

Corporate responsability report

2025-2026

Séverine Rakololahy, Quality Deputy, in Chad. 02.2026



ALLAND & ROBERT

www.allandrobert.com

Contents



Introduction

By Charles Alland	05
Sharing our values	06
United Nation's Sustainable Development Goals	08
Our sustainability approach	10

01. Protecting the planet

Policy	15
Priority concerns	
- Preserving the environment and biodiversity, fighting against climate change	16
- Carbon footprint	21
- Fight against deforestation	25
- Resources management	27
Indicators (KPI)	34

02. A positive impact

Policy	37
Priority concerns	
- Transparency and integrity	38
- Sustainable purchasing	40
- Safety & Product conformity	41
- Quality & certifications	42
- Responsible communications	50
- The conflict in Sudan	52
Indicators (KPI)	54

03. Our local communities

Policy	57
Priority concerns	
- Developing the upstream and downstream territories	58
- Supporting the natural gums industry	59
- Supporting local communities	61
- Responsible Sourcing and supply chain risk assessment	64
- Durable relations with our suppliers	66
- Human rights	68
Indicators (KPI)	70

04. Supporting each member of our teams

Policy	73
Priority concerns	
- Safety and security	74
- Diversity, equality, inclusion	75
- Quality of life at work	76
- Training and talent management	79
- Social dialogue	80
Indicators (KPI)	82

Documentation

Policies, Charts, Reports & Certifications	85
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Our commitments to sustainability are growing and we will continue to expand our ambitions: *we must do better, do differently and do more.*

Edito



Charles Alland, Alland & Robert President, in Chad in February 2026 with suppliers from the fair-trade supply chain.

Dear readers and friends of Alland & Robert,

Since 1884, Alland & Robert remains an independant family company focused on natural gums from the very beginning. Today, we are still looking to write a fresh chapter in the story of gum acacia. To achieve this, our vision for the future is clear:

- To offer natural, plant-based and low-carbon solutions for healthier and more sustainable diets.
- To preserve traditional know-how by supporting the acacia gum harvest and the resilient development of local communities.

The challenges before us appear at once numerous and exciting. Alland & Robert won't rest on its laurels. Our commitments to sustainability are growing and we will continue to expand our ambitions: we must do better, do differently and do more.

Doing better means first and foremost supporting the Sudanese supply chain, as the devastating conflict in Sudan is now in its fourth year, and has severely disrupted the country and impacted the gum acacia industry. Acacia gum is one of the few sustainable economic drivers for millions of Sudanese harvesters and one of their last sources of income during this difficult time. That is why Alland & Robert is committed to supporting the local communities, while applying heightened ethical and responsible sourcing.

Doing better is also continuously reducing our carbon footprint. This will be our guiding principle over the next years. How can we best decarbonize our production? What are the optimum solutions for reducing emissions? I am convinced that the future of Alland & Robert depends closely on the

actions we take to improve our environmental performance.

Doing things differently means adapting to our changing world and fighting climate change. It is in the interest of the industry to do everything we can to curb the effects of climate disruption, since rising temperatures have a direct impact on the gum harvest. We have an ambitious "climate strategy" whose chief goal is to comply with the 2015 Paris agreements to keep climate change well below 2°C. To this end, every five years we review our objectives and draw up a list of further measures to be taken to attain them.

And finally, **doing more** means ensuring that gum pickers — without whom nothing we do is even possible — gain more from the economic benefits of gum acacia. We must lead by exemplarity and make sure that they are paid a fair price. We obtained the first fair trade certification in the sector, and in 2026 we are proud to be expanding this certification in a new country: Senegal. I am convinced that this accreditation will urge suppliers, as well as exporters, to steer the industry in the right direction. I am equally convinced that our role is to help improve their standard of living.

We cannot, of course, do this alone. We need to continue working with all the key players - NGOs, international organizations, local authorities, our suppliers and clients - to strengthen and consolidate the sector. And, despite sometimes a complex geopolitical situation, we stand by our local partners and support them.

I am pleased to present our Corporate Responsibility Report 2025-2026.

Charles Alland
CEO Alland & Robert

Sharing our values



At Alland & Robert, we aim at achieving strong economic growth while integrating sustainability as a key element of our business model. As our business grows, so do expectations from our stakeholders. We believe in taking responsibility for our employees, respecting the environment, while having a positive impact on society and our stakeholders.

KEY FIGURES



1884

creation of the company



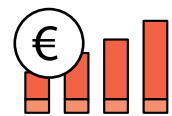
142

years of experience
in natural gums



72

countries
Alland & Robert sells to



77 M€

revenue 2025



100%

dedicated to natural
plant exudates



6TH

generation family
company



140

employees
in 2025



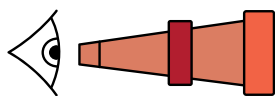
32,000

gum acacia production capacity
in tons



Our values

In our everyday tasks, in our relations, in our objectives, our company values are our roadmap:



OUR LONG-TERM VISION

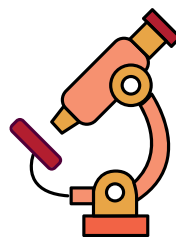
A family business specializing in acacia gum, Alland & Robert offers natural, plant-based and low-carbon solutions for healthier and more sustainable diets.

Alland & Robert preserves traditional know-how by supporting the acacia gum harvest and the resilient development of local communities.



INTERNATIONAL CERTIFICATIONS

Production and laboratory reach the highest quality standards through international certifications.



R&D STRONG EXPERTISE

Our strong expertise in natural gums comes from a dedicated R&D team, research programs and exclusive partnerships with world recognized universities.



CORPORATE RESPONSIBILITY

We are committed to develop the quality of products through sustainable development, social investment and environmental awareness.

The development of a fair and ethical gum acacia sector is a priority through fair trade certification.



SUPPLIER NETWORK FOR SUPPLY SAFETY

Solid partnerships with an extensive network of African suppliers ensure security of supply, while local investment supports communities related to gum acacia.



Alland & Robert is a proud signatory of the United Nations Global Compact, which provides a framework to guide all businesses towards corporate responsibility.

Our business contributes directly to the United Nations (UN) Sustainable Development Goals (SDGs). These Goals were adopted in 2015 by the UN, and seek to address the world's biggest challenges, including ending poverty, improving health and education, and tackling climate change. The Goals interconnect and in order to leave no one behind, it is important that we achieve each Goal and target by 2030.

Alland & Robert's Sustainability Committee, formed in 2017, reviewed thoroughly the SDGs in alignment with the company processes and prioritized seven SDGs where we can make a particular contribution.

United Nations' Sustainable Development Goals (SDG)

SUPPORTING THESE GOALS IS OUR PRIORITY



We focus on the future and on serving better food to the next generations.

Charles Alland, Deputy General Director





SDG 1

NO POVERTY

In Sub-Saharan Africa, 42% of the families live below the international poverty line of US\$1.90 a day. Outside of cities, this number is even higher. Alland & Robert teams up with suppliers and create projects that fight poverty by empowering populations, build a sense of community and solidarity, and help populations settle in gums harvest areas. Alland & Robert also pays a fair price for the harvest of the gums, pre-pays the harvest when necessary in order to allow suppliers to invest and pay their employees, and invests in the development of the local industry.



SDG 3

GOOD HEALTH AND WELL BEING

Ensuring healthy lives and promoting the well-being at all ages is essential to sustainable development. Alland & Robert and its suppliers support communities by guaranteeing high standards for the local communities, including no children labor, access to health facilities with improved sanitation and hygiene and permanent physicians, and access to water in arid areas. Alland & Robert is involved in projects to build infrastructures in remote areas for local communities.



SDG 5

GENDER EQUALITY

Alland & Robert recruitment policy includes non-discrimination criteria that will allow new employees to be fairly selected regardless of their gender, age, race, religion or any other characteristics protected by law. Alland & Robert is and remains a family company that supports equality and inclusion for all.



SDG 8

DECENT WORK AND ECONOMIC GROWTH

Capitalizing on the local farming of acacia trees is a way to diversify economic resources in the Sahel. Around 3 million people can live their lives thanks to the acacia gum crop, which represents an important part of the farmers' incomes. Alland & Robert, in partnership with its suppliers, makes sure the working conditions are decent and the wages fair. In addition, Alland & Robert helps to develop the acacia gum industry by installing sorting and kibling lines locally, in order to empower the local populations and create economic growth.



SDG 12

RESPONSIBLE CONSUMPTION AND PRODUCTION

Alland & Robert promotes resource and energy efficiency, and makes regular investments to have sustainable infrastructures. The goal in our factories

is "to do more, with less". All our production investments in our factories aim at efficiency gains, a controlled energy consumption and encourage recycling and education about sustainability.



SDG 13

CLIMATE ACTION

Climate change and land degradation are threatening food security, exacerbating poverty and impeding sustainable development in Africa. Acacia trees play an important role to fight these threats, as they are able to fix atmospheric nitrogen thanks to their complex root system. They restore fertility and avoid the degradation and desertification of lands. They are a major resource and part of the solution to fight climate change, as shown by the Great Green Wall Initiative.



SDG 15

LIFE ON LAND

Acacia tree forests are the hearts of our activity, as acacia trees growing acacia gum only grow in specific areas of Africa, with specific climate conditions and soils. In addition, acacias increase soil fertility and contribute to stabilizing water supply. They favor intercropping and prevent desertification. When they are harvested for acacia gum, trees are protected and are a great asset to the environment. That is why acacia gum is a sustainable ingredient that creates a virtuous circle on the environment, social and economic plans.

Our sustainability approach

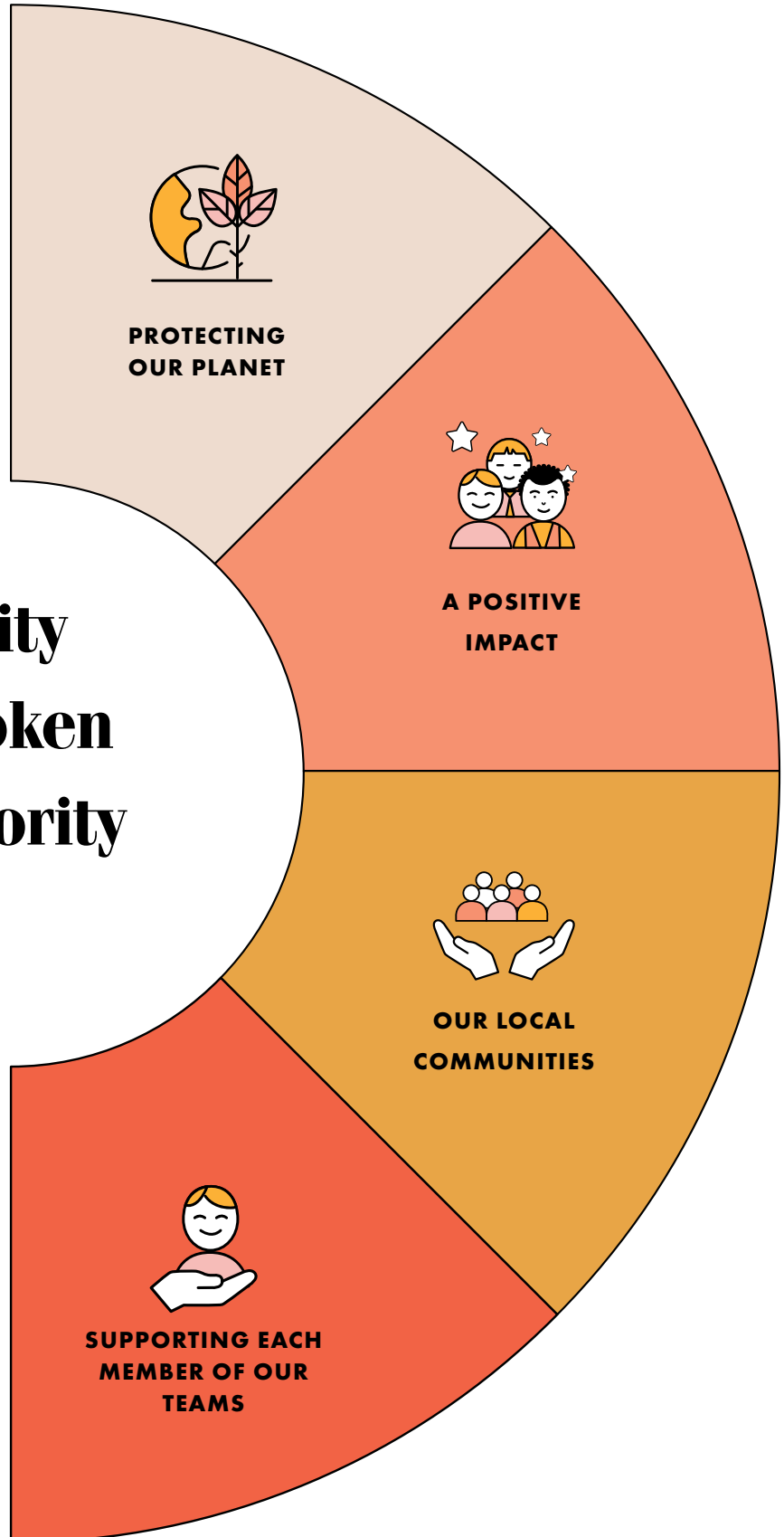
Our primary objective is to build a comprehensive and compliant CSR strategy and create shared value in our supply-chain and for our stakeholders. Our other objective is to contribute to the United Nations Sustainable Development Goals.

These 4 priority areas includes several issues intrinsically linked to our activities, both upstream and downstream: from working with our producer partners, to the quality of our products, to the protection of our partners and employees.

Our sustainability approach is broken down into 4 priority areas.

By ensuring that each of these issues is addressed, we meet regulatory requirements, and the expectations of our stakeholders, and also contribute to 7 of the Sustainable Development Goals.

Through the United Nations Global Compact, we are committed to supporting its principles in the areas of human rights, labour, the environment and combating corruption.





PROTECTING OUR PLANET

- ↳ Preserving the environment and biodiversity, fight against climate change
- ↳ Carbon footprint
- ↳ Fight against deforestation
- ↳ Resources management



A POSITIVE IMPACT

- ↳ Transparency and integrity
- ↳ Sustainable purchasing
- ↳ Safety & product conformity
- ↳ Quality & certifications
- ↳ Responsible communications
- ↳ Due diligence and ethics



OUR LOCAL COMMUNITIES

- ↳ Developing the upstream and downstream territories
- ↳ Supporting the natural gums industry
- ↳ Supporting local communities
- ↳ Durable relations with our suppliers
- ↳ Human rights



SUPPORTING EACH MEMBER OF OUR TEAMS

- ↳ Safety and security
- ↳ Diversity, equality, inclusion
- ↳ Quality of life at work
- ↳ Training and talent management
- ↳ Social dialogue





MATERIALITY MATRIX

The materiality analysis is a tool Alland & Robert uses to identify and prioritize the issues that are most important to our organization and its stakeholders.

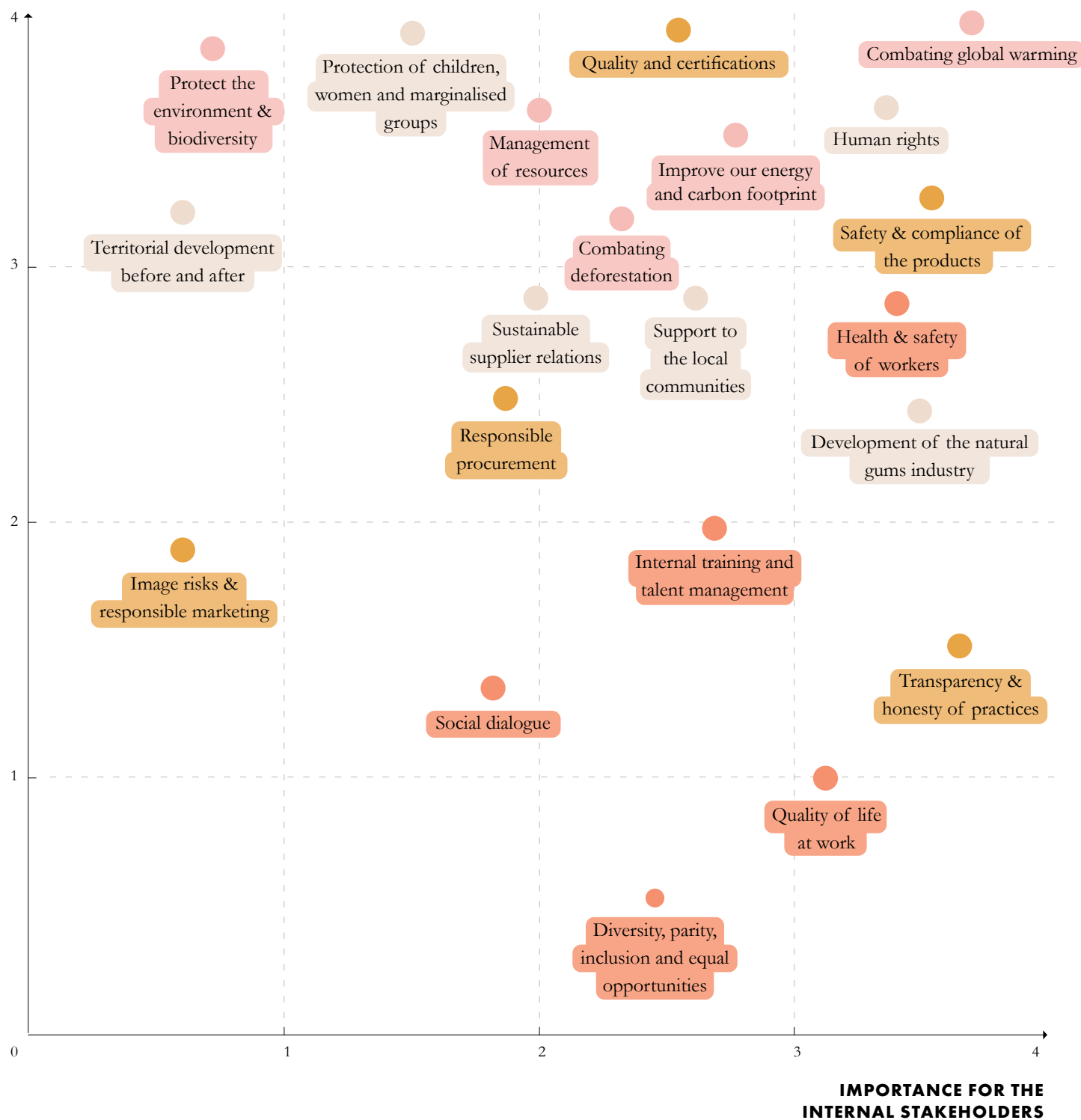
In 2023, we analyzed which issues are the most crucial and need to be addressed by our company, and we identified priority issues that are relevant to our value chain. The materiality matrix helped us to evaluate the potential of each issue to positively or negatively impact Alland & Robert and how important these issues are to our stakeholders.

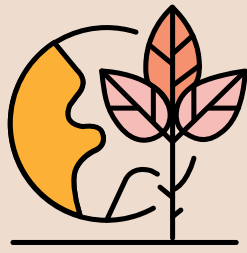
Our materiality matrix is a visual representation of which issues should be prioritized according to their importance to the company's success and stakeholders' expectations.

For Alland & Robert, it is an efficient way to work on our Environmental, Social and Governance (ESG) and evaluate its impact.

This materiality matrix was created thanks to the answers received after a questionnaire was sent to 107 persons representing a variety of our stakeholders: clients, suppliers, employees, administrators, NGOs, local administration, international agencies, subcontractors, banks and medias.

IMPORTANCE FOR THE EXTERNAL STAKEHOLDERS





01 Protecting the planet



Policy

Developing and implementing an environmental policy to reduce impact is crucial for our company, in order to embrace sustainability and contribute to environmental conservation.



Alland & Robert clearly expresses its commitment to environmental sustainability and makes its corporate social responsibility policy available to stakeholders. Alland & Robert is committed to complying with all relevant environmental laws and regulations at local, national, and international levels.

Our environmental policy is focused on the below priority concerns:

- ↳ **PRESERVING THE ENVIRONMENT AND BIODIVERSITY, FIGHT AGAINST CLIMATE CHANGE**
- ↳ **CARBON FOOTPRINT**
- ↳ **FIGHT AGAINST DEFORESTATION**
- ↳ **RESOURCES MANAGEMENT**

Alland & Robert is committed to both the protection of the environment and evaluating the impact that our organization can have.

The sustainability department is responsible for the policy and communicating it. All employees are responsible for implementing it. Alland & Robert will ensure that:

- Employees and contractors are encouraged to be receptive to the personal impact they can have on this policy and to report areas of concern.
- Education and training is provided as part of staff development taking into account responsibilities.
- Efforts are made to reduce our carbon footprint, our energy consumption and reach net zero in line with the 2015 Paris agreement.

- Pollution is prevented in all forms and the conservation of biodiversity is taken into account at all times.
- The sustainable management of resources is a priority of the policy, including a sustainable management of raw materials and objectives to reduce water consumption and waste
- All incidents detrimental to the environment are reported, investigated and action is taken to prevent reoccurrence.
- Natural gums as a raw material are durably managed in the company processes and among clients. Alland & Robert encourages the use of natural gums as vegetal, natural and low carbon solutions to healthy and safe diets worldwide.

The management of Alland & Robert is committed to the continual improvement of our sustainability efforts, to the compliance with Alland & Robert obligations and commitments.

By adopting and consistently implementing our policy, Alland & Robert aims at contributing to a more sustainable future while enhancing the resilience of our stakeholders in an increasingly environmentally conscious business environment.

Preserving the environment and biodiversity, fighting against climate change



Alland & Robert is committed to make meaningful contributions to environmental preservation, biodiversity conservation, and the fight against climate change.

Natural gum harvesting areas border the African Sahel desert. These areas are particularly affected by global warming and are prone to desertification due to the practice of cutting down trees for cooking and firewood.

Through the Corporate Foundation Alland, Alland & Robert actively fights for the preservation of trees, degraded lands and biodiversity. We lead initiatives to protect local species in their native environment and to fight against desertification and climate change. We work with the Great

Green Wall to help restore degraded lands. These projects involve habitat restoration, conservation partnerships with NGOs and other initiatives. They are initiated and created thanks to the know-how and expertise of Alland & Robert in natural gums and partnerships with African communities.

Through the pledge "We Use Wild" by NGO Traffic, Alland & Robert declares its commitment to increase awareness and responsible sourcing of wild-harvested gum acacia. "We Use Wild" provides an action framework to take measurable action to address the biological risks related to our supply chain and wild plant ingredients.

In addition, Alland & Robert develop strategies to protect and enhance biodiversity in France, where our offices and factories are located. The company takes a multifaceted approach to prioritize environment and biodiversity into various aspects of its operations. Since 2023, Alland & Robert has created a biodiversity chart that aims at minimizing negative impacts such as habitat destruction and pollution. The chart is available to stakeholders.

Since 2023, Alland & Robert is partnering with the Food Resilience Mission and Territorial Food Project (Water Cycle Department) of the Seine-Eure agglomeration on a project to support the creation of hedges, and supporting agro-ecological practices and creating ecological corridors which have a positive impact on biodiversity.

THE CORPORATE FOUNDATION ALLAND FOR THE PROTECTION OF THE SAHELIAN ENVIRONMENT



Since 2021, the Corporate Foundation Alland joins forces with several NGOs to work together with communities and find long-term solutions to the climate crisis while integrating the local communities at all stages of the projects.

The Foundation approach focuses on several areas such as working to tackle poverty and the effects of the climate crisis by growing trees, improving incomes, restoring and protecting land. The experience of Alland & Robert proves that trees can provide food and income while protecting the environment for tomorrow.

That is why forest governance, natural resource management, food security, nutrition and economic development are intrinsically linked and at the heart of the Foundation projects.



In particular, the Corporate Foundation Alland works with NGO TREE AID**, an expert of African dry lands. Our common objectives are:

- ↳ to support local reforestation of native trees in their native environment
- ↳ to use the unique properties of trees to halt desertification and fighting climate change in the Sahel
- ↳ contributing to the extraordinary "Great Green Wall" initiative
- ↳ carrying out field work to support local communities and protect their environment
- ↳ restoring degraded land and enabling climate resilience for local communities



* <https://www.ohchr.org/Documents/Issues/ClimateChange/HR-climate-change-migration-Sahel.pdf>



** www.treaid.org



The Great Green Wall, a unique initiative to restore lands and fight against poverty in Africa.

www.greatgreenwall.org

COUNTRIES WHERE CORPORATE FOUNDATION ALLAND OPERATES ENVIRONMENT AND BIODIVERSITY PROJECTS



INITIATIVES WE PARTICIPATE TO



25,000+ trees

Between 2021 and 2026, 25,000+ trees have been planted on behalf of the Corporate Foundation Alland.

Projects supported by the Corporate Foundation Alland

IN MALI



PROMOTING FOREST GOVERNANCE FOR RESILIENT ECOSYSTEMS AND COMMUNITIES

26,700

hectares of land restored



IN GHANA



REFORESTING LAND AROUND VITAL WATER SOURCED

25%

increase in incomes derived from Non-Timber Forest Products



IN ETHIOPIA



PROMOTING SUSTAINABLE LAND MANAGEMENT PRACTICES AND RESTORING FORESTS

3,014

people supported in 2025



IN CHAD



STRENGTHENING THE AUTONOMY OF WOMEN

894

women supported in 2025 through gardening markets



CLIMATE STRATEGY

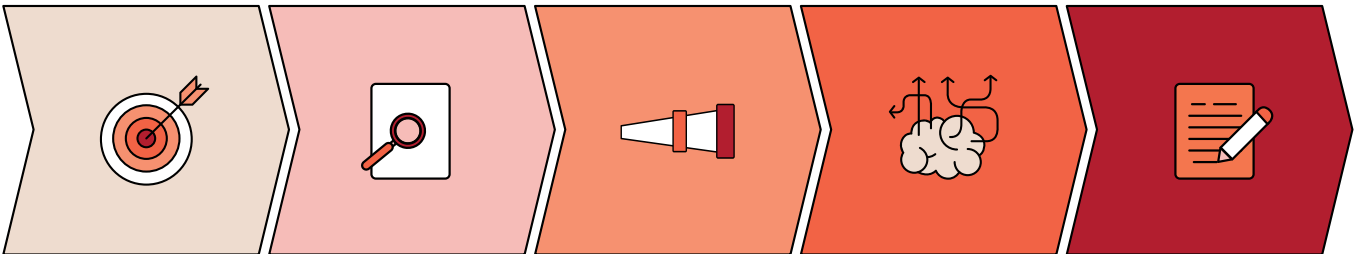
Developing a comprehensive climate strategy is crucial for Alland & Robert, as it is part of our will to address and mitigate the impacts of climate change.

This strategy is designed to guide us in reducing its carbon footprint, adapting to climate-related risks, and contributing to global sustainability efforts. But it also aims at anticipating the evolution of our company in the next decades and making the necessary preparations to a low-carbon world.

In 2023, Alland & Robert started a climate strategy with a dedicated consulting third-party specialized in sustainability and following the protocol ACT[®] (Accelerate Climate Transition[®]). ACT[®] is a method developed by ADEME (The French Agency for Ecological Transition) and the CDP (Carbon Disclosure Project). The step-by-step ACT[®] approach allows companies to work on an economic model compatible with climate issues and a structuring approach to progress to commit to a low-carbon world.

The development of our climate strategy has ended in 2024 and is currently being deployed.

THE STEPS OF THE STEP-BY-STEP ACT[®] APPROACH



INITIAL DIAGNOSIS

Define the reading and analysis grid for the organization's climate strategy
Situates the organization in relation to a benchmark of good practices which covers all aspects of a climate strategy.

CONCERNS

Provide an analysis that helps build knowledge of climate issues
Inform strategic decisions in the vision stage.

VISION

Define a low-carbon vision of the organization consistent with the climate issue

STRATEGY

Break down the vision into specific directions
Validate governance and indicators

ACTION PLAN

Have an operational action plan for each strategic axis, which defines at least the next steps of the approach

Carbon footprint



AMBITION

Alland & Robert's ambition is to be a leading responsible and sustainable family company.

In line with the 2015 Paris Agreement's goals, Alland & Robert is reducing emissions and planning to keep global warming to well below 2°C. As a leading manufacturer of natural gums that are tree exudates, our business is directly linked to nature, and we have a responsibility to protect the nature and environment. In addition, the climate crisis we are all experiencing today is particularly present in the Sahel, where we source natural gums, and the communities Alland & Robert works with are very affected.

This critical situation has been driving us to act for our planet for many years. We all need to be better and include the environmental impact of our actions. Thus, Alland & Robert is acting to minimize its impact and reduce its carbon footprint. To achieve our goals, we have set up an ambitious plan to reduce our greenhouse gas (GHG) emissions. Because nature is at the heart of our operations, we want to lead our industry to a low-carbon future!

HOW ARE WE REDUCING OUR GREENHOUSE EMISSIONS?

MEASURING OUR CARBON FOOTPRINT

Alland & Robert has been assessing its carbon footprint since 2010, as part of a voluntary approach. Alland & Robert has introduced corrective actions and improvement strategies identified as a result of this work, and implemented environmental indicators on each production lines.

In 2020 and 2023, we renewed our GHG accounting with the guidance of a certified consulting firm specialized in sustainability and carbon footprint. We measured our GHG emissions using the widely recognized method from ADEME, from scope 1 to 3, which is the wider scope possible and takes all company activities into account.

COMMITTING TO AN AMBITIOUS STRATEGY

Accounting for our GHG has allowed us to create and prioritize our carbon strategy. Since 2020, we have created an action plan for the next 5 years, engaged our teams on the subject and identified progress options to manage and reduce our GHG emissions to the maximum. Our objective is to reduce all GHG emissions per kilo of manufactured gum by 20% between 2020 and 2025, in line with the French goals of the Paris agreement signed in 2015.

REDUCING OUR EMISSIONS

Some of our actions to reduce emissions include: investing in energy-saving equipments, prioritizing electricity over gas in our plants, optimizing freight and working with our suppliers and clients on low-carbon freight options. We also work with the French local authorities to create low-carbon options around our facilities, for our collaborators, our raw materials but also our finished products.

ENERGY

At our factories, environmental performance management is a crucial part of our carbon strategy. We work on controlling our energy consumption, achieve efficiency gains and invest in energy-saving equipment.

FREIGHT

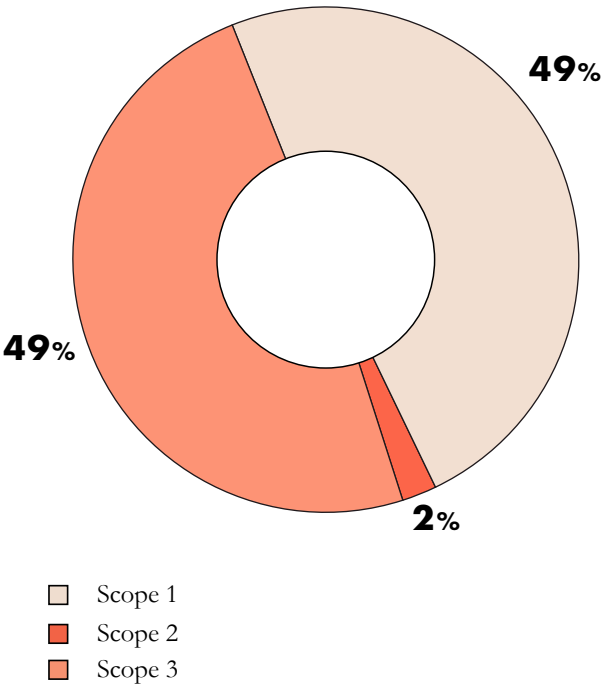
To improve our freight footprint, we focus on route optimization, load consolidation, intermodal transportation and alternative fuels. We work on educating our clients to environmental-friendly freight options and with work with our freight partners to provide freight options that have the lowest carbon impact.

OTHER

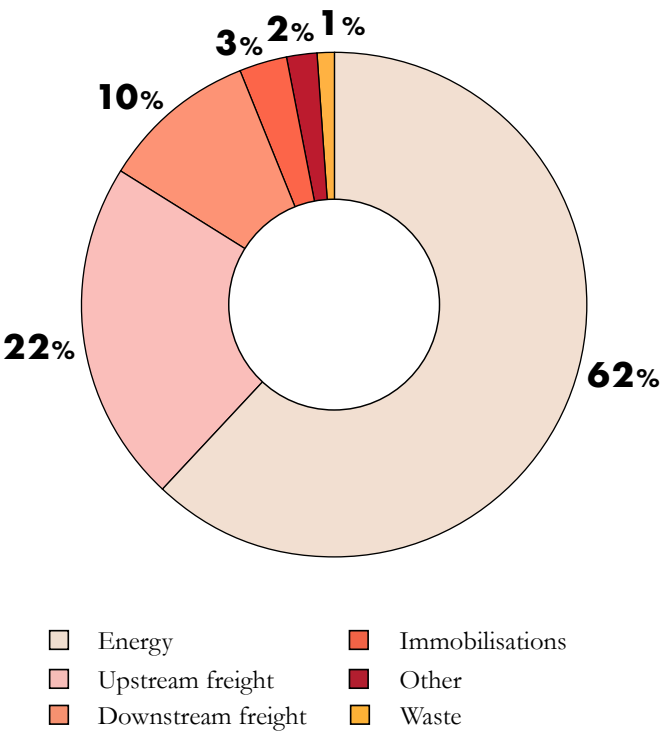
Alland & Robert works on all levers that are relevant to our business such as sustainable transportation, reducing plastics, improving waste management or recipes optimization (see page 32-33).

OUR CARBON FOOTPRINT IN 2025

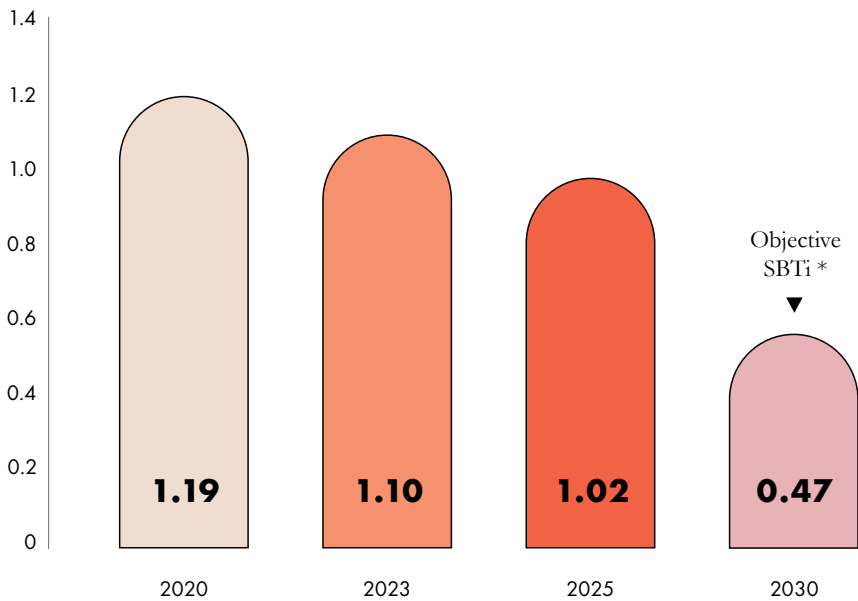
Emissions per scopes



Global repartition of Alland & Robert carbon footprint



Gum acacia carbon footprint in kg Co₂ eq per kg of manufactured gum scope 1+2+3



*: Science Based Target Initiative

2030 CARBON COMMITMENTS & CHALLENGES

Alland & Robert's carbon commitments, calculations, and objectives are firmly aligned with the Science Based Targets initiative (SBTi) standard. By following the globally recognized framework, our company ensures its climate actions are grounded in scientific rigor, driving measurable reductions in greenhouse gas emissions in line with the latest climate science and the goals of the Paris Agreement. In 2026, we updated our carbon goals to 2030:

- ↳ A global carbon footprint of 15.255 T CO₂ eq for the whole company activities, all scopes included.
- ↳ A PCF for gum acacia of 0.47 kg CO₂ eq per kg of manufactured gum acacia.

Based on 2025 data, Alland & Robert's gum acacia carbon footprint is 1.02 kg CO₂ eq / kg of manufactured gum, a carbon assessment realized according to the GHG protocol methodology.

In 2025, Alland & Robert reached 96% of gum acacia PCF carbon objective, which initially was 0.98 kg CO₂ eq / kg of manufactured gum.

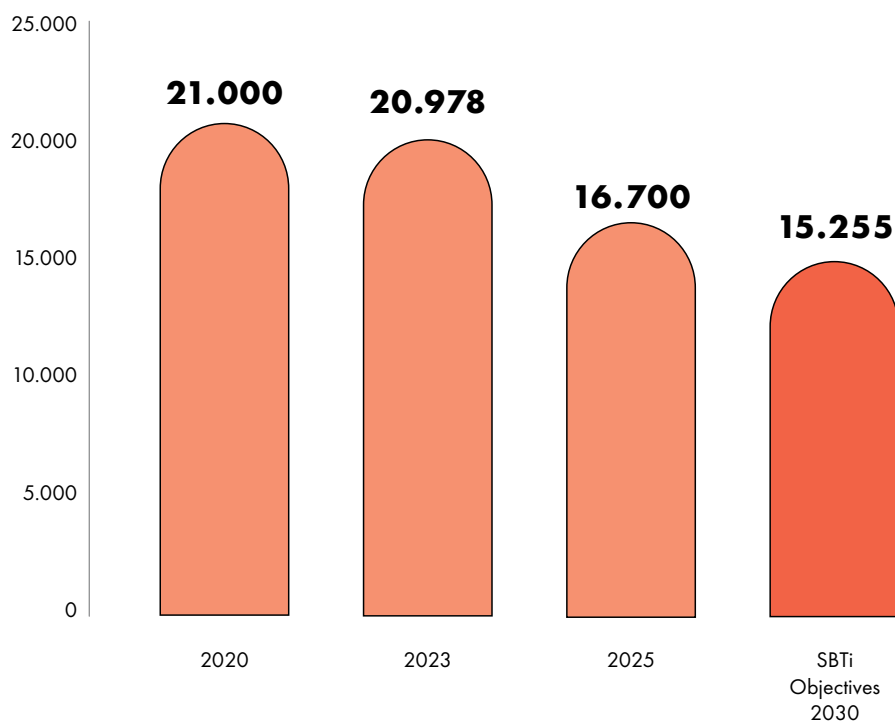
In 2025, we faced difficulties meeting our volume targets due to a combination of market challenges, political uncertainty, and raw material crisis in Sudan (see page 52).

Our projections relied on these assumptions, and falling short meant we missed out on the anticipated «carbon economies of scale» in our newest production area. Since energy accounts for over 62% of our carbon footprint, this had a significant impact, preventing us from reaching our goal of 0.98. Overall, this is a 4% deviation from projections.

Additionally, Alland & Robert accelerated the diversification of raw material sourcing, reducing reliance on Sudan and increasing our sourcing from Chad. However, Chad's lack of sea access means we must route materials through Douala, Cameroon, increasing road freight in Africa. While this affects our carbon footprint, it aligns with our ethical commitments. We're proud to have established a structured, Fair For Life-certified supply chain in Chad, and expanding it in Senegal in 2026, demonstrating agility and responsiveness in managing a complex raw material situation and upholding our sustainability values, even in a changing environment.

Additionally, in 2025, our objectives in absolute value were met, and we are proud to report the company is on track to meet Science Based Target initiative objectives in 2030.

Carbon footprint including scopes 1, 2, 3 - Metric Tons CO₂ eq





BEYOND ACACIA®, ENVIRONMENTAL EXEMPLARITY AND TECHNOLOGICAL EXCELLENCE

Beyond Acacia® is the result of many years of efforts, research and heavy investments by Alland & Robert. The range consists of granules of high density.



LOW CARBON

Environmental exemplarity with the lowest carbon footprint and a sustainable value chain.



HIGH DENSITY

Technological excellence with granules of high density and dispersion ability.

OUR COMMITMENT

The carbon footprint of Beyond Acacia® is decreased to a minimum, compared to standard acacia gum.

According to the scopes of the Green House Gaz Protocol, on a scope "Cradle-to-Gate", Beyond Acacia® provides:

-51.1%

of direct and indirect emissions
(scopes 1+2*)

-13.5%

of emissions up and down our value chain
(scope 3*)

In addition, additional carbon reduction in packaging, freight, storage and waste with the Beyond Acacia® range are possible, depending on the exporting country and regulation.

In line with our vision to focus on low carbon products, we launched in 2024 Beyond Acacia®, a unique range of acacia gum with low carbon footprint and high dispersion ability.



OUR INVESTMENTS TO LOWER GHG EMISSIONS



"Our heavy investments reflect our commitment to manufacturing sustainable, natural and low carbon products. Offering environmental-friendly products is part of our corporate social responsibility plan and our sustainability targets. This is our commitment to respect our planet and lead our industry into a low carbon future."

Charles Alland,
Deputy Director Alland & Robert

** Scope 1, 2 and 3 is a way of categorizing the different kinds of carbon emissions a company creates in its own operations, and in its wider value chain. Scopes 1 and 2 include direct and indirect emissions and scope 3 adds all emissions associated to a company up and down its value chain. Scope 3 represents a true evaluation of a product's environmental impact.*

Fight against deforestation



Alland & Robert has identified several strategies to prevent and reverse deforestation. The most important one is the focus of Alland & Robert on natural gums, that are resources preventing deforestation, as they are vital resources in the African Sahel.

GUM ACACIA, A SOCIAL, ECONOMIC AND ENVIRONMENTAL ROLE IN SAHEL

Gum acacia is a tremendous economic resource for populations of the Sahel and sub-Saharan Africa. In these territories, around three million people can live their lives thanks to the acacia crop, which represents an important part of the farmers' incomes.

In addition, acacias act as a barrier to desertification: by drawing atmospheric nitrogen and transferring it to the soils via their roots, they nourish the soil and make them more fertile, an asset for farming and local communities.

Acacia also contribute to the stabilization of rainfall, provide water supply to wildlife and domestic species, supply forage and shade, are a genuine home for several bird species and are generally a supportive environment for biodiversity.

SUSTAINABLE EXTRACTION PRACTICES

Alland & Robert considers deforestation risk at all times. Sustainable Extraction Practices are essential to minimize the environmental and social impacts associated with the use of raw materials. We encourage sustainable extraction practices with responsible sourcing, resource efficiency, regulatory compliance and the support of certification programs that verify sustainable and ethical sourcing practices, such as the SEDEX.



HAND MADE HARVEST IN THE GUM BELT

Harvest techniques often come from long traditional practices that have been developed by farmers for many years.



PREVENTS DESERTIFICATION

Acacia trees are a barrier to wind and sand thanks to their roots. They help to increase land fertility and fight against degradation of the ecosystem, and disappearance of biodiversity.



NO NATURE OR TREE DAMAGE

The harvest of acacia gum is part of an agro-ecological system. The tapping does not harm the trees.



PROVIDES REVENUE TO LOCAL POPULATIONS

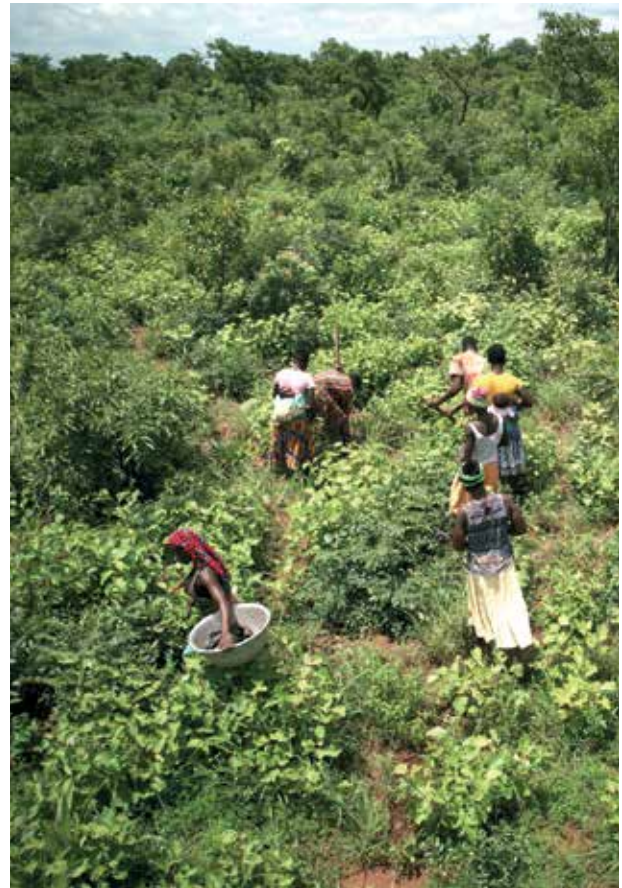
The acacia gum harvest is an economic resource and will empower vulnerable populations.

REFORESTATION AND LAND RESTORATION

Alland & Robert is proudly partnering with UK-based NGO Tree Aid on the reforestation initiative "Let's plant trees together", launched in 2020. This initiative is based on the volume of gum acacia sold by Alland & Robert and financed through the Corporate Foundation Alland. Between 2021 and 2026, this initiative funded the planting of more than 25,000 trees in different countries in the Sahel.

Tree Aid is a UK-based organization working in the dry regions of Africa to help local populations fight poverty and the effects of climate change. Reforestation and the restoration of degraded lands are the main levers used by Tree Aid. They help to improve the income of local populations while ensuring nature thrives, and by providing local food. **Between 2023 and 2025**, Tree Aid supported over **1,701,380 people** across the Sahel to grow out of poverty, by increasing incomes by an average of **83%**, and **creating 785 new enterprises**. **Tree Aid** regenerated over **2,569,587 trees** in 2024-25*.

Alland & Robert and Tree Aid efforts are contributing to progressing the realization of the Great Green Wall – an epic, African-led movement to restore 100 million hectares of land across the continent's Sahelian zone and sequester 250 million tons of carbon by 2030.



* Source: Tree Aid annual report 2024-2025



TREE AID VISION

- ↳ **Growing trees to tackle poverty in Africa.**

TREE AID APPROACH

- ↳ **Create and develop projects led by local people with local knowledge and expertise, to find long-term solutions to poverty and the climate crisis.**

TREE AID GOALS

- ↳ **Create a thriving natural environment where deforestation and land degradation rates have been reversed.**
- ↳ **Build resilient communities who have the tools and training needed to manage their landscapes and grow their businesses.**
- ↳ **Help communities lift themselves out of poverty while tackling the climate crisis.**



Resources management



Resources management such as water management is a strong aspect of Alland & Robert responsible governance. We are focused ensuring that resources are used efficiently and reducing our usages.

WATER

Alland & Robert has implemented measures to reduce water consumption and promote responsible water use. We have adopted water-efficient technologies in our factories where the water consumption is high.

Alland & Robert is committed to enforce regulations related to water management, resource conservation, and environmental protection.

We raise awareness among the Alland & Robert teams about the importance of water, proper use practices and the environmental consequences of improper water management.

Alland & Robert has implemented incentives for employees to adopt sustainable waste management practices.

Our four spray-dryers are equipped with EvapoConcentrators to allow a decrease in 30% of water needs for the gum acacia manufacturing process.

Alland & Robert conducts regular water audits to identify opportunities for improvement and search for leaks. Alland & Robert monitors key performance indicators related to water management to track progress and adjust strategies as needed. Effluents discharges, water waste and water consumption are monitored. Water is analyzed at different steps of the manufacturing process.

ANALYZING WATER

The Alland & Robert laboratory is responsible for the monitoring of various waters to ensure compliance.

Process water: used during the product manufacturing stages and coming into contact with gum acacia in solution.

Cleaning water: used in the factory, it may come into contact with gum acacia or the operator on duty.

Treated wastewater: used as part of our industrial activities such as washing the drying towers and other equipments.

Purified laboratory water: used for all laboratory analysis and obtained after a physical treatment which reduces the mineral salts present in the form of ions dissolved in the water.

AVAILABILITY OF WATER IN OUR FACILITIES

According to the AESN (Seine-Normandie Water Agency), the supply of our 2 manufacturing sites is carried out via the network AEP ('Adduction en Eau Potable' or Drinking Water Supply) and coming from underground waters.

The latest information given by the SDAGE (French acronym for 'Plan for Water Development and Management', which is a planification tool aimed at ensuring the management of aquatic resources and ecosystems, at the scale of large hydrographic basins in France) regarding quantitative water in our manufacturing sites dates from 2019.

In Saint Aubin sur Gaillon, the measured quantitative state of water availability is classified as good, with a confidence index of 2 out of 3*.

In Port-Mort, the measured quantitative state of water availability is classified as good, with a confidence index of 3 out of 3*.

** 3 represents the highest level of confidence in the data. Source: <https://geo.eau-seine-normandie.fr/#/home/MESO/masseEau/FRHG102>*

According the Direction of environment in Normandy, climate projections lead to anticipate over the coming decades a reduction in the quantity of available water linked to a drop in effective precipitation and an increase in evaporation and evapotranspiration, a worsening of droughts and a reduction in low flow rates. Episodes of heatwave and drought, the frequency and duration of which are expected to increase, also risk generating increased demands for water.

Climate projections also indicate a risk of an increase in the frequency and intensity of episodes of heavy rain, causing significant problems linked to runoff. Faced with these challenges, Alland & Robert is committed to risk analysis and the implementation adaptation strategies in order to maintain the balance between resources and demands while preserving aquatic ecosystems with a view to resource scarcity. In 2024, an extensive water risk analysis has been carried out in order to establish priorities.

ENERGY

Several strategies and principles to promote sustainable energy management are in place at Alland & Robert. Alland & Robert is committed to enforce regulations related to resource management, energy saving, and environmental protection.

We raise awareness among the Alland & Robert teams about the importance of reduction of our energy consumption, and educate our employees about the importance of energy conservation and sustainable practices.

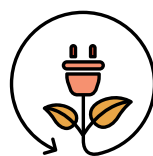
Alland & Robert conducts regular meetings to identify opportunities for improvement. We monitor key performance indicators related to energy in order to track progress and adjust strategies as needed. Electricity and gas consumption are monitored.

Alland & Robert invests in energy-efficient technologies and practices, with a strong focus on industrial equipment. We also enforce energy efficiency standards for appliances and buildings, and encourage behavioral changes such as turning off lights and appliances when not in use and adopting energy-saving habits.

By integrating our strategies and principles, we work towards a more sustainable and resilient energy future.

RENEWABLE ENERGY

Located in France, Alland & Robert factories use electricity and gas through one of the main French energy providers. In 2025, nuclear power accounted for almost 72.9% of the company's electricity mix. Hydropower, wind, solar and thermal and waste electricity represented 5.6% of this mix.



407,206
kWh of renewable energy
used in 2025



Average electricity
consumption 2025:

0.33 kWh per kg

of manufactured gum



Average gas
consumption 2025:

2.7 kWh per kg

of manufactured gum



Average water
consumption 2025:

3.74 liters per kg

of manufactured gum

FOCUS ON OUR LATEST ACTIONS TO SAVE RESOURCES

01

All our spray-dryers are equipped with a heat recovery system under the roof. Heat is injected in the air filtration housing.

02

In all our towers, we preheat air using the calories collected from the smoke duct (flue gas and wet air).

03

We have a system recovering waste heat from combustion fumes, which we use to heat our water tank.

04

All spray-dryers are equipped with an evapo-concentrator (EC) to save energy. All EC have a water saving system and water is reused for solubilisation, saving 25-30% of water used in the process.

05

2 of these EC have the highest efficiency: 95% electric, they require 6X less energy than a usual drying tower.



EFFICIENCY GAINS

We believe that education is a key to lowering our emissions. Everyone can help save energy through simple steps like making sure that screens are switched off overnight.

In 2013, Alland & Robert has built a third spray drying tower in the respect of environmental friendly design standards like the use of daylight in the building and the optimization of ventilation and heat. Since 2014, Alland & Robert is working towards efficiency gains in offices buildings.

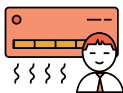
In 2018, Alland & Robert has opened a new facility next to the Saint Aubin's factory in order to expand our offices, laboratory and technological platform, while respecting the environmental norm RT2012.

This 900m² on two floors building fully complies with the highest environmental standards, especially in terms of heat management, air conditioning and energy recovering.

In fact, 3 pipes HVAC (reversible air conditioning) with individual regulation for each office, meeting room or lab is running for the building. Also a dual flow controlled mechanical ventilation for the pre-heating of the inlet air.



Ensuring all lights are off at night



Matching heating and cooling accurately with occupancy hours



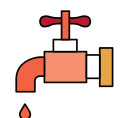
Reducing cooling by one degree in summer and heating by one degree in winter



Adding movement and daylight sensors to ensure lights are only on when needed



Installing energy-efficient lamps, with an objective to reduce by 2 our electrical consumption



Fitting flow restrictors to hot water taps



Alland & Robert CEO Charles Alland in the new workshop that manufactures the Beyond Acacia® range.

SINCE 2024, A NEW SUSTAINABLE MANUFACTURING WORKSHOP

A new production area has been added to our three existing towers, doubling the production facility in Saint Aubin sur Gaillon from 8,000m² to 16,000m². In order to undertake this facility upgrade, the company mobilised investments of over €14 millions. These massive investments are aligned with the goals of Alland & Robert's CSR plan, as well as its sustainable development goals, and allow us to strongly improve our energy efficiency in the acacia gum manufacturing process, which constitutes a major lever for Alland & Robert.

With this new production line, we are taking another step towards achieving our objectives and further reducing our direct and indirect emissions (scopes 1 and 2 of the Greenhouse Gas Protocol), and the gum acacia range coming from the new workshop provides a reduction of -51.1% for direct and indirect carbon emissions.

SUSTAINABLE TRANSPORTATION

Alland & Robert promotes sustainable transportation for its collaborators by supporting the development and adoption of electric vehicles for employees and invests in charging infrastructures that are available on all our company sites (Paris, Port-Mort and Saint Aubin sur Gaillon). Alland & Robert encourage public transportation where it is available to employees.



Since 2022, we partnered with BLABLACAR DAILY, a company that creates and promotes corporate carpooling networks. By financing the carpooling of Alland & Robert employees, we work on improving the accessibility of our site while providing a sustainable and economical mobility solution to our collaborators.



714
kilometers traveled as part of the carpooling initiative financed by Alland & Robert

7 out of 9 vehicles fleet are electric or hybrid.

Our electric vehicle fleet significantly cut fuel and maintenance costs while also reducing our carbon footprint and demonstrating our commitment to sustainability.

WASTE

Alland & Robert establishes strategies to minimize waste generation, including efforts reduce the generation of waste at the source. We incorporate the below elements into a comprehensive waste and resources management strategy, so we can contribute to environmental sustainability, reduce our ecological footprint, and promote responsible consumption and production patterns.

Alland & Robert is committed to enforce regulations related to waste management, resource conservation, and environmental protection.

Product Life Extension

Our laboratory and research processes support initiatives that extend the shelf life of natural gums.

Waste recovery programs

Settling water is recovered and reused for electricity production in the administrative infrastructures of our local community.

Composting

A program of organic waste management is implemented in Saint Aubin sur Gaillon, which diverts waste from landfills but also produces valuable compost for agriculture and landscaping.

Training and employee's engagement

We raise awareness among the Alland & Robert teams about the importance of waste reduction, proper recycling practices, and the environmental consequences of improper waste disposal. Alland & Robert has implemented incentives for employees to adopt sustainable waste management practices.

Waste Audits and Monitoring

Alland & Robert conducts regular waste audits to assess the composition of waste streams and identify opportunities for improvement.

Alland & Robert monitors key performance indicators related to waste management to track progress and adjust strategies as needed.

IN 2025, WE RECOVERED WASTE



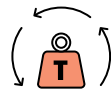
294.78

tons of gum acacia waste recovered through methanization.



217.52

tons of gum acacia waste composted



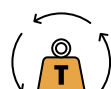
7.84

tons of paper/cardboard, metal, plastic



31.22

tons of wood waste



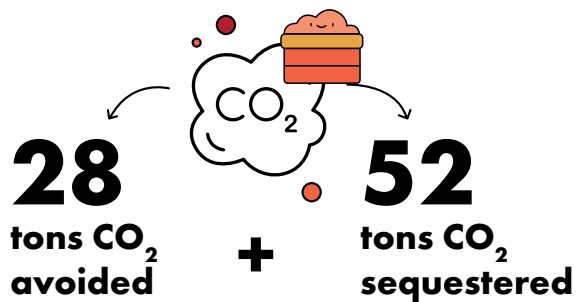
69.60

tons of big bags

RECYCLING

In order to avoid and reduce our waste, we have partnered with Veolia, the world leader in waste management and recycling. Non-hazardous solid industrial waste are sorted by Alland & Robert's employees, then collected, recovered, treated and recycled by Veolia.

Wood waste and big bags are recovered or reprocessed: 1 ton of wood can produce 0.82T of chipboard. 20 recycled big bags make it possible to manufacture 18 new big bags.



thanks to the composting of our gum waste

Gum waste is managed at the local Gaillon BIOGAZ organic recovery center: waste is recovered and the center ensures, through methanization, treatment and return of the organic matter to the ground. At the end of the treatment chain, the digestates from the methanization are taken up and spread. The biogas produced powers a cogeneration engine and produces green electricity. These two forms of recovery (agronomic and energy) generate avoided emissions, instead of fossil resources (chemical fertilizers, natural gas).

In addition, some of the gum acacia waste is composted at the Cuverville organic recovery center. The standardized compost is transported to farmers and spread. It also replaces fossil fertilizers and allows avoided emissions. Every year, gum acacia waste allowed to avoid about 28+ tons of CO₂ and sequester 52+ tons of CO₂ (the stable carbon contained in the digestate and compost is sequestered for 100+ years in the ground through a carbon sink effect).

ORDINARY OR CONTAMINATED INDUSTRIAL WASTE?

Ordinary industrial waste refers to the general waste generated by industrial processes that does not pose significant environmental or health risks, when contaminated industrial waste, refers to materials that are hazardous, toxic, or pose a threat to human health or the environment due to the presence of pollutants or dangerous substances.

Thanks to Alland & Robert efforts, since 2022, no hazardous waste has been produced as part of Alland & Robert activities. Alland & Robert carefully handles and disposes of waste according to regulation in order to minimize environmental and health risks.



NATURAL GUMS

As a natural resource coming directly from trees without chemical transformation, natural gums represent raw materials of choice for companies who wish to include durable raw materials in their products. Alland & Robert encourages the use of natural gums as vegetal, natural and low carbon solutions to healthy and safe products worldwide.

Resource efficiency and circular economy

Alland & Robert's processes include a sustainable management of raw materials and embrace the principles of a circular economy when possible: resources are used efficiently in the manufacturing process, ensuring a very



high efficiency rate on all spray-drying towers. In case of non-conformity, gum batches are reintroduced in the manufacturing process via solubilization. Gum waste is composted. The Alland & Robert laboratory works on shelf-life extension to increase durability. The life cycle of gum acacia has been assessed and its environmental impact throughout its entire life cycle, from extraction to disposal, has been evaluated.

Substitution and Innovation

The Alland & Robert laboratory and marketing activities explore and promote the use of gum acacia as an alternative ingredient that is more sustainable or have lower environmental impacts than other traditional ingredients, especially in the food and cosmetic industries. In particular, Alland & Robert invests in applicative research to develop innovative solutions based of natural gums that can substitute traditional, resource-intensive ones. In 2023, Alland & Robert launched Syndeo Gelling®, a natural and vegan gelling agent for the substitution of gelatin.

The DemeCare® range of Alland & Robert is dedicated to cosmetics and care products applications. It is designed to replace petrochemical-based ingredients which use increasingly scarce energy resources and whose production can harm the environment.

OUR MOST COMMON PACKAGING: THE 25 KG PAPER BAG



Our 25-kg paper bag is part of Alland & Robert's approach to sustainability and PEFC certified. The kraft papers that make up our bags are produced from virgin and natural wood fibers coming from sustainably managed forests. The inks and glues are water-based. The packaging is sustainable by design, as the material are separable by hands for a better handling. Once used, the bags are recyclable.

In 2024, this 25-kg paper bag represented 74% of Alland & Robert gum acacia volume.

Indicators



SDG 1:
NO POVERTY



144%

income increase, on average, for the Sahelian local communities of projects supported by the Corporate Foundation Alland



SDG 8:
DECENT WORK AND ECONOMIC GROWTH



€14 millions+

investment for our new production workshop

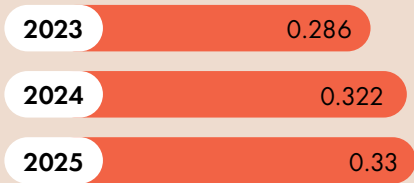


12,000 tons

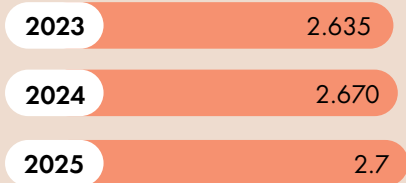
gum acacia production capacity for our new workshop



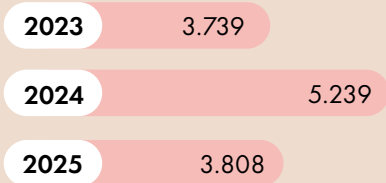
3-YEAR AVERAGE
ELECTRICITY CONSUMPTION
(KWH PER KG OF MANUFACTURED GUM)



3-YEAR AVERAGE
GAS CONSUMPTION
(KWH PER KG OF MANUFACTURED GUM)



3-YEAR AVERAGE
WATER CONSUMPTION
(LITERS PER KG OF MANUFACTURED GUM)



SDG 13:
CLIMATE ACTION



-1.5

Decrease in water use between 2024 and 2025



62%

Part of energy consumption in our global carbon assessment 2025



-14%

Gum Acacia emission reduction on scopes 1, 2, 3 achieved between 2020 and 2025



-51%

Decrease of the Beyond Acacia® footprint on scopes 1+2



Eco freight score according to our main freight partner



620.96

tons of recovered waste in 2025



SDG 12:
RESPONSIBLE CONSUMPTION AND PRODUCTION



74%

of packaging is a sustainable and recyclable paper bag coming from sustainably managed forests with water-based inks and glues



100%

of Alland & Robert waste is ordinary industrial waste with no environmental or health risks



294.78t

gum acacia waste methanized in 2025



217.52t

gum waste composted in 2025



7.84t

tons of paper/cardboard, metal, plastic recovered in 2025



31.22t

tons of wood waste recovered in 2025



69.6t

tons of big bags recovered in 2025



714

kilometers traveled as part of the carpooling initiative financed by Alland & Robert



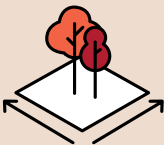
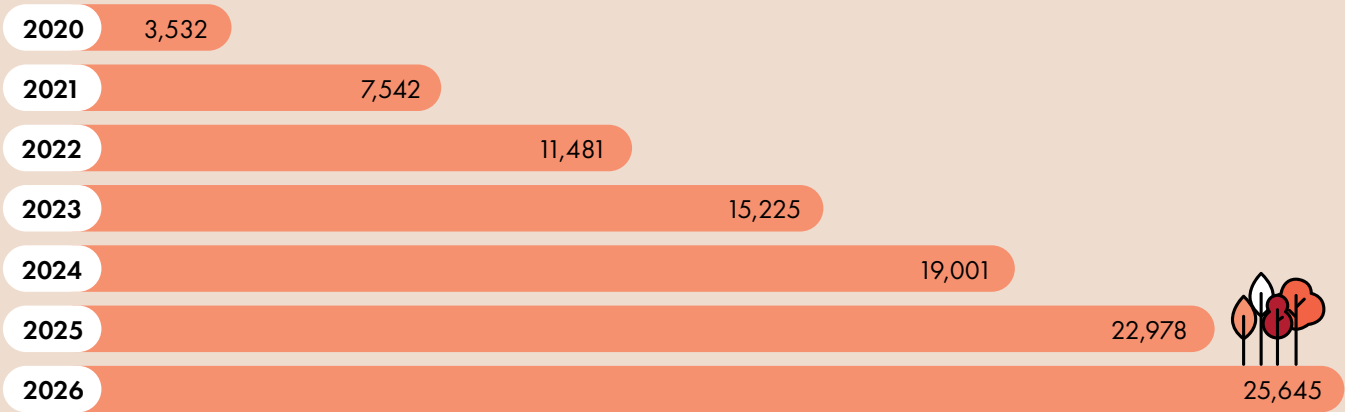
407,203 kWh

of renewable energy used in 2025



SDG 15:
LIFE ON LAND

TREES PLANTED BY THE CORPORATE FOUNDATION ALLAND OR ALLAND & ROBERT (CUMULATIVE)



255

hectares of forest restored since 2020, or 273+ soccer fields through our Corporate Foundation



26,700

hectares of land restored in Mali with NGO Tree Aid



02 A positive impact



Policy

Alland & Robert's impact and ethics policy is of the utmost importance because it conveys our goal to promote social responsibility.

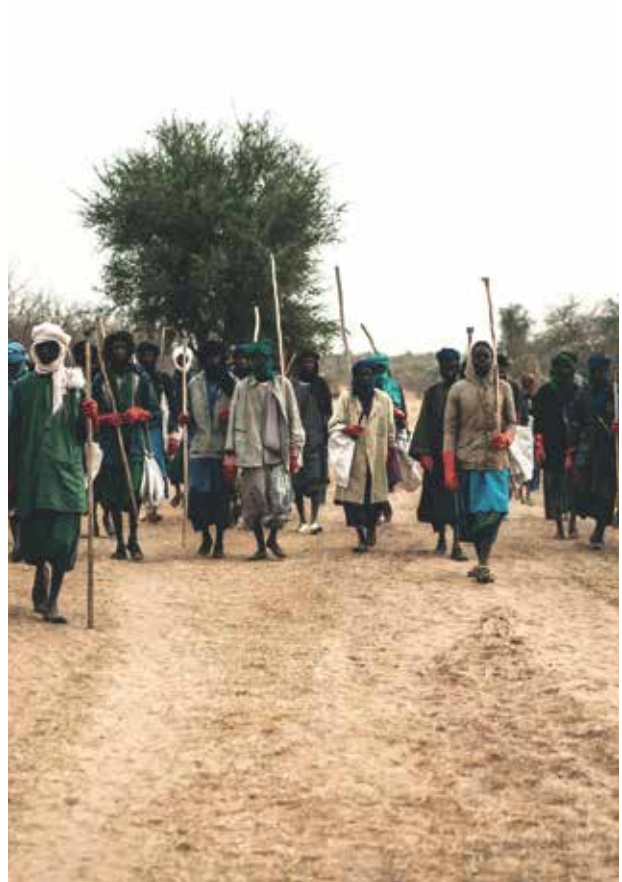
Alland & Robert outlines its commitment to contribute to a better world for all human beings, to minimize its social and societal impact and to contribute positively to the community and the world at large. Alland & Robert is committed to complying with all relevant laws and regulations at local, national, and international levels.

Our impact policy is focused on the below priority concerns:

- ↳ **TRANSPARENCY AND INTEGRITY**
- ↳ **SUSTAINABLE PURCHASING**
- ↳ **SAFETY & PRODUCT CONFORMITY**
- ↳ **QUALITY & CERTIFICATIONS**
- ↳ **RESPONSIBLE COMMUNICATIONS**

Alland & Robert is committed to the evaluation of the impact of the organization, reporting this impact and adapting practices whenever necessary. The sustainability department is responsible for the policy and communicating it. All employees are responsible for implementing it. Alland & Robert will ensure that:

- Employees and contractors are encouraged to be receptive to the personal impact they can have on this policy and to report areas of concern.
- Education and training is provided as part of staff development taking into account responsibilities.
- Efforts are made to develop transparency, integrity and responsible practices at all levels of the company.
- Fair trade is essential to develop an ethical and fair natural gums industry



- Sustainable purchasing is part of Alland & Robert's policy
- Alland & Robert makes a priority of product safety and conformity to contribute to healthy and safe diets worldwide.

The management of Alland & Robert is committed to the continual improvement of our sustainability efforts, to the compliance with Alland & Robert obligations and commitments.

By adopting and consistently implementing our policy, Alland & Robert aims at having a positive impact of society. The impact policy reflects Alland & Robert's values and priorities and aligns with our certifications and the broader sustainability principles and frameworks followed by Alland & Robert. We encourage our stakeholders to actively support and contribute to the implementation of this policy, and we emphasize the collective impact of any sustainability action on building a more sustainable future.

Transparency and integrity



Transparency is a key factor for building trust and credibility in our Corporate Social Responsibility (CSR) communication. It means being honest, clear, and accountable about our social and environmental impact, goals, and performance.

Respecting the most recent CSR legislations, exceeding our customers' requirements, meeting the highest quality standards... Those are the goals we reach every day to provide society with durable, safe and healthy products.

Integrity ensures transparency, accountability, and fairness in decision-making, while ensuring that sustainable practices, environmental and social impact are taken into account at every level of Alland & Robert activities.

Alland & Robert ultimate goal is to build trust among employees, customers, suppliers, and other stakeholders. Alland & Robert aims at operating with openness and honesty so that our stakeholders feel confident that our actions align with their values and objectives. By taking these proactive measures, Alland & Robert can contribute to the global effort to build a responsible and sustainable business ecosystem. It's important for Alland & Robert to remain vigilant, committed, and transparent in our efforts to create positive social impact. It also means that Alland & Robert will be better positioned for long-term sustainability and resilience.



ETHICS IN OUR SUPPLY-CHAIN

Alland & Robert is committed to ethically sourced gum acacia in the African Sahel, thanks to a Corporate Social Responsibility policy in favor of an ethical and responsible supply chain. Alland & Robert has received the first ever FAIR FOR LIFE certification (Fair Trade Ecocert) for seyal and senegal gum acacia. Products displaying the FFL label are guaranteed to come from environmentally friendly processes practiced by fairly paid farmers, from a transparent and traceable supply chain. Our commitments are found in our partnership protocols with our suppliers, which take into account social, ethical and environmental criteria.

Part of our commitment to fair trade is to expand our supply chain and encourage more suppliers to get Fair-For-Life certified. In 2026, we are proud to announce that our FFL gum acacia supply is expanding in Chad and Senegal.

We commit to be a trustworthy partner for our stakeholders, and have developed solid partnerships with an extensive network of suppliers. We operate with the highest social, societal and environmental standards. As a crucial part of our value chain, our suppliers are expected to commit to these standards, detailed in the Alland & Robert Supplier Code of Conduct.

We believe in fostering strong, equitable and collaborative relationships with our Suppliers. For that reason, we do not ask from suppliers more than what we are willing to do ourselves. Alland & Robert responsible practices also follow our Sustainable Procurement Policy and our Fair-Trade Chart.

POSITIVE REPUTATION AND ETHICAL BEHAVIOR

Alland & Robert works tirelessly to have a positive reputation in the marketplace. A good reputation can attract customers, investors, and top talent, as people prefer to do business with organizations they perceive as trustworthy and ethical. Alland & Robert encourages transparency and integrity, and these principles are valued within our company's culture. Alland & Robert must lead by exemplarity, as it encourages all employees to adhere to ethical standards and conduct themselves with honesty and integrity in their interactions with colleagues, customers, and partners.

Through its code of conduct and ethics, Alland & Robert is committed to the prevention and eradication of corruption, fraud, anti-competitive practices, human rights violations and a responsible management of information. The Human Resources policy is another safeguard to reduce the risk of fraud, bribery, and any other forms of misconduct.

WORKING WITH EXTERNAL PARTIES TO MITIGATE RISK

At Alland & Robert, operating with transparency also means being better equipped to navigate our legal, social and economic environment as well as mitigate risks. As part of our transparency strategy, Alland & Robert operates internal and external risks assessments through internal and external parties. In 2024, Alland & Robert has launched a new, comprehensive, and independent risk study by an external party to identify more risks and help mitigate them.

In 2026, Alland & Robert commissioned an **independent third party** to conduct on-the-ground supplier audits in Sudan. This mission lasted several weeks and involved visiting and evaluating **our suppliers** against a rigorous set of criteria, including **quality standards, sustainability practices, ethical sourcing, and human rights compliance**. These independent audits aim at better mapping our supply chain, collaborating with our suppliers and reassuring them of our support to rebuild their operations when they are in a conflict zone, as well as working to prevent and ensure that no extortion, smuggling, or armed control are present along our supply chain in Sudan.

In addition, Alland & Robert works with various organizations, including NGOs, in order to identify and address specific risks linked to the gum acacia sector. Since 2023, Alland & Robert is the first and only signatory in the gum acacia industry of the "We Use Wild" pledge, an initiative by global NGO TRAFFIC to create sustainable and ethical sectors for wild biodiversity. The Pledge provides an action framework to take measurable action to address the biological and social risks related to the gum acacia supply chain.



Myriam Brunel, Quality Director, discusses with a supplier

Sustainable purchasing



Alland & Robert aims to align procurement practices with sustainability goals, including both environmental and social practices. To achieve our objectives, the top management of the company is involved in day-to-day operations regarding the purchasing of raw materials, which is crucial for setting the tone to sustainable procurement and integrating sustainability into purchasing practices.

Specific sustainability goals related to purchasing are defined such as minimizing waste, promoting ethical sourcing and supporting local suppliers, or increasing the use of environmentally friendly products.

ENGAGING STAKEHOLDERS AT VARIOUS LEVELS

Alland & Robert collaborates with raw materials and consumables suppliers to promote sustainability throughout the supply chain. We encourage suppliers to adopt sustainable practices, improve transparency, and provide eco-friendly products and services. A supplier's chart must be signed every five years for suppliers to work with our company, and raw material suppliers are audited in Africa at least once a year. The quality department is in charge of site audits, evaluation and training of suppliers to safety and societal standards as well as the development of their capacities on these topics.

Alland & Robert constantly works on the establishment of partnerships with suppliers who share the company's sustainability values and goals. We also work collaboratively with suppliers on supply chains issues.

The evaluation of raw material suppliers involves criteria related to their environmental performance, labor practices, ethical sourcing and other relevant factors.

As part of the Fair For Life certification and Fair Trade Chart, Alland & Robert is committed to good and fair purchasing practices, and has established a Development Fund to engage suppliers and harvesters in sustainable practices. The Development Fund benefits a targeted social group such as the gum acacia harvesters and rural local Sudanese communities. The decision on the use of the Development Fund is solely taken by the Fund beneficiaries: the local raw material supplier and community. Alland & Robert has set ambitious targets to develop the fair trade sector of gum acacia and expand its fair trade activities.



100%

raw material suppliers are required to sign our Supplier's Chart (code of conduct) as well as the Sedex Members Ethical Trade Audit Chart.

FOSTERING AWARENESS AND ACTION ON SUSTAINABILITY, ETHICS AND HUMAN RIGHTS

Alland & Robert wishes to demonstrate commitment and leadership in the worldwide movement for sustainability and ethics in the gum acacia industry. Alland & Robert's commitments are shared with internal and external stakeholders. Since 2023, Alland & Robert disclosed a sustainable purchasing chart. A whistleblowing procedure is in place internally at Alland & Robert for any suspicion of sustainability, fraud or ethics related issue.

Alland & Robert particularly focuses on raw material suppliers, and makes it mandatory for suppliers to comply with the Alland & Robert supplier's chart and Alland & Robert safety, ethical, environmental and societal standards.

Alland & Robert is committed to working with its stakeholders to respect and promote human rights and to prevent and mitigate any negative impact of its operations, through an approach based on due diligence in matters of human rights and ethics. This approach is guided by the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights and the core labor conventions of the International Labor Organization (ILO).



100%

buyers are trained in social and environmental issues in the gum acacia sector

Safety & product conformity

Promoting safety and product conformity within Alland & Robert is crucial for maintaining a positive work environment, protecting employees, and ensuring customer satisfaction. Our Quality department is fostering a culture of safety from the top down, with leadership actively promoting and participating in safety initiatives. Training is provided and covers the Alland & Robert guidelines and all safety protocols. Crisis management is in place. On safety issues, clear procedures exist and are available to all employees. Regular inspections and audits take place to identify improvements leads and address deviations from standards. The Quality department uses various communications channels in the company to collaborate and communicate, such as newsletters, posters, meetings, digital tools, etc.

FOSTERING A FOOD SAFETY CULTURE AT ALLAND & ROBERT



At Alland & Robert, we quickly understood that quality culture was essential because our fundamental intrinsic values have always been oriented towards the production and sale of a healthy product. Alland & Robert has developed a strong quality culture, and the advantages of deploying it are numerous:

- It establishes high standards in food safety, preventing deviations that could have an impact on the safety, quality and regulatory compliance of our products.
- It conveys to employees that food safety begins and ends with them as individuals, and it instills in them a sense of personal responsibility in their role towards food safety. Thus, it helps employees to prevent slippages which can affect the safety, quality and legality of products.
- It is an excellent way for Alland & Robert CEO Charles Alland to become aware of the concerns of employees and to remedy them quickly, entirely in order to avoid non-compliance which could be costly. Charles Alland is fully involved in the implementation of continuous improvement actions linked to quality culture.



100%

employees trained in food safety culture



Moreover, the quality culture is integrated into the Quality Policy that our CEO writes. Each year, management reviews make it possible to examine the effectiveness of the activities carried out, and to redirect, if necessary, communication, training and behavioral change actions.

INFORMATION SECURITY

In our interconnected and data-driven world, Information Security is a key element to protect the confidentiality, integrity, and availability of sensitive information. Alland & Robert is committed to protecting sensitive information from unauthorized access, disclosure, alteration, or destruction. As a responsible organization complying with any relevant regulation, we work to make sure that our commitments will ensure the trust, reliability, and resilience of our information systems.

The IT teams is in charge of ensuring the information confidentiality as well as its accessibility, integrity and availability. Tools such as access controls, user authentication, biometrics to access our factories, prevention of disruptions and cyber attacks are in place. In case of a data security event, a procedure of crisis management and crisis communications are in place.



100%

employees with a mailing box receive training regarding information security and good practices

Security training is a crucial part to information security and employees receive training and tutorials regarding best practices. By training collaborators, Alland & Robert wishes to help raise awareness of potential risks and threats, promotes responsible behavior, and empowers individuals to recognize and respond to security incidents. Procedures and protocols are established for detecting, responding to, and recovering from security incidents. Alland & Robert monitors compliance with applicable laws, regulations, and contractual obligations, and in particular Alland & Robert is committed to comply with GDPR (The General Data Protection Regulation), a European regulatory text which governs the processing of data in an equal manner throughout the European Union since May 25, 2018.



0

case of cybersecurity or information data breach in 2025 and over the last 5 years

By implementing these various strategies, technologies and procedures, Alland & Robert safeguards information assets and ensures their confidentiality, integrity, and availability.

LABORATORY

In 2018, Alland & Robert built new state-of-the-art laboratories: a brand new physico-chemical laboratory and a microbiological laboratory including an area dedicated to pathogen analysis. In addition to the laboratory regular activities, the new buildings offer the possibility to work on application samples and test new product concepts as well as ingredients under real conditions. Besides, the R&D team pursues customers oriented studies (to solve technological issues, to provide technical assistance/ formulation process) or to create technical papers in order to support and develop new ways of use, new applications.



CIRCULAR ECONOMY

Alland & Robert adheres to the principle of designing and promoting systems where materials, products, and resources are kept in use for as long as possible. This approach aims to minimize waste and maximize resource efficiency through strategies like recycling, reusing, and regenerating materials. Additionally, Alland & Robert applies principles of local purchasing for consumables, when applicable.

48% of consumable suppliers manufacture in France and have a CSR policy.

Quality & certifications



FOOD SAFETY

BRC CERTIFICATION (version 9)

Alland & Robert is BRC certified and is audited every year. The BRC is an international leading safety and quality certification program. The BRC requirements guarantee the standardization of quality, safety and operational criteria, to ensure that manufacturers fulfill their legal obligations and provide protection to the end users.

Alland & Robert's BRC certification means that we have established good manufacturing practices to produce safe, legal products that meet the quality levels expected by our customers. It is also a way for us to give our customers confidence in our food safety program and supply chain management. Furthermore, by improving food safety, we are also aiming at reducing our waste, complaints and non-conformities.

BRC Global Standards are nowadays often a fundamental requirement of leading retailers, with a focus on four areas:



01. FOOD SAFETY



02. CONSUMER PRODUCTS



03. PACKAGING AND PACKAGING MATERIALS



04. STORAGE AND DISTRIBUTION

HACCP METHOD



Alland & Robert applies the HACCP (Hazard Analysis Critical Control Point) method. This is a systematic preventive approach to food safety: it goes from biological, chemical and physical hazards in production processes that can cause the finished product to be unsafe, to design measurements to reduce these risks to a safe level.

This method helps us ensure that we are manufacturing safe products while managing the risks for:



ALLERGENS



GMO



**CONTAMINATION
(CHEMICAL, PHYSICAL,
BIOLOGICAL)**



GFSI (Global Food Safety initiative)



BRC is a GFSI reference standard that covers food safety and product quality management in packaging operations and food processing. The GFSI global standards cover food, packaging, packaging materials, warehousing and distribution and are intended for primary producers, manufacturers and distributors.

PHARMACEUTICAL SAFETY

ANSM



Alland & Robert has been working with the ANSM for many years. ANSM stands for "Agence Nationale de Sécurité du Médicament" (National Agency for Medicine Safety). Compliance with the ANSM is mandatory for companies supplying ingredients in the pharmaceutical industry, and Alland & Robert is supplying both excipients and active ingredients to pharmaceutical companies.

The ANSM inspects Alland & Robert regularly, and also carries out spot checks. Inspections are not only about production good practices. They also concern all the company departments: human resources, laboratory, supply chain... The goal of the inspections is to define the enforceable regulatory frameworks, and ensures their implementation, based on two referentials: GMP (Good manufacturing Practices) Part II and IPEC (International Pharmaceutical Excipients Council).

QUALITY SYSTEM CERTIFICATIONS

Alland & Robert is ISO 9001 certified. ISO 9001 is a quality management system standard designed to help organizations ensure that they meet the needs of customers and other stakeholders while meeting statutory and regulatory requirements related to a product.



In 2021, Alland & Robert has been successfully audited for the version of ISO certification V2015. This V2015 ISO version is focusing on sustainable activities, and plays a major role to define the strategy of Alland & Robert.

We have set up an action plan and allocated the necessary resources to reach the ambitious targets. For that purpose, we have defined the expectations and needs of all the interested parties, e.g. all their activities close to ours and having interest in our success. From now on the risk analysis is completely integrated in our work, and we highlight our strengths and build on it and work on eliminating our weaknesses. We think about how the world of tomorrow should look like and move forward with the highest efficiency.

The various aspects of ISO9001 are based on 7 main principles:



CUSTOMER FOCUS

The primary focus of quality management is to meet customer requirements and to strive to exceed customer expectations.



LEADERSHIP

Leaders at all levels establish unity of purpose and direction and create conditions in which people are engaged in achieving the organization's quality objectives.



ENGAGEMENT OF PEOPLE

Competent, empowered and engaged people at all levels throughout the organization are essential to enhance its capability to create and deliver value.

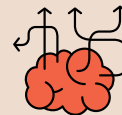


04

**"PROCESS" APPROACH**

Consistent and predictable results are achieved more effectively and efficiently when activities are understood and managed as interrelated processes that function as a coherent system.

06

**EVIDENCE-BASED DECISION MAKING**

Decisions based on the analysis and evaluation of data and information are more likely to produce desired results.

05

**IMPROVEMENT**

Successful organizations have an ongoing focus on improvement.

07

**RELATIONSHIP MANAGEMENT**

For sustained success, an organization manages its relationships with interested parties, such as suppliers.

SOCIAL AND SOCIETAL COMMITMENT

SEDEX



Alland & Robert is a member of the SEDEX since 2009. SEDEX, the Supplier Ethical Data Exchange, is a non profit membership organization dedicated to driving improvements in responsible and ethical business practices in global supply chains.

SMETA REFERENTIAL



Alland & Robert is receiving the SEDEX certification through a high standard referential called SMETA: Sedex Members Ethical Trade Audit. SMETA is a Best Practice Guidance helping us carry out social and societal audits, with 4 main pillars that represent the most complete measurement criteria.

SMETA also contains additional elements like management systems, entitlement to work, subcontracting and homeworking, and a shortened environment assessment.

"Good examples" for our SMETA audit include:

- ↳ the presence of defibrillators in our locations.
- ↳ the wages level being higher than the french legislation, and including bonuses based on the company benefits for all employees.
- ↳ the involvement and participation of Alland & Robert in Africa with local communities.
- ↳ Corporate Responsibility Report is published every year and dispatched to third parties

The pillars concern:



LABOR STANDARDS

(compliance with local and European law, freedom of association, prohibition of child labor, wages and benefits, working hours, discrimination)



HEALTH & SAFETY

(safe working environment, health & safety training, access to facilities)



THE ENVIRONMENT

(compliance with local and European law, use of resources, monitoring)



BUSINESS ETHICS

(prohibition of bribery and corruption, transparency of business practices, documentary evidences)

FAIR FOR LIFE



Since 2023, Alland & Robert has received the first ever FAIR FOR LIFE certification (Fair Trade Ecocert) for seyal and senegal gum acacia. Products displaying the FFL label are guaranteed to come from environmentally friendly processes practiced by fairly paid farmers, from a transparent and traceable supply chain.

Fair for Life promotes an approach of Fair Trade that allows producers and harvesters to take charge of their destinies through the recognition of their work. It is a collective and meaningful construction of life and society. The Fair For Life certification is also a guarantee of strict economic, social and environmental standards, set by the Ecocert group.

Fair Trade is part of a broader context of sustainable development within a region that safeguards and supports the local social fabric, particularly in rural settings.

Particularly demanding, the FAIR FOR LIFE label guarantees:

- ↳ a fair purchase price higher than market prices,
- ↳ purchase commitments over 3 years minimum,
- ↳ a protection mechanism for producers in the event of a crisis,
- ↳ decent and safe working conditions throughout the sector,
- ↳ strengthening the autonomy of producers,
- ↳ environmentally friendly agricultural practices.

These principles apply throughout the whole supply chain covering producers, traders, manufacturers and brand holders.

WE USE WILD



In 2023, Alland & Robert has become the first actor in the gum acacia industry to take the "We Use Wild" pledge by NGO TRAFFIC, proudly declaring our use of wild acacia gum and placing a spotlight on our work to create and maintain ethical & sustainable practices.

Taking this pledge is a self-led initiative to increase awareness and responsible sourcing of wild-harvested gum acacia. The Pledge provides an action framework to take measurable action to address the biological and social risks related to the gum acacia supply chain.

More generally, wild plant ingredients are key across a range of industries. When ethical and sustainable practices are organized throughout the supply chain, wild ingredients can support rural livelihoods that can be at risk of disappearing. Wild ingredients can also offer the opportunity to engage in conservation projects, such as the Great Green Wall initiative in Africa. Wild harvest accounts for some or all of the harvest of the majority of plant species in trade (60 to 90% according to an estimation by TRAFFIC).

TRAFFIC is a leading non-governmental organisation working to ensure that wildlife trade is not a threat to the conservation of nature. Their team works in and connects across some of the world's most critical wildlife trade hotspots to identify and help address both biodiversity conservation and sustainable development challenges and opportunities linked to trade in wild species.

CDP



CDP is a not-for-profit charity that runs a global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. The CDP action has created engagement on environmental issues worldwide, which helps Alland & Robert measure and manage risks and opportunities on climate change, water security and deforestation.

ECOVADIS



Since 2024, Alland & Robert has been awarded the EcoVadis gold medal for its CSR performance. This score places us among the top 5% of companies rated by the platform.

EcoVadis is an international business sustainability rating system, which helps Alland & Robert manage networks both upstream and downstream, by sharing performance with our stakeholders and by monitoring the performance of our own upstream value chain. The goal is to collaborate on sustainability with a common platform, universal scorecard and performance tools.

PRODUCTS CERTIFICATIONS



ORGANIC & NOP



For customers who need certified organic gum acacia with perfect traceability, Alland & Robert has developed specific references of both senegal and seyal quality, and is certified organic by the international organism Ecocert.

It is very important for Alland & Robert that all African suppliers (in Sudan, Senegal and other countries) that deliver us organic raw materials are organic certified as well as by local organisms. This allows Alland & Robert to ensure the full traceability of the gum.

HALAL & KOSHER CERTIFICATIONS

As an international company selling products in more than 72 countries, we believe it is our responsibility to adapt to the specifics of our markets, and to meet our customers' expectations, including religious ones. Alland & Robert's acacia and karaya gums are both Halal and Kosher certified.

Alland & Robert works with dedicated organisms who will help answer all customers' requests in every country, and certify that there is no animal or alcohol-derived ingredient in our products. Acacia and Karaya gums are a vegetal, natural, GMO-free product.

NON GMO PROJECT



Since March 2019, all Alland & Robert products are compliant with the Non-GMO Project Standard.

The Non-GMO Project is a US-based non-profit organization committed to preserving and building sources of non-GMO products, educating consumers, and providing verified non-GMO choices. It is North America's most trusted seal for GMO avoidance for consumers who are concerned about what's in their food.

This is an illustration of Alland & Robert's commitment to manufacture natural, unadulterated products, and offer the highest quality of gums.

COSMOS CERTIFICATION



The COSMOS certification guarantees organic and natural cosmetics, and focuses on the below pillars:

- ↳ environmentally friendly production and processes respecting also human health.
- ↳ responsible use of natural resources
- ↳ respect of biodiversity
- ↳ absence of petrochemical ingredients
- ↳ absence of GMO
- ↳ recyclable packaging

FAIR FOR LIFE



Products displaying the FFL label are guaranteed to come from environmentally friendly processes practiced by fairly paid farmers, from a transparent and traceable supply chain.

Fair for Life promotes an approach of Fair Trade that allows producers and harvesters to take charge of their destinies through the recognition of their work. It is a collective and meaningful construction of life and society. The Fair For Life certification is also a guarantee of strict economic, social and environmental standards, set by the Ecocert group.

FODMAP



Acacia gum is certified FODMAP friendly, which means it is particularly ideal for people with irritable bowel syndrome.

FODMAP stands for Fermentable Oligosaccharides, Disaccharides, Monosaccharides And Polyols: these short chain carbohydrates are poorly absorbed in the small intestine and can ferment in the colon, causing digestive discomforts and issues in some people.

QUALITY CONTROLS IN OUR RESEARCH CENTER

Quality controls - routine basis



BASED ON FOOD AND PHARMACEUTICAL STANDARDS

for physicochemical and microbiological analyses



INTERNAL QUALITY INDICATORS

implemented according to our knowledge and final customer's applications (characterization of functional properties, color, viscosity, hydration speed ...)



HYGIENE



Microbiologist and R&D technician Alexandra Laplace carries out analysis at the Alland & Robert laboratory.

Responsible communications



Alland & Robert is committed to ethical information, messages, and content. It involves the consideration of the impact on individuals, communities, and society, as well as practices that prioritize accuracy, transparency, inclusivity, fairness and respect for privacy. Alland & Robert provides communication on durable, safe and healthy products and makes efforts to promote sustainable lifestyles compatible with the United Nations Sustainable Development goals as well as Alland & Robert vision to offer natural, plant-based and low-carbon solutions for healthier and more sustainable diets worldwide.

PRODUCT SAFETY AND HUMAN HEALTH

Alland & Robert focuses on the sustainable sourcing of natural and safe products thanks to a robust quality system and various procedures ensuring the safety and conformity of our products. These procedures include for example the disclosing of information and transparency on our products, full tracability, the testing of our raw materials for unhealthy products such as pesticides, recalls if necessary, etc. In addition, Alland & Robert focuses on developing gum acacia ranges (such as Acacia Fiber) that have high nutritional value, help improve the nutrition of consumers, lower their glycemic index and have a positive impact on gut health. Alland & Robert products are also designed to answer specific nutrition needs such as vegan, vegetarian, gluten-free and keto diets, no gelatin diets as well as low-FODMAP diets which are particularly important for people with IBS (Irritable Bowel Syndrome).

Alland & Robert works to explore all the possibilities of gum acacia by carrying out research, hand in hand with all industrial sectors, in a virtuous model for the planet and humans alike.

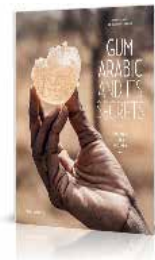
EDUCATION AND CONSUMER AWARENESS

Consumers security and safety is Alland & Robert's utmost priority. We are focused on providing healthy, natural and nutritionally-good solutions to our clients, in order to promote health and safety to consumers worldwide. Alland & Robert raises awareness among consumers about

the environmental, social and nutritional impacts of their purchasing decisions. Information and product composition is systematically sent to our clients via specification sheets and brochures. We especially promote sustainable consumption patterns and encourage consumers to choose healthy products made from responsibly sourced materials, by creating virtuous solutions for our clients.

In addition, it is part of Alland & Robert's strategy to develop consumer knowledge and provide short distribution systems for gum acacia. We work on educating the general public to the benefits of gum acacia, through the promotion of our ingredient in day-to-day recipes. A recipe book has been edited in 2023 and recipes are regularly published on Alland & Robert instagram account and website.

In 2024, as part of this strategy, Alland & Robert has partnered with French editor Flammarion to create the book "Gum Arabic and its secrets". This book takes the reader on a journey through civilizations and traces the history of gum acacia through the ages to today. It recalls its importance for African communities and offers to discover countless uses of gum acacia and homemade recipes.



SUSTAINABLE CONSUMPTION

Alland & Robert develops sustainable ranges of natural gums and promotes their use, with a huge focus on the tracability of raw materials.

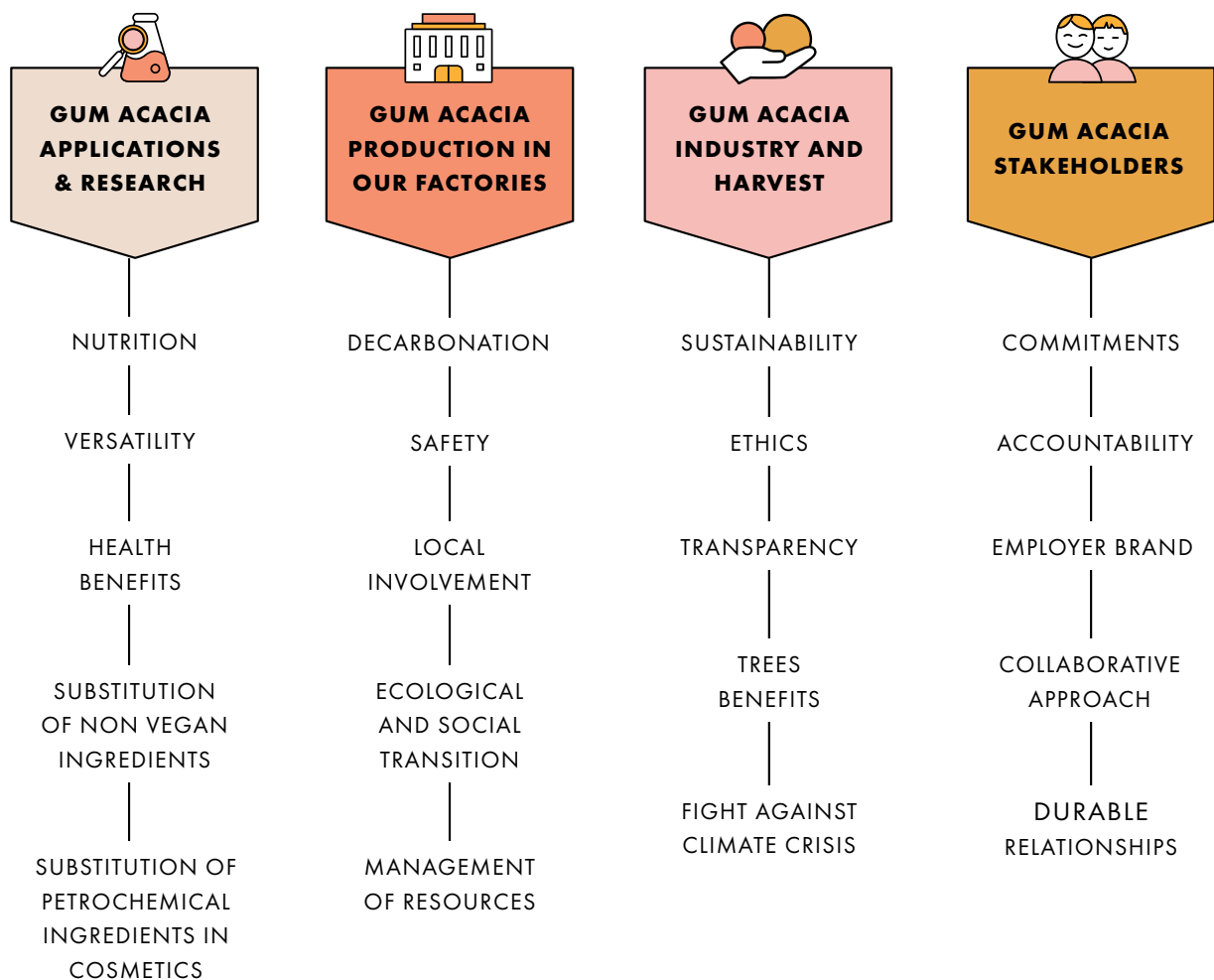
Alland & Robert considers sustainable consumption as an important lever to its responsible strategy, and works to develop responsible consumer products, promote agroforestry in Africa. In France, Alland & Robert sells gum acacia directly to the consumer and promotes the use of gum acacia in day-to-day recipes, as a way to educate consumers and favour short distribution systems.



Anne-Marie Mahier, laboratory manager, tastes vegan pannacottas

Today, Alland & Robert's applied research strategy is consistent with the company general long-term vision of offering natural, plant-based and low-carbon solutions for a healthier and more sustainable diet. Application developments are focused on the functional, nutritional and health aspects of gum acacia. For example, the low-FODMAP certification of gum acacia opens avenues of research into the management of the irritable bowel syndrome. Trends such as sugar reduction, digestive health, and lowering the glycemic index are at the heart of Alland & Robert's research.

ALLAND & ROBERT'S RESPONSIBLE COMMUNICATIONS AXIS



The conflict in Sudan



The ongoing conflict in Sudan, which began in April 2023, is a power struggle between the Sudanese Armed Forces (SAF) and the Rapid Support Forces (RSF), leading to widespread violence, territorial shifts, and a humanitarian crisis. The war has caused tens of thousands of deaths and severe disruption to the country's economy and infrastructure. The conflict has displaced 11 million Sudanese people to date, both internally and abroad. Historically, Sudan used to be the world's dominant supplier of acacia gum, accounting for about 90% of global production. However, the conflict has disrupted the supply chain. Acacia gum is one of the few sustainable economic drivers for millions of Sudanese harvesters and one of their last sources of income during times of conflict.

ALLAND & ROBERT'S COMMITMENT REGARDING THE CONFLICT IN SUDAN

Alland & Robert is aware of the gravity of the situation in Sudan and fully understands the responsibility incumbent upon any actor operating in an area destabilized by armed conflict. **Our presence in this country is neither an opportunistic stance nor a way of circumventing risks:** it is part of a logic of responsible continuity, framed by a rigorous due diligence framework. Abandoning the supply chain would deprive the local communities of essential income and further weaken a social fabric already severely strained.

“

Far from washing our hands of this crucial issue, we are doing our best, with the means at our disposal, to keep the harvesters and suppliers we work with away from the conflict.

”

Charles Alland
CEO Alland & Robert

Our commitment is based on a clear principle: **supporting local economic activity without ever compromising on integrity and ethics.** We apply enhanced compliance procedures, in accordance with the United Nations (UN Guiding Principles on Business and Human Rights (UNGPs) and OECD Guidelines (OECD Guidelines for Multinational Enterprises on Responsible Business Conduct). Before starting to work with a new supplier, they undergo a thorough evaluation and commit to respecting human rights, avoiding collusion with armed groups, and complying with international regulations. Additionally, our audits to suppliers are conducted regularly and documented

accordingly. In 2025, our suppliers responded favorably to our requests and regularly reaffirm their commitment to the integrity of their practices. Each year we further strengthen our internal rules to frame and demonstrate the robustness of our ethical and regulatory commitments.

INVESTING IN LONG TERM RESILIENCE

This ongoing vigilance is accompanied by a constant investment in a fair sourcing model. We secure long-term partnerships with stable contractual commitments and regulated prices that allow harvesters to maintain their economic independence. This approach is based on fair trade principles: value redistribution, support for cooperatives, local structuring of the supply chain, and support for sustainable harvesting practices. Even before the start of the conflict, we obtained fair trade certification through the Fair For Life label for part of our production. This is a long-term undertaking that we are carrying out in consultation with our partners on the ground.

In order to adapt our due diligence, we continuously work with our suppliers (see page 64) in order to:

- ↳ avoid business relationships, payments, transport, or sourcing practices that may contribute to, benefit from, or be linked to human rights or international humanitarian law (IHL) violations.
- ↳ conduct conflict-sensitive and heightened human rights due diligence in alignment with the UN Guiding Principles on Business and Human Rights (UNGPs).
- ↳ assess risks related to route control and movement conditions, intermediaries and documentation, traceability gaps and potential relabeling via neighboring states, investigate sudden shifts in sourcing, route changes, or new export hubs, especially if they reduce traceability. Alland & Robert engages with upstream producers, workers, traders, transporters, and other stakeholders in the value chain. We ensure conflict-sensitive grievance and response mechanisms are in place for affected groups.

More information on this important topic on page 64.

“

In the difficult context of the conflict in Sudan, our role is to act with complete transparency and continuous vigilance. We stand by our demanding choice: maintaining the supply chain to protect the communities that depend on it, while implementing the strictest guarantees regarding business ethics and the sustainability of practices. If these conditions are not met, we will withdraw from these local partnerships. This is why our supplies of Sudanese acacia gum now represent only 50% of our total annual sourcing.

”

Violaine Fauvarque
Sustainability Director



Indicators



SDG 1: NO POVERTY



10%

of the Fair For Life purchasing amount is donated by Alland & Robert to its supplier for the creation of a Development Fund.



3 years

commitment for Fair For Life purchasing contracts



SDG 3: GOOD HEALTH AND WELL-BEING



0

reported violations of our ethical and responsible sourcing policies in 2025 and over the last 5 years.

Alland & Robert is doing every effort to prevent human rights and corruption violations in its supply chain. However, in the context of the conflict in Sudan, we also acknowledge that the situation is complex and constantly-evolving, which is why more must constantly be done to prevent and eradicate any violations.



0

issues of health & safety, legality, authenticity, integrity, fraud case reported in 2025 and over the last 5 years



100%

raw material suppliers receive our crisis management procedure



30%

employees are first-aid rescuers



0

case of cybersecurity or information data breach in 2025 and over the last 5 years



SDG 8: DECENT WORK AND ECONOMIC GROWTH



100%

raw material suppliers have received our due diligence documentation.



100%

raw material suppliers are requested to sign the SMETA (Sedex Members Ethical Trade Audit) chart



100%

buyers are trained in social and environmental issues within the gum acacia supply chain.



SDG 12:
RESPONSIBLE CONSUMPTION AND PRODUCTION

employees with a mailing box
trained regarding information
security and good practices



100%



quality claims are treated,
answered and addressed

employees trained in
whistleblowing procedure



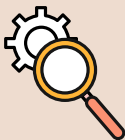
27

traceability tests in 2025



341

Quality & CSR questionnaires
answered in 2024



453

technical assistance requests
managed by R&D in 2025



2,447

batches analyzed by the
lab in 2025



222

samples sent in 2024



98%

satisfactory results for ring
tests in 2025



1

specialist of
microbiology



1

specialist in
cosmetics



1

specialist of
emulsions



120

days spent by the laboratory team in
production in 2025



03 Our local communities



Policy

Alland & Robert's local communities policy aims at addressing the needs, concerns, and aspirations of the people that are stakeholders of the company.



Alland & Robert clearly expresses its commitment to its local communities such as suppliers, harvesters, and all people related to the natural gums sector.

The local communities policy is focused on the below priority concerns:

- ↳ **DEVELOPPING THE UPSTREAM AND DOWNSTREAM TERRITORIES**
- ↳ **SUPPORTING THE NATURAL GUMS INDUSTRY**
- ↳ **SUPPORTING LOCAL COMMUNITIES**
- ↳ **DURABLE RELATIONS WITH OUR SUPPLIERS**
- ↳ **HUMAN RIGHTS**

Alland & Robert is committed to both the support and protection of the local communities, as well as the preservation of traditional know-how by supporting the acacia gum harvest and its resilient development.

Alland & Robert is committed to complying with all relevant environmental laws and regulations at local, national, and international levels.

The sustainability department is responsible for the policy and communicating it. All employees are responsible for implementing it. Alland & Robert will ensure that:

- Employees and contractors are encouraged to be receptive to the personal impact they can have on this policy and to report areas of concern.
- Durable and fair relationships with suppliers are at the heart of the values of Alland & Robert. Fair trade is essential to develop an ethical and fair natural gums industry.
- The Corporate Foundation Alland plays a key role to support the local communities via the development, support and financing of projects in the African Sahel.
- Alland & Robert focuses on leading the natural gum industry into sustainability topics and as such, is fully involved in several external parties related to the gum acacia sector, including the AIPG.
- Alland & Robert strives to be the leader of a fair and ethical industry that respects human rights.

The management of Alland & Robert is committed to the continual improvement of the link with local communities, in compliance with Alland & Robert obligations and commitments.

By adopting and consistently implementing this policy, Alland & Robert aims at contributing to a more sustainable future while enhancing the resilience of our stakeholders and our supply-chain.

Developing the upstream and downstream territories



Through dialogue with local stakeholders, Alland & Robert is widely involved in local economic and associative life.

Beyond our participation in local life through a presence and dialogue with relevant stakeholders, Alland & Robert takes into account local economic and societal projects. Alland & Robert also wishes to encourage and promote the involvement of employees in local civic actions.

The upstream dynamics of gum acacia are assessed and explained through documentation. Raw materials, suppliers, producing countries, strengths and weaknesses are well-known. The management of the supply-chain is integrated and optimized. Sourcing strategies are regularly discussed to mitigate risks and ensure continuity of supply. Alland & Robert is proud to be involved in the natural gum industry and participate to events, meetings and concertations that take place in the industry.

Downstream key players, market trends, challenges and opportunities are assessed and addressed. The Sales team is in charge of expanding new channels to reach new segments, clients and consumers. A tailor-made customer service is at the heart of Alland & Robert values to build loyalty and encourage repeated business. Alland & Robert is committed to gather feedback from customers, and more globally from stakeholders, to evaluate customer satisfaction and identify areas for improvement and innovation. Alland & Robert's ultimate goal is to drive sustainable growth and be the leader of a sustainable industry.

Alland & Robert is a member of organizations that promote innovation, science-based information and collaboration with peers.

INTERNATIONAL FOOD ADDITIVES COUNCIL (IFAC)



Since 2017, Alland & Robert is a member of the International Food Additives Council, a global association representing manufacturers of food ingredients and additives. The goal of IFAC is to support science-based regulation worldwide; and unite industry stakeholders in order to cultivate a professional, responsible and sustainable global food environment.

VALORIAL NETWORK



Alland & Robert is proud to participate to the industrial development of Normandy. It's a priority of the management team to be involved with the development of the territories and communities where the company is implemented.

Since 2023, Alland & Robert is a member of the French network Valorial, the first network devoted to agri-food innovation through a collaborative approach. Valorial is a network of nearly 400 members including manufacturers, research centers and higher education establishments. The Valorial network brings together a community of over 10,000 innovators driven by the same ambition: imagining the food of tomorrow. Because Valorial is located in France's Grand Ouest region (Europe's leading agri-food hub), it's a way for Alland & Robert to participate to local projects and get involved in our home region of Normandy.

NATIONAL UNION OF AROMATIC FOOD INGREDIENTS (FRENCH ACRONYM SNIAA)



Alland & Robert is a member of the SNIAA, an essential and respected partner of flavor companies and the food industry in France and Europe. The SNIAA actively participates in the activities of the European Food Flavors Association and the International Association of the Flavoring Industry.

Supporting the natural gums industry

As a 140+ years old company, Alland & Robert knows the natural gums industry perfectly, and is proud to be part of the development and structuring of this sector.



Alland & Robert has been working with various organizations and institutions to build a better and resilient acacia gum industry in Africa:

AIPG

AIPG

AIPG (Association for International Promotion of Gums) which recommends good practices for acacia gum harvesting and supplying. Compliance with good manufacturing practices is an important prerequisite for long-term development of the acacia gum markets and applications, especially in the food industry. Finer and finer controls are made. It is therefore important for the suppliers to follow good practices promoted by AIPG.



<http://www.treegums.org>



IRAM



The Institute for Research and Application of Development Methods can be regularly mandated by the AFD to build an action plan in order to structure, support, sustain the sector, and implement the good practices.



<https://www.iram-fr.org/home.html>

UNCCD



The United Nations Convention to Combat Desertification is working on linking environment and development to sustainable land management.

UNCCD is also playing a major role in the Great Green Wall project, an African-led initiative with the ambition to grow an 8,000km natural wonder across the entire width of Africa. In particular, The Great Green Wall is using acacia trees and other native species to create a barrier of trees, cover the southern edge of the Sahara and protect fertile land in the Sahel from turning into desert.

FAIR FOR LIFE



In 2023, Alland & Robert has worked with Ecocert to obtain the first ever fair trade certification for gum acacia. Fair for Life promotes an approach of Fair Trade that allows gum acacia producers and harvesters to take charge of their destinies through the recognition of their work.

Fair Trade is part of a broader context of sustainable development within the Sahelian region that safeguards and supports the local social fabric, particularly in rural settings. The Fair For Life label guarantees a fair gum acacia purchase price higher than market prices, purchase commitments over 3 years minimum, a protection mechanism for producers in the event of a crisis, decent and safe working conditions throughout the sector, the strengthening the autonomy of producers and environmentally friendly harvesting practices.

TRAFFIC



TRAFFIC is a leading non-governmental organization working to ensure that wildlife trade is not a threat to the conservation of nature. TRAFFIC is part of the WildCheck platform* and publishes the WildCheck report with the Food & Agriculture Organization of the United Nations. This report assesses risks and opportunities of trade in wild plant ingredients including gum Arabic (gum acacia) and evaluates the biological and social risks faced by the gum acacia industry, among other plant species. Alland & Robert collaborates with Traffic on responsible sourcing through the initiative "We Use Wild".

*<https://www.wildcheck.info/>

AGENCE FRANCAISE DU DEVELOPPEMENT



The AFD (Agence française de développement) and the European Union finance a project to support and revitalize the gum arabic industry in Sudan with virtuous practices, improved production techniques and gum quality, higher incomes for harvesters. Unfortunately, this AFD project has been severely hampered by the war that broke out in Sudan in 2023 and remains underway in only three regions (Blue Nile, Gedaref and Sinar), and essentially for activities upstream of the sector.

GUM ARABIC BOARD

Established in 2009 in Sudan, the Gum Arabic Board sets national guidelines for the gum Arabic sector. Attached to the Ministry of Industry and the Central Bank of Sudan, its aim is to regulate the market and maximize its benefits for the country. It brings together all the players in the sector (producers, middlemen, brokers, exporters, public institutions and organizations, as well as universities). Its remit is to issue recommendations and frame guidelines.

Supporting local communities



Alland & Robert goal is to improve the livelihoods of local communities thanks to sustainable farming, the protection of vulnerable communities such as children and women, and emergency help for populations in critical situations.

Through the Corporate Foundation Alland created in 2021, Alland & Robert initiates, finances and supports various projects that have positive impacts within the communities where Alland & Robert sources its natural gums, and more broadly in Africa.

Alland & Robert's business has led the company to operate in rural areas of Africa, where trees naturally grow. In acacia gum harvesting areas in the Sahel, the quality of life can be threatened by land desertification, droughts or lack of access to services such as schools, hospitals or water. The Alland Foundation focuses its efforts on supporting the communities living in rural areas, and on helping people lift themselves out of poverty.



Mbole Agurogo pictured on his farmland where he once grew a variety of crops. Due to land degradation and flooding his farm in the Bongo district of Northern Ghana is now useless. Pictured with his wife Lydia and sons Kingsford, 3, Awalega, 12 and Awine, 7

In some areas of the Sahel, the school enrollment rate is low, especially for girls. School infrastructure is insufficient, classes are overcrowded and in poor condition. School equipment and supplies are outdated, and the quality of education is flawed. This is why several projects linked to children are currently supported, most of them help children to go to school and receive a proper education. The support of Alland & Robert and the Corporate Foundation Alland has allowed to build several primary schools in small villages. These projects seek to empower and involve local people so that schools have maximum autonomy. We also help to provide educational materials necessary to students.

Other projects may include the building of village infrastructures such a water tank or medical facilities. Many villages experience droughts that force the populations to move to the closest cities. The insufficiency or lack of water is one of the key problems for many countries in Africa. This is particularly true in the gum acacia harvest areas, which are often in dry, remote regions. Water supply infrastructures for domestic consumption exist, but they are inadequate and poorly distributed. Water can also be a source of disease and even mortality. Alland & Robert wishes to help improve sanitary conditions for local populations, and our projects aim at providing access to water, improving hygiene conditions and reducing the journey time to gain access to drinking water.

Since 2023, the Foundation supports emergency projects in Sudan to support Sudanese populations and respond the acute needs arising from the military conflict that broke out in April 2023. The goal is to address the urgent needs in terms of Water, Sanitation and Hygiene (WASH) of conflict- and/or displacement-affected populations and vulnerable host communities in Geneina, West Darfur, and neighbouring areas. Since 2024, the support projects have been extended to child protection and food security to provide humanitarian aid and relief to Sudanese populations in Sudan but also populations who are seeking refuge at the Chad border.

Alland & Robert and the Corporate Foundation

Alland work on several projects:

IN MALI



SUPPORTING THE EDUCATION
OF CHILDREN AND WOMEN
COMMUNITIES WHO LIVE FROM
TREE PRODUCTS

425

children supported in the village of Khouloum,
in the Kayes region

IN CAMEROON, TOGO, BURKINA FASO & IVORY COAST



ADVOCATING FOR CHILDREN'S
RIGHTS

Working towards the better recognition and
promotion of children's rights and meeting
the basic protection needs of girls and boys in
vulnerable situations

IN GHANA



REFORESTING LAND AROUND
VITAL WATER SOURCED

25%

increase in **incomes derived from**
Non-Timber Forest Products

IN CHAD



STRENGTHENING THE
AUTONOMY OF WOMEN

894

women supported in 2025 through gardening
markets

IN CENTRAL AFRICAN REPUBLIC



PROMOTING WATER
ACCESS AND SUPPORTING
MARGINALIZED POPULATIONS

10,000

residents of N'Ghotto supported in 2025

IN SUDAN



PROVIDING CRITICAL
SUPPORT TO CONFLICT
AFFECTED-POPULATIONS

20,000

individuals in West Darfur, Sudan received hygiene
promotion session by trained community members



Women collecting moringa leaves in the nutrition garden of Koulikoro, Mali



COUNTRIES WHERE CORPORATE FOUNDATION ALLAND OPERATES COMMUNITY PROJECTS

Responsible Sourcing and supply chain risk assessment



DUE DILIGENCE IN OUR SUPPLY-CHAIN AND WITH OUR SUPPLIERS

In the face of the ongoing conflict in Sudan and its impact on the acacia gum supply chain, Alland & Robert is more than ever committed to upholding the highest standards of ethical sourcing, transparency, and responsibility.

Our approach is built on a robust framework of documentation and proactive measures to ensure that our activities do not contribute to or benefit from the conflict. We apply enhanced compliance procedures, in accordance with the United Nations (UN Guiding Principles on Business and Human Rights (UNGPs) and OECD Guidelines (OECD Guidelines for Multinational Enterprises on Responsible Business Conduct). Each of our suppliers undergoes a thorough evaluation and commits to respecting human rights, avoiding collusion with armed groups, and complying with international regulations. Our audits are conducted regularly and documented accordingly.

We maintain a comprehensive set of internal policies, including an **Ethical Policy**, **Internal Code of Conduct**, **Fair Trade Charter**, **Responsible Purchasing Policy**, **Environmental Policy**, and **Local Community Engagement Policy**. These documents guide our operations and ensure alignment with international best practices in sustainability, human rights, and ethical business conduct.

To further strengthen our commitments, Alland & Robert has implemented in 2025 a **Supplier Code of Conduct**, which outlines the expectations we have for all our partners. We also require a **Commitment Letter** from suppliers, affirming their adherence to social, societal, and human

rights standards. To foster accountability and transparency, we have established a **Stakeholder Complaints Mechanism**, a dedicated channel that allows any individual or organization to report concerns or grievances related to our supply chain. This mechanism ensures that issues are promptly identified, investigated, and addressed. Our due diligence process also includes a **Self-Assessment Questionnaire** for suppliers, enabling us to evaluate their compliance with our ethical and sustainability criteria.

To alert Alland & Robert on any violations, please use our stakeholder grievance mechanism:



www.allandetrobert.com/grievance/

We collaborate with various organizations and experts to continuously improve our practices and address emerging challenges. Our work with civil society and local communities aims at ensuring our policies reflect local realities and protect producer livelihoods. This approach is strengthened by the work of the Corporate Foundation Alland, with the majority of the funding being allocated to emergency response to Sudanese refugees in Sudan and Chad (see page 62).

RISKS & CHALLENGES

Alland & Robert regularly assesses **Environmental, Social, and Governance (ESG) risks** within our supply chain. When risks are identified, we take targeted action to mitigate them, ensuring that our operations remain responsible and resilient. Internally, a working group dedicated to the sourcing of raw materials is in charge of proposing ideas, implementing them and making progress with measurable impact on these topics. We monitor conflict risks continuously and adapt sourcing to prevent revenues from funding armed groups.

Among identified risks in our supply chain, one can find human rights violations and traceability loss. This is why Alland & Robert is committed to address these topics publicly, identify and avoid business relationships linked to human rights violations and fully trace acacia gum from producers to us. Following the outbreak of the war, most Sudanese companies exporting acacia gum were forced to leave Khartoum, relocating their cleaning and storage operations to Port Sudan. They now face new working conditions and a more humid climate that is less favorable for acacia gum. Although suppliers face significant challenges, quality and traceability remain the focus of suppliers.



The acacia gum sector as a whole has been severely impacted by the war. Massive displacement has disrupted the work of farmers, suppliers, and those responsible for cleaning and handling the gum, leading to a loss of essential expertise needed to ensure product continuity and quality. The war has also weakened supply chains by damaging trees which are being cut down to produce charcoal as well as facilities and infrastructure, making roads more perilous and increasing insecurity and transport times and costs. Consequently, production has declined and supplies uncertainty and fragmentation has increased.

Kordofan, one of the main senegal gum producing regions, is heavily affected by the conflict. Production has shifted to the Blue Nile State and remains stable there. However, the situation is evolving constantly and rapidly. Sudan's economy remains generally fragile and unstable. No precise data is available to assess the full extent of the economic damage since the conflict began. However, annual inflation remains high, reaching approximately 78% in December 2025, according to the IMF. The Sudanese pound continues to depreciate against the US dollar.

To strengthen our position and relations with our supplier network, Alland & Robert works on the below mitigation actions:

- ↳ Ensuring a sustainable supply and improve quality with a focus on the traceability
- ↳ Deepening knowledge of suppliers and supply chain
- ↳ Supporting and facilitate skills development among our network
- ↳ Ensure and maintain constant communication
- ↳ Focus on the respect of human rights and preventing violations of our ethics chart

INDEPENDENT THIRD-PARTY VERIFICATIONS

In 2026, Alland & Robert took a significant step forward by commissioning an **independent third party** to conduct on-the-ground audits in Sudan. Due to the conflict, on-site audits had become difficult to set-up and follow-up. An independent third party was trained in the Alland & Robert facilities in France before travelling to Sudan to execute audits. This mission lasted several weeks and involved visiting and evaluating **18 suppliers** against a rigorous set of criteria, including **quality standards, sustainability practices, ethical sourcing, and human rights compliance**. These independent audits and conflict-risk assessments aimed at better mapping our supply chain, collaborating with our suppliers and reassuring them of our support to rebuild their operations in the conflict zone, as well as working to prevent and ensure that no extortion, smuggling, or armed control are present along our supply chain in Sudan. After the mission, a debriefing was conducted between Alland & Robert and the third party in order to elaborate an action plan.

These local visits provided firsthand insights and help us verify that our suppliers meet the high standards we demand. Through these measures, Alland & Robert reaffirms its commitment to ethical sourcing, conflict-free supply chains, and the well-being of the communities and individuals involved in the production of acacia gum.

Alland & Robert works continuously to improve and strengthen its due diligence, and no case of extortion, smuggling or armed control in our supply chain were reported as part of our third-party verification in 2026.

Additionally, no cases of grievance were reported to us since the set-up of our third-party grievance mechanism in 2025.

However, we recognize that the situation is complex and constantly-evolving, and that we must pursue and intensify our efforts to prevent and eradicate any violations of our ethical and responsible sourcing policies.

Durable relations with our suppliers



Alland & Robert has developed solid partnerships with an extensive network of African suppliers to ensure security of supply and build long term relationships. We work only with trusted suppliers who agree to apply our standards. We insist on the values of honesty, integrity and loyalty among all our partners, and they are the values we bring to them. We prioritize reliability, quality, capacity, and strategic importance. To develop closer relationships, Alland & Robert establishes collaborative meetings, encourages direct and frank communications and aligns processes to ensure efficiency and effectiveness throughout the supply chain.

THE AUDITING OF OUR SUPPLIERS AND THEIR FACILITIES

Our company growth depends entirely on our ability to meet our clients' needs and expectations, and therefore those of our final consumers, in terms of quality and safety. That is why it is essential for us to offer total traceability on our products.

Every year, Alland & Robert carries out an annual audit of all our suppliers in Africa, in the presence of our Quality Manager and CEO Charles Alland at the first semester of the year. We have also checked the conditions at our raw material suppliers' facilities, made an inventory of their facilities, and monitored the implementation of any maintenance actions required as a result of these audits.

Alland & Robert's audit includes a traceability test. The audit is carried out according to strict safety, quality, ethical, environmental, safety and quality criteria.



traceability tests performed in 2025

Suppliers are evaluated every year based on their performance, including CSR criteria. At all times, the Quality team is available to suppliers to provide guidance, help implement solutions and share any relevant information to support suppliers.

FAIR RELATIONS

Alland & Robert has been strongly committed to its suppliers in Africa for several years.

This long-term involvement illustrates our desire for safety of supplies, transparency as well as honest relationships. We are convinced that we can only achieve sustainable development and growth through fair, trusting relations with our partners.

That is why we offer a fair price for the acacia gum, based on our market knowledge and feedback from our suppliers. This fair price will enable our suppliers to decently pay farmers while investing to grow their company.

In Sudan, due to the on-going conflict, Alland & Robert supports some suppliers by pre-paying the harvest.

Alland & Robert also provides suppliers with maintenance, equipment and training support.

Suppliers are encouraged to implement fair, responsible and sustainable practices that align with Alland & Robert values and commitments. Alland & Robert has provided intensive support to suppliers for the obtention of the Fair For Life certification. As per the certification guidelines, our certified suppliers benefit from higher than market gum acacia purchasing price, 3-years commitments and specific purchasing conditions including environmental and societal good practices.



Fair For Life purchasing amount donated by Alland & Robert to its suppliers for the creation and support of a Development Fund.

SUPPLIER INTEGRATION TO OUR NETWORK

We integrate our suppliers into our value chain, in order to engage in long terms relationships. In order to achieve a successful and positive integration, we make sure that all our partners comply with our charters and safety, ethical, environmental and societal standards.

As part of our due diligence process, we ask our suppliers to commit to complying with local and international labor laws and ethical business practices. **Illegal acts, bribery, corruption, any other type of fraudulent business practices such as conflict financing, even indirect, are strictly prohibited. Alland & Robert prohibits any form of exploitative practices** such as forced labor, child labor, or human trafficking within our supply chain. To prevent and eradicate any form of forced labor and/or child labor, suppliers provide, maintain and update an employee register with dates of birth, and make sure that the minimum age to work applies to all, at all times.

Suppliers must ensure safe, hygienic and fair working conditions for all employees, including freedom of association, right to collective bargaining, payment of living wages, upholding **anti-discrimination policies** and promoting equal opportunities.

All parties must communicate with sincerity and honesty so that challenges can be resolved.

Alland & Robert has a crisis management procedure in place which suppliers are part of, and a grievance mechanism for its supply-chain.

Initiatives aiming at supporting our suppliers are encouraged, and Alland & Robert puts several actions in place to bring support and guidance to its network.

- ↳ Design and installation of several sorting lines at our supplier's facilities.
- ↳ Support of our suppliers social and environmental projects such as the building of clinics, wells, schools or other infrastructures.
- ↳ Fair price to help our suppliers grow their activity.
- ↳ Continuous exchanges regarding microbiological analysis, in order to help our suppliers learn and improve their credibility in terms of method, number and analysis relevance.

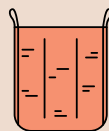


100%

raw material suppliers are required to sign the Suppliers' Chart (code of conduct)

every 5 years

suppliers must resign our Suppliers' chart



37%

of raw material suppliers were using Big Bags in 2025, a sharp decrease from 2023 due to difficulties linked to the conflict in Sudan.

THE BIG BAGS PROJECT

Since 2016, Alland & Robert has helped all raw material suppliers to transition to the delivery of raw materials in Big Bags of 2 metric tons. Alland & Robert has provided technical support, equipments (ramps, bucket elevators, trolleys), and human resources (several visits to suppliers were made to provide training) to facilitate the transition. This project allows a significant decrease in the physical efforts the operators and suppliers teams have to make to load or unload raw materials.

Human rights



In this sudanese village, school is held in the shade of the trees. Pictured in 2021

By integrating principles into Alland & Robert's operations and supply-chain, we hope to demonstrate a genuine commitment to the respect of human rights and the contribution to a more just and equitable world.

Alland & Robert leads by exemplarity and advocates for an ethical natural gums supply-chain where human rights are respected at all levels and in all circumstances. More broadly, Alland & Robert is committed to respect and promote human rights in society at large. This approach is guided by the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights, the Universal Declaration of Human Rights (UDHR) and the core labor conventions of the International Labor Organization (ILO).

DOCUMENTING THE RESPECT OF HUMAN RIGHTS

Respecting human rights is a fundamental aspect of Alland & Robert's ethical behavior and governance. Our clear and public commitment to respect human rights is promoted in several documentation and commitments throughout the company, such as the Alland & Robert

Human Resources policy, the Ethics chart and the Sustainable Purchasing Policy, as well as through formal declarations linked to several certifications and pledges. There are internal guidelines for human resources, such as anti-discrimination practices, health and safety standards in place and clearly communicated in the company to create awareness and education. These policies and protocols are developed and implemented in addition to an whistleblowing mechanism in place within the company. Corrective actions are taken as needed, and Alland & Robert's approaches evolves constantly to answer the world's evolution.

O

violations of our ethical and responsible sourcing charts were reported in 2025, and over the last 5 years

HUMAN RIGHTS IN THE GUM ACACIA SECTOR

Human rights risks and impacts associated with the company actions, operations, or supply chains are assessed, including the scope of stakeholders such as suppliers.

Alland & Robert fosters a culture of respect for human rights within its organization and among stakeholders.

Through certification and consultations with organizations related to the natural gum sector, Alland & Robert engages with stakeholders and includes various affected communities, NGOs, suppliers, harvesters and experts to understand their perspectives, concerns, and priorities. Alland & Robert advocates for Human Rights in the natural gum industry and communities. In this context, Alland & Robert successfully obtained in 2023 the Fair For Life certification for gum acacia.

Alland & Robert is particularly focused on the prevention and eradication of any form of forced labor and child labor in the gum acacia industry.

All raw material suppliers are made aware of the utmost importance of the prevention and eradication of child and forced labor in our industry. To enforce this, we require that the minimum age to work applies to all, at all times. 100% of our raw material suppliers are required to provide, maintain and update an employee register with dates of birth. Alland & Robert allocates resources such as audit time to conduct inspections and enforce our policies. We support social programs and education to reduce child labor vulnerability.

Alland & Robert also documents the gum acacia supply-chain, assesses the risk of forced labor and regularly inspects and audits all suppliers to actively seek out any forced labor issue. In this context, purchase orders or trade agreements require prior commitments by our suppliers on the topics of forced and child labor.

In addition, Alland & Robert consults and takes into account all data available related to forced labor and child labor. The American Bureau of International Labor Affairs (ILAB) does not identify the gum acacia industry as a source of child and/or forced labor*. Human rights concerns arise from the United Nations Human Rights Office of the High Commissioner**, which is why Alland & Robert has heightened its due diligence over the last two years (see page 51, 52, 64, 65) and is working continuously on this topic. Alland & Robert remains more than ever committed to sustainably developing the natural gums resources, in partnership with harvesters and local companies. This commitment means ensuring a sustainable supply of gum acacia while supporting local people to participate in the harvest and earn a living. Certifications such as Fair For Life are a supporting tool we use to ensure responsible sourcing.

Finally, Alland & Robert conducts advocacy and commitment on this topic to raise awareness and bring effective enforcement of robust trade mechanisms to combat forced labour in all supply chains. We acknowledge that more must be done to tackle this complex and constantly-evolving issue.

* <https://www.dol.gov/agencies/ilab/resources/reports/child-labor>

** <https://www.obchcr.org/sites/default/files/documents/countries/sudan/2026-07-15-sudan-trend-analysis-report.pdf>



100%

of raw material suppliers are asked to maintain and update an employee register with birthdates.



Schoolchildren in Sudan.
Pictured in 2021

Indicators



SDG 1:
NO POVERTY



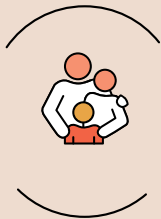
425 children supported in the village of Khouloum, in Mali



25% increase in incomes derived from Non-Timber Forest Products in Ghana

3,000

households supported in Mali



6,700

households in Sudan benefiting from a WASH program

10,000

residents of N’Ghotto having regained access to water in Central African Republic



SDG 3:
GOOD HEALTH AND WELL-BEING



1

self-assessment questionnaire that all raw-material suppliers are required to fill

0

case of extortion, smuggling or armed control in our supply chain were reported as part of our third-party verification in 2026.

0

cases of grievance were reported to us since the set-up of our third-party grievance mechanism in 2025.



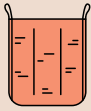
every **5** years

suppliers must resign our Suppliers’ chart (Code of conduct)

However, we recognize that the situation in Sudan is complex and constantly-evolving, and that we must pursue and intensify our efforts to prevent and eradicate any violations of our ethical and responsible sourcing policies.



SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION



37% of suppliers are using
Big Bags of 2 tons



82.2/100

Score obtained at the Fair
For Life audit 2025



SDG 8: DECENT WORK AND ECONOMIC GROWTH



31

suppliers in several countries to
ensure safety of supplies and
diversification



1

supplier code of conduct to
formalize all our ethical, social and
environmental standards



1

third-party grievance mechanism to
alert Alland & Robert of supply-
chain violations



100%

suppliers are required to
create, maintain and update
an employee register with
birthdates to prevent child
labor.



100%

raw material suppliers are
required to sign the SMETA
code of conduct



100%

employees are informed
on corruption, bribery,
fraud, business ethics and
misconduct in 2025



100%

buyers are trained in social and
environmental issues within the
gum acacia supply chain.



SDG 15: LIFE ON LAND



2,852

people supported in Ethiopia for forest
resources management



25,000+

trees planted between 2020 and 2026
by the Corporate Foundation Alland



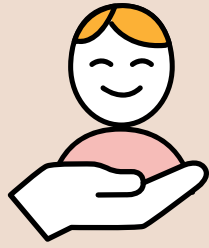
26,700

hectares of land restored in Mali with NGO
Tree Aid



6,621

households supported in Ethiopia to create
sustainable livelihood opportunities



04 Supporting each member of our teams



Policy

Alland & Robert publicly expresses its commitment to meet its responsibility to respect internationally recognized human rights standards, including the rights set out in the International Bill of Human Rights and the principles concerning fundamental rights set out in the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

Alland & Robert is committed to complying with all relevant laws and regulations at local, national, and international levels. In our company, our human resources are focused on the below priority concerns:

- ↳ **SAFETY AND SECURITY**
- ↳ **DIVERSITY, EQUALITY, INCLUSION**
- ↳ **QUALITY OF LIFE AT WORK**
- ↳ **TRAINING AND TALENT MANAGEMENT**
- ↳ **SOCIAL DIALOGUE**

Alland & Robert is committed to the support of its employees, and to create a comprehensive human resources policy considering various aspects of employment, workplace culture, and legal compliance.

The Human Resources department is responsible for the policy and communicating it. All directions are responsible for implementing it. Alland & Robert will ensure that:

- Alland & Robert is committed to the respect for human dignity and has a zero-tolerance policy for child labour, forced labour and undeclared labour.
- Employees are encouraged to be receptive to the personal impact they can have on this policy and to report areas of concern.
- Health and safety is a priority, a right and a duty.
- Equity is a universal moral obligation and a priority for the teams of Alland & Robert.
- Alland & Robert encourage professional development through training and a policy of promotion and voluntary internal mobility.



The management of Alland & Robert is committed to the continual improvement of our human resources efforts, in compliance with Alland & Robert obligations and commitments.

By adopting and consistently implementing this policy, Alland & Robert aims at contributing to a more sustainable future while enhancing the well-being of Alland & Robert employees and creating a positive business environment.

Safety and security



PUTTING SAFETY FIRST IN THE WORKPLACE

Alland & Robert proactively takes action in order to protect employee health and safety in the workplace. We constantly evaluate professional risks with the help of external parties. There are procedures in place to prevent risks and dangers for health and safety of internal and external parties, and they are well controlled when the company makes changes to its facilities or operations.

Dangerous substances and equipments are assessed and procedures are in place to minimize risk. Chemical risks are particularly taken into account and training is provided. Reminders and information including procedures in case of emergency, internal regulations and legal information, are at the disposal of employees in all workplaces.

Since 2014, Alland & Robert has regular audits to measure and evaluate technical risks as well as the safety of the production installations. Alland & Robert has also improved the safety of both production sites by implementing an employee fingerprint recognition system. A defibrillator is installed on every Alland & Robert site.

All Alland & Robert employees have been offered the possibility to do a first aid training. Today, 30% of employees are able to provide instant relief in case life threatening accidents were to happen. The company hired a fireman as inhouse certified trainer, to keep all collaborators up to date on all safety and security trainings.

All new Alland & Robert buildings respect the highest environmental standards. Raw materials are mainly received in Big Bags, which reduce penibility and risk in the factory.



30%

of employees are certified first-aid rescuers



PERSONAL PROTECTIVE EQUIPMENT (PPE)

Wearing PPE is always recommended and sometimes made compulsory for the exercise of some activities at Alland & Robert. PPE can include gloves, dust masks, overalls, shoes, helmets, glasses, hearing protection, etc. Managers and supervisors are encouraged to lead by example. Alland & Robert provides freely a variety of PPE options to accommodate different job roles and tasks, as well as tailor PPE requirements based on specific workplace hazards.

In 2024, Alland & Robert has worked with an external party to assess risks linked to exposure to noise and their relevance in the workplace, with the goal to provide better PPE to employees if necessary.

Alland & Robert informs employees about the risks and conditions of use of PPE, as well as the specific types of PPE relevant to the workplace. Alland & Robert provides training to employees regarding the use of PPE. Internal regulations at Alland & Robert extensively describe the impacts of wearing PPE and clearly outline consequences for non-compliance with PPE guidelines. The use of PPE is only considered in addition to other risk elimination or reduction measures in place in the company.

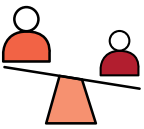
Visual reminders and posters are at the disposal of employees, including procedures in case of emergency, internal regulations and legal information.

Diversity, equality, inclusion



44%

managers (non including the board of directors) are women



0

discrimination case reported in 2025 and over the last 5 years

EQUITY

Equity in the treatment of all without distinction of sex, ethnic origin, religion or convictions, disability, age, sexual orientation or nationality, is a universal moral obligation and a priority for the workers of Alland & Robert. Promoting equity at Alland & Robert involves ensuring fair and just treatment for all employees, regardless of their background, identity, or characteristics. We focus on creating equal opportunities and addressing potential disadvantages to foster an inclusive workplace.

Recruitment criteria are only based on competency to hold the job, potential for evolution, and the ability to share the values of our family company. Other focuses of the Human Resources policy on equity include equal pay, training and performance evaluation.

GENDER EQUALITY

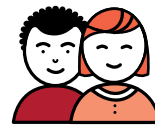
Promoting gender equality in a company is essential for creating an inclusive and diverse workplace.

Alland & Robert's top leadership is committed to gender equality and communicates this commitment through the company mission and values. Pay scales are transparent and based on skills, experience, and responsibilities rather than gender, and to address gender pay gaps if there are any.

Inclusive recruitment and hiring practices are in place, such as gender-neutral language in job descriptions and unbiased recruitment processes. Equal access to training, mentorship,

and career development opportunities are provided regardless of gender. Work-life balance is promoted, and employees are encouraged to take their vacation days.

Clear anti-discrimination and anti-harassment policies are in place and communicated to employees, and Alland & Robert has established a whistleblowing procedure for reporting and addressing discrimination and harassment.



6%

Standard pay gap between female and male managers

INCLUSION

Alland & Robert works on creating a workplace where individuals from diverse backgrounds feel valued, respected, and included. Alland & Robert works constantly on fostering a culture of open communication, collaboration and safety.

In line with the French regulations, Alland & Robert tries to develop inclusive hiring practices and increase the recruitment of persons with special needs and different abilities. Inclusive recruitment practices are in place, such as job descriptions and application processes that are accessible to individuals with different abilities and provide information about accessibility features in the workplace. Alland & Robert collaborate with disability service providers to build relationships with the community and seek guidance and resources to better understand disability inclusion.

FAIR WAGES

NGO Fair Wage Network describes a living wage as one that enables basic needs to be met while ensuring a secure future through precautionary savings. Based on a study by Institute for Economic and Social Research (IRES) and updated data from ObSoCo (French Observatory of Inequalities and Solidarities), Alland & Robert has conducted a study and is committed to paying close attention to employee remuneration levels in order to offer fair pay that aligns with professional contributions, labor market, and the net income required for a decent standard of living.



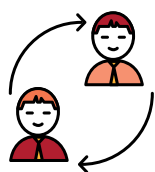
Quality of life at work



Employee satisfaction, well-being, and overall productivity are some of the benefits of a good quality of life at work.

Alland & Robert implements an action plan to help improve and maintain the quality of life in our facilities. Alland & Robert is watching staff turnover as a representation of the wellbeing of our employees in the company. It is vital for us to provide a workplace where people from all backgrounds feel comfortable, to reward talent through competitive salaries and benefits.

Alland & Robert gives particular priority to employee loyalty as the company has been a family enterprise for six generations. We are committed to maintaining a positive working atmosphere conducive to our employees well-being and fulfilment.



15%

Staff turn over 2025

LIFE AT ALLAND & ROBERT

Alland & Robert promote Work-Life balance by discouraging excessive overtime and providing flexibility when possible, such as remote work options or flexible hours. Remote work is allowed when the position is compatible. Alland & Robert fosters a culture of open communication where employees feel comfortable discussing concerns or seeking support. The company provides regular feedback and encourage two-way communication between management and staff.

Wellness Programs promote a healthy lifestyle in the company. Initiatives such as book sharing, fitness sessions, cooking tips sharing and participation to sports event are encouraged. In the Saint Aubin offices, a resource person has been trained as a yoga teacher and offers regular classes. In the Paris and Saint Aubin offices, Saint-Aubin factory and Port-Mort factory, free self-service fruit baskets are distributed weekly.

A "recognition medal" program is in place to reward employees for their time spent in the company. Some employees have worked their whole career at Alland & Robert. We are proud that our employees feel comfortable in the company they work for, and we believe this is an indication that Alland & Robert is offering good working conditions. The company goal is to create a positive culture and company loyalty through this program. All recognition medals are celebrated during a yearly plenary session.

An agreeable workspace environment is in place in all facilities, focusing on comfortable and pleasing workspace. Lighting, ergonomic furniture, and break areas are part of Alland & Robert's initiative to contribute to a positive work environment.



100%

employees have healthcare coverage

INDIVIDUAL AND COLLECTIVE PERFORMANCE

Collective performance is the result of the cohesion of the team around the shared goal of growth of Alland & Robert. Values such as team work, collaboration, innovation and adaptability are rewarded. Individual and collective performances are recognized by variable pay criteria, and they are evaluated and measured regularly. Alland & Robert is committed to reward employees competitively and attractively for their personal and collective performance, as both aspects are essential for the overall success and sustainability of our company, and we believe balancing individual and collective performance evaluations contributes to a well-functioning and productive workplace.

HARASSEMENT

Developing an anti-harassment procedure is crucial for creating a safe and respectful workplace. Alland & Robert is committed to maintaining a workplace free from harassment under any forms such as psychological or sexual harassment. Harassment can occur between employees, between employees and supervisors, or involving third parties. The company asks each employee to report to the Management, which will implement the necessary resources to assess and put a stop to any situation of harassment. A procedure is in place in the company to report harassment via a safe and

confidential reporting channel. Upon report of harassment, an assessment of the complaint will be initiated via a thorough and fair process. Retaliation against individuals reporting harassment is strictly prohibited.

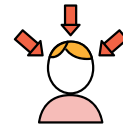
Since 2023, one employee has been designated as a "harassment resource person" and is providing support and guidance for any employee who might need it. All CSE (works council) members are trained for harassment prevention and management.



113

harassment questionnaires were distributed among team members in 2024

Alland & Robert is committed to creating a culture of respect and inclusion, which is key to prevent harassment in the workplace. Clear anti-harassment policies are communicated to employees and available on all workplaces. Alland & Robert has established a whistleblowing procedure for reporting and addressing discrimination and harassment.



0

case of harassment in the last five years

We reinforce our commitments to these principles through training, communication, and consistent enforcement of anti-harassment policies.

ETHICAL PRACTICES

Alland & Robert intends to comply with all ethical regulations and conduct its business as ethically as possible. The company oversees that each of its workers, suppliers and shareholders behave irreproachably in their daily work. Corruption and influence peddling, in all their forms, are criminal offences leading to heavy sanctions, both for a company and for a person participating in any form of corruption, even indirect. Alland & Robert complies with the various applicable laws on the prevention of corruption and influence peddling. These criminal acts are the subject of zero tolerance within the company and expose their perpetrators to disciplinary measures that may go as far as dismissal for misconduct of the worker concerned and proceedings before the civil and criminal courts.

In addition, Alland & Robert is committed to fight all exploitative practices in the company and among

its stakeholders. Alland & Robert has developed and implemented a comprehensive ethical business policy and code of conduct that explicitly respect human rights and prohibit child labor, forced labor, human trafficking and other exploitive practices. This commitment is clearly communicated to all employees and stakeholders. Alland & Robert has implemented due diligence processes to assess and address potential ethical and social risks within the company's operations and supply chain. These processes are regularly reviewed and updated to adapt to changing circumstances. Collaboration, audits and certifications are Alland & Robert's tools to create transparency, monitoring and engagement in its supply chain and among all stakeholders and external parties working with us. Employees who inform a certification body about labor law issues at Alland & Robert are not discriminated against, intimidated or penalized.

Alland & Robert advocates for ethical supply chains and leads by exemplarity in order to be the leader of a fair industry that respects human rights and the environment. In this context, Alland & Robert obtained in 2023 the first ever Fair For Life certification for acacia gum. Fair trade promotes healthy and beneficial trade for people and the Earth. Participating in this collective effort makes all Alland & Robert employees particularly proud.

RAISING EMPLOYEE AWARENESS TOWARDS SUSTAINABILITY

A key element of our sustainable development management approach is the awareness of our employees towards the environment, and the promotion of internal environmental friendly actions, like paper saving, recycling or waste reduction. We want to make sure that our employees understand the importance of sustainable development, agree and participate to our sustainability projects. Since 2014, as part as raising employees awareness, we encourage supervisors and managers to monitor our energy indicators, and comply with their recommendations in the next few months.

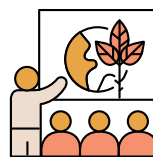
Since 2015, a newsletter is internally sent in order to create awareness on Alland & Robert's actions toward Corporate Responsibility and low carbon plan, but also awareness on general topics such as climate change, water security, deforestation and biodiversity issues, etc.



Since 2019, as part of an education toward sustainability and plastic waste, Alland & Robert provides all employees with a personal non-plastic bottle to drink water, coffee or tea. Plastic cups inside the offices have been banned.

Water fountains have been implemented on all our sites and have drastically reduced the number of plastic bottles purchased every year.

In addition, our offices of Saint Aubin have installed a compost station to reuse of organic waste. All employees can bring their own personal waste. Recycling stations have been installed on all sites.



100%

employees informed on sustainability



Finally, the Climate Fresk is being deployed since 2025 among company employees. So far, 36% of collaborators have taken part into a Climate Fresk. The Climate Fresk is a 3 hours workshop developed to teach anyone the fundamental science behind climate change and empower people to take action. More information on: climatefresk.org



36%

of collaborators have taken part into a Climate Fresk

Training and talent management



The confidence of the workers in the company stems from the fact that Alland & Robert recognizes their worth and encourage their professional development through a policy of promotion and voluntary internal mobility. At heart, we want to find a good balance between external recruitments and internal promotions in order to reinforce the motivation of our workers while providing new talents and evolving our working methods.



100%

employees with a unique career development plan

EMPLOYMENT STANDARDS

Alland & Robert aims to maintain and increase their skills and employability employees thanks to continuous trainings. We attribute a high value to the development of our collaborators, not only for the future of the organisation, but also so they are ready to face the constant changes within the world.

The success of our business depends on attracting and retaining the best people. Alland & Robert maintains high employment standards, and our recruitment policy includes non-discrimination criteria that will allow new employees to be fairly selected regardless of their gender, age, race, religion or any other characteristics protected by law.

TRAINING

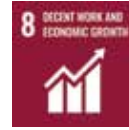
We permanently invest in training our employees to help them develop their knowledge and skills. Their commitment and motivation are essential to the company's good health. We aspire to high standards of employment progression and invest in the development of our teams. We offer development opportunities to enable our employees to gain new skills. Our approach includes performance assessment and training. Our goal is for our people at all levels to receive regular performance appraisals.

Since 2014, Alland & Robert has formalized a training plan for every new arrival at Alland & Robert. This training plan includes a meeting with every relevant person from various departments that the employee will work with.

Human resources meeting as well as quality and safety trainings for all newcomers are in place. Quality and safety trainings are adapted depending on the profile of the new employee. Finally, all new operational employees are paired with a "mentor", a senior person who will help them develop their professional skills. All Alland & Robert employees will have a yearly interview with their manager to review their training needs, work comfort, and career opportunities. In addition, every other year, employees have a meeting with the Human Resource department in order to discuss training opportunities and personal development.



Social dialogue



Social dialogue is at the core of the harmony within our company and is thus the essential stone for the reduction of social conflicts. Encouraging social dialogue at Alland & Robert is crucial for fostering a positive and inclusive work environment. Social dialogue involves open communication, collaboration, and discussion among employees. Alland & Robert sets up and implements strategies to encourage social dialogue at all the company levels:

COMITÉ SOCIAL ET ECONOMIQUE (WORKS COUNCIL)

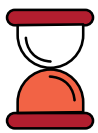
Since 2014, Alland & Robert has set up a "Comité Social et Economique" or CSE, composed of elected employees representing 100% of the staff. Alland & Robert organizes the election of the CSE members every 4 years. The ballot is organized within 90 days of informing employees. The election takes place by secret ballot in an envelope or by electronic vote.

The role of this committee is to interface between employees and employer on various subjects, like the evolution of the company, the safety in the work place, working time, training policy, social and cultural activities for the employees.



100%

employees are covered by CSE representatives



19.6 hours

average training time per employee in 2025

In 2025, Alland & Robert employees benefited from 706 hours of internal training, on various topics such as fire prevention, driving permits, rescue at work. Alland & Robert employees received 537 hours of external training on topics such as recycling, driving permits, languages, IT, electrical accreditation.

Since 2015, Alland & Robert is accredited to be able to provide first aid training.

STUDENTS & YOUNG PROFESSIONALS

As an international growing company and worldwide key player on our market, we believe it is our duty to give back and help train students and young professionals, who are the next generation of collaborators. Every year, we hire several interns, apprentices and students in order to allow them to discover what we do, share our passion, but also to allow them to gain experience for future employment.

Alland & Robert has hired several long terms apprentices alternating time at school and time working in in the last 5 years. Alland & Robert has trained young professionnels in the maintenance department, at the laboratory and in the administrative department.

HUMAN RESOURCES COMMUNICATIONS

Alland & Robert undertakes to ensure transparency of its communication to the workers thanks to various approaches: An annual appraisal meeting is systematically carried out with each employee.

All employees have access clear information about their rights, duties and benefits; The Human Resource team is providing information supports at all times, and sending a dedicated newsletter to all employees every month.

ENCOURAGING SOCIAL DIALOGUE

Alland & Robert management and managers are actively engaged in open and honest communication to set a positive example for the rest of the organization. Various channels of communications exist, including regular team meetings, individual meetings, plenary sessions and digital platforms to facilitate ongoing conversations.

Feedback is encouraged and allows employees to express their opinions, concerns, and suggestions. This feedback can be anonymous if necessary thanks to a reporting procedure in place.

In 2026, Alland & Robert implemented a new «Idea Box» process, managed through an on-line form where all employees can anonymously share ideas regarding the improvement of any aspect of their professional lives, and give honest feedback. Ideas are then shared to the relevant department, studied, and a feedback is collectively given through an internal newsletter.



ideas received in 2026 through the «Idea Box» process



issues of health & safety, legality, authenticity, integrity, fraud or human rights reported in 2025

Company updates, goals and challenges are shared transparently through an internal communications newsletter, a human resources newsletter, and plenary sessions.

By implementing social dialogue strategies, Alland & Robert hopes to create a culture that values transparency, encourages collaboration, and fosters a sense of community within the organization.



employees covered by the collective agreement in Import-Export and International trade

Indicators



SDG 1:
NO POVERTY



certification
obtained in 2023



9

interns, PHD, alternating students in 2025



100%

employees have healthcare coverage



100%

employees have a unique career development plan



100%

employees are covered by the collective agreement in Import-Export and International trade



SDG 3:
GOOD HEALTH AND WELL-BEING



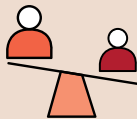
15%

staff turn over in 2025



1

harassment resource person



0

discrimination or harassment case in 2025 and over the last 5 years



100%

members of the works council trained to harassment prevention and management



113

harassment questionnaires were distributed among team members in 2024



3%

of employees are considered minority and/or vulnerable and/or special needs



100%

employees are represented by a member of our CSE



6

ideas received in 2026 through the «Idea Box» process

WORKPLACE ACCIDENTS FREQUENCY

2023

78.64

2024

164.38

2025

72.45

SEVERITY RATE OF WORKPLACE ACCIDENTS

2023

2.90

2024

3.43

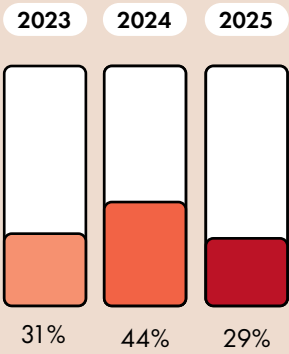
2025

2.46

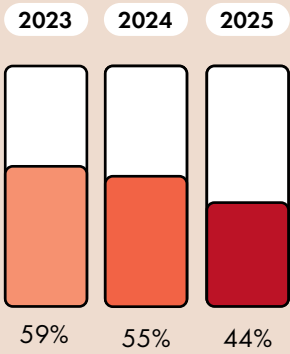


SDG 5:
GENDER EQUALITY

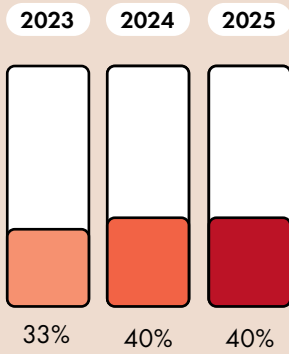
% WOMEN IN THE
ORGANIZATION



% WOMEN IN MANAGEMENT POSITION
(non-including the board of directors)



% WOMEN MEMBER OF THE
BOARD OF DIRECTOR



STANDARD PAY GAP BETWEEN FEMALE
AND MALE MANAGERS 2025

6%



SDG 8:
DECENT WORK AND ECONOMIC GROWTH



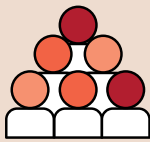
7.3 years

Average time spent at
Alland & Robert by employees



100%

inspections are above the
safety objectives



1

Plenary session
every year



AVERAGE TRAINING
HOURS PER EMPLOYEE

2022

14.3

2023

6.27

2024

20

2025

19.6



SDG 12:
RESPONSIBLE CONSUMPTION AND PRODUCTION



36%

of collaborators have taken part into a
Climate Fresk



Documentation



The Alland & Robert documentation is available upon request at sustainability@allandetrobert.fr

POLICIES

- ↳ CSR policy – summary
- ↳ Ethics policy and code of conduct
- ↳ Human Resources policy
- ↳ Sustainable purchasing policy
- ↳ Environmental policy
- ↳ Information security policy
- ↳ Impact and ethics policy
- ↳ Local community policy
- ↳ Suppliers Code of Conduct
- ↳ Suppliers Grievance Mechanism

CHARTS

- ↳ Biodiversity chart
- ↳ Fair trade chart

REPORTS

- ↳ The Corporate Foundation Alland report 2025
- ↳ The Corporate Foundation Alland report 2024
- ↳ The Corporate Foundation Alland report 2023
- ↳ The Corporate Foundation Alland report 2022
- ↳ The Corporate Foundation Alland report 2021

CERTIFICATIONS

- ↳ BRC
- ↳ HACCP method
- ↳ ANSM
- ↳ ISO
- ↳ ECOVADIS scoring
- ↳ SEDEX link and SMETA (Sedex Members Ethical Trade Audit)
- ↳ CDP scoring (climate and water)
- ↳ Organic and NOP
- ↳ NON GMO
- ↳ LOW FODMAP
- ↳ COSMOS
- ↳ FAIR FOR LIFE

OTHERS

- ↳ Suppliers Commitment Letter
- ↳ Suppliers self-assessment questionnaire





www.allandrobert.com

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Alland & Robert, Véronique de Viguerie, Agence Odds, Atelier MBB, Tree Aid, Aura France.



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FSC-labeled paper.