses on:



Traceability and supply chain transparency across our supply chains, particularly for strategic agricultural commodities, to improve visibility, identify risks and support informed sourcing decisions.



Climate, biodiversity and deforestation prevention, including support for deforestation-free supply chains, ecosystem protection and compliance with relevant legislations and due diligence requirements.



Human rights and responsible production, including battling child labour, respecting human rights andproviding decent working conditions and responsible agricultural practices that support long-term productivity and resilience.



Supplier engagement and risk-based due diligence, which combines supplier assessments, engagement and continuous improvement to identify and address sustainability risks and improve long-term resilience across our value chain.



Raw materials, promoting the sourcing of certified or verified materials that are more sustainable alternatives.

Responsible sourcing is a continuous quest for improvement. While we have made progress across the abovementioned areas, we recognise the need to further improve performance, increase transparency and improve the integration of sustainability throughout our value chain. Achieving this requires a long-term collaboration with customers, suppliers and other value chain partners.

As a key ingredient in our product portfolio, cocoa is central to our sustainability efforts. Through our vertically integrated cocoa supply chain, we work directly with farming communities and cooperatives in Côte d'Ivoire, Ecuador, Peru, the Dominican Republic, Colombia, and São Tomé and Príncipe. In addition to our partnership with Transparence Cacao, we offer certified cocoa options including Organic, Rainforest Alliance and Fairtrade.

Cocoa
www.ra.org

In preparation for compliance with the EU Deforestation Regulation (EUDR), we're working on making our supply chains as transparent as possible and improving our due diligence processes to help ensure that the cocoa used in our products is not associated with deforestation. Even though the EUDR has been postponed until 30 December 2026, in 2025, 100% of farms in our direct cocoa supply chain were GPS mapped and subjected to deforestation risk assessments, providing farm-level traceability and a strong foundation for EUDR compliance. For our indirect supply chain, we engaged suppliers to assess their EUDR readiness. Through these efforts, we are increasing visibility across our sourcing network, identifying potential compliance gaps and working with supply chain partners to support the transition toward a fully traceable and deforestation-free cocoa supply chain. This work reinforces our commitment to responsible sourcing while ensuring readiness for future EUDR requirements.

We process cocoa beans into cocoa mass, butter, powder and chocolate at 3 dedicated sites: Abidjan (Côte d'Ivoire), Berlin (Germany) and Gryf (Poland).

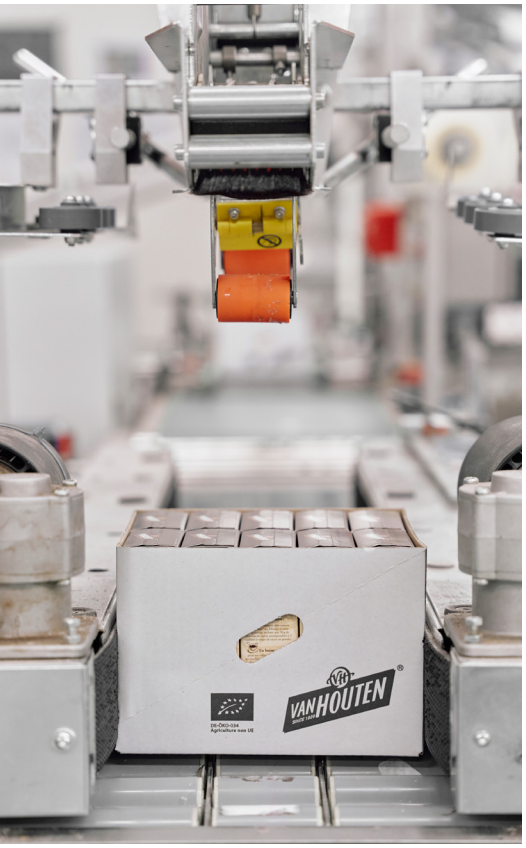
While cocoa is a priority raw material, our responsible sourcing approach also extends to other agricultural and non-agricultural materials. Using a risk-based approach, we have focused on palm oil and hazelnut supply chains and are currently working on improving the supply chains for sugar, dairy, vanilla and other key raw material categories.

Following the Roundtable on Sustainable Palm Oil (RSPO) across our European manufacturing sites, we have been using 100% certified palm oil since 2013 of which 99.9% is segregated (SG) and 0.1% is mass balance (MB). The remaining 0.1% is due to market availability constraints or specific customer requirements. By only purchasing certified palm oil, we continue to support improved environmental and social practices throughout the palm oil value chain.

In 2025, we have been working on enhancing our responsible sourcing approach. We'll provide further details and progress updates in our next report.

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Packaging



Baronie takes a responsible approach to packaging sourcing. We carefully select and assess our suppliers and continuously monitor them to ensure product safety, regulatory compliance and packaging quality throughout the supply chain. Suppliers are expected to meet recognised quality and sustainability requirements, including certifications, such as FSC or PEFC where relevant. Packaging materials are also checked for traceability, food contact compliance and the absence of substances of concern.

Cémoi Chocolatier continuously improves the sustainability of its packaging through eco-design, responsible sourcing and better recyclability. Key initiatives include the use of FSC-certified paper and cardboard, using at least 75% recycled fibres in secondary packaging, developing mono-material solutions to facilitate recycling and reducing packaging weight and volume wherever possible. Cémoi Chocolatier has also eliminated PVC and mineral oil-based inks from its packaging. We continue to develop innovative paper-based alternatives and recyclable packaging solutions. At the same time, we are actively preparing for compliance with the European Packaging and Packaging Waste Regulation (PPWR), reinforcing our commitment to responsible packaging management.

5.3. Finished products

As a manufacturer serving predominantly private-label customers alongside our own branded and co-manufactured products, we recognise that our sustainability impact extends across the entire value chain, from the raw materials we source to the products that reach consumers. We therefore strive to proactively offer our customers more sustainable solutions. This includes not only the use of responsibly sourced ingredients and participation in sustainability programmes, such as Transparence Cacao, but also the continuous improvement of our packaging.

Sustainability is also reflected in the way we make chocolate accessible to consumers around the world. We are proud to share with you that Cémoi has built the 1st industrial chocolate factory in Cote d'Ivoire in 2015, creating more value in cocoa origin. Their brand, Chocofun, serves the local African markets and offers small-size packaging that's affordable to a wider audience. This way we contribute to local economic development while making chocolate accessible to a wider range of consumers.



Our brands

Our well-known brands each have their own dedicated flavour profile, mission, background, story, market and fans. They represent a diverse portfolio of well-established European chocolate, confectionery and icecream brands. Despite serving different consumer segments and markets, they are united by a commitment to high quality, strong brand traditions and responsible sourcing practices. Through a shared approach to sustainability, quality and supplier engagement, these brands contribute to Baronie's ambition to deliver delicious products while supporting ethical, transparent and more sustainable supply chains.

There are our brands:





Alprose combines Swiss chocolate craftsmanship with a strong commitment to responsible sourcing and sustainability. Produced in Caslano, the company produces premium chocolate using carefully selected ingredients, prioritising regional sourcing wherever possible and promoting transparency through its “Swiss Alps Inside” philosophy. Alprose sources Fairtrade cocoa to support better livelihoods for cocoa farmers while fostering environmentally responsible agricultural practices and traceable supply chains. They minimise their environmental impact through sustainable packaging solutions, such as the use of paper materials and the transition to recyclable alternatives. Alprose seeks to create products that respect both people and the planet. This approach reflects the brand’s ambition to combine authentic Swiss quality with long-term social and environmental responsibility.

We are proud to have consciously selected Transparence Cacao Excellence cocoa for our Schwarze Herren and Eszet brands. Through this sourcing programme, we support a fully segregated and traceable cocoa supply chain, enabling transparency from cocoa farm to finished chocolate product. Transparence Cacao combines traceability with initiatives focused on improving farmers’ livelihoods, strengthening rural communities, and protecting forests and biodiversity in cocoa-growing regions. By choosing Transparence Cacao Excellence, we reinforces our commitment to responsible sourcing and to creating positive social and environmental impact throughout our cocoa value chain.





Our world is chocolate and ice cream.
How about yours?



In case of any questions or requests for collaboration,
please get in touch with our sustainability team:

www.baronie.com sustainability@baronie.com