

CONNECTED VALUE



2025
SUSTAINABILITY REPORT



SUCAFINA

Contents



01 INTRODUCTION

04
About This Report

05
A Word from the CEO

07
A Word from the Sucafina
Instant MD

07
A Word from the Beyers Koffie
CEO

08
2025 Sustainability Highlights

10
2025 Sustainability Progress
Snapshot

02 ABOUT SUCAFINA

12
Summary

13
History of Sucafina

15
Locations

16
Vision, Values & Purpose

17
Employee Engagement,
Learning & Development

03 OUR APPROACH TO SUSTAINABILITY

21
Building Resilient Supply
Chains in an Uncertain Market

22
Our Sustainability Journey

23
Sustainability Strategy &
Governance

28
IMPACT Program

04 OUR PILLARS

37
Investing in Farmers

46
Caring for People

58
Protecting Our Planet

05 APPENDIX

65
GRI Content Index

69
Sucafina Policies

69
Membership of Associations



01 INTRODUCTION

About This Report	04
A Word from the CEO	05
A Word from the Sucafina Instant MD	07
A Word from the Beyers Koffie CEO	07
2025 Sustainability Highlights	08
2025 Sustainability Progress Snapshot	10

About This Report

This Sustainability Report provides a comprehensive overview of Sucafina’s sustainability approach and performance from January 1 to December 31, 2025.

The report has been prepared with reference to the Global Reporting Initiative (GRI) standards, but has not been externally reviewed. We followed this framework where possible, making a number of disclosures, which are listed on pages 65 to 68. We have reported on the topics most material to us and our stakeholders; these are outlined on page 25. The boundaries for our material topics are disclosed throughout the report.

Sucafina is a commodity merchanting company trading exclusively in coffee. Coffee procurement and trading, from farm gate to shipment, are the essential expression of the company’s activities. The company’s activities in producing countries and its management practices in relation to suppliers are therefore the main drivers of sustainability.

While Sucafina has sales offices in several consumer markets, unless otherwise mentioned, the scope of this report focuses primarily on the company’s activities in coffee-producing countries – namely Brazil, Burundi, China, Colombia, Ethiopia, Guatemala, India, Indonesia, Kenya, Papua New Guinea, Rwanda, Tanzania, Uganda and Vietnam.

Please contact Justin Archer, Head of Sustainability, [by email](#) with any questions or comments.





A WORD FROM THE CEO Nicolas A. Tamari

CEO, Sucafina SA

Sucafina has navigated a year of uncertainty by sharpening its Sustainability Strategy, strengthening accountability and our commitment to creating opportunities to improve lives.

2025 began under the shadow of deep global uncertainty. Armed conflict escalated in several regions, with the suffering of too many weighing heavily on us all. Economic fragility, rising protectionism and a fragmented geopolitical landscape created a sense of instability that few industries could ignore. At times, it seemed that momentum around sustainability was slowing, as ESG commitments came under pressure and donor funding declined. For coffee, an industry already navigating volatility, regulatory pressure and the consequences of climate stress, the outlook felt particularly challenging.

The regulatory environment added its own complexity. The back-and-forth around the European Union Deforestation Regulation (EUDR) has forced companies like Sucafina to reprioritize plans, redeploy resources and reaffirm our long-term commitments. At the same time, evolving regulatory requirements have accelerated investment in traceability, data and increasingly AI-enabled tools to better manage complex supply chains. We believe **well-designed sustainability regulation, even when the implementation path is uncertain, ultimately raises the bar for the entire industry and creates a more level playing field for those already committed to responsible sourcing.**

Accountability is at the heart of our evolution this year.

Now one of our company values ([see page 16](#)), it guides our decisions, anchors difficult trade-offs and keeps us focused on our purpose – creating opportunities to improve lives.

2025 marked five years since we developed our 2030 Sustainability Strategy. Much has changed since 2020, both within Sucafina and across our industry. **After five years of implementation, consultation and learning, we undertook a comprehensive mid-term review to ensure our approach remains relevant, effective and clearly understood.**

The result is a simplification and sharpening of our IMPACT Goals, centered around Connected Value ([see page 23](#)). **This streamlined framework better reflects the sustainability priorities of our entire business – including Beyers Koffie and our Instant operations – and ensures we remain accountable to farmers, coffee communities and clients.**

Despite the difficult start to 2025, the second half of the year revealed a more encouraging reality. We witnessed renewed engagement from clients who recognized that sustainability, traceability, human rights and environmental stewardship are not optional, but intrinsic to brand equity and consumer trust.

A Word from Nicolas A. Tamari (continued)

By year-end, we reached a significant milestone: **43% of our sales were responsibly sourced or traceable to farm level, a strong signal that our long-term investments are aligned with market expectations.**

Most importantly, **we closed the year with record external investment into new sustainability initiatives, and I would like to thank our partners for their continued trust.** Their support reinforces our conviction that sustainability remains a driver of shared value – for farmers, clients, communities and our business.

Ensuring this investment translates into meaningful impact on the ground is critical. While higher coffee prices have created a window of opportunity for some farmers to invest in their farms and livelihoods, many are still recovering from previous cycles. Real progress will require timely support, long-term partnerships and practical, forward-looking investment.

In today’s environment, this cannot be achieved through a one-size-fits-all approach. We must act locally. **Sucafina’s ‘boots on the ground’ model – with teams at origin working directly with farmers – enables us to deploy investment efficiently, respond to specific needs and deliver impact where it matters most.**

The road ahead is not free of obstacles. Global uncertainty will persist, and the regulatory landscape will demand ever greater precision, data quality and responsibility from all actors.

Yet periods of disruption can also accelerate positive change. Just as rising energy costs have driven investment in alternative solutions, today’s challenges may help strengthen the case for more resilient and responsible systems.

If we continue to act responsibly, hold ourselves accountable and work with stakeholders who share those commitments, I am confident that better times lie ahead.

Nicolas A. Tamari
CEO, Sucafina SA
May 5, 2026

“Most importantly, we closed the year with record external investment into new sustainability initiatives, and I would like to thank our partners for their continued trust.”



A WORD FROM Joseph Massoud

MD, Sucafina Instant



In last year’s Sustainability Report, we spoke about sustainability with purpose and how Sucafina Instant is anchoring its actions in what truly matters. Over the past year, our focus has been on taking that commitment further, turning intent into structure and progress into momentum.

As part of the Sucafina Group, our purpose remains clear: creating opportunities to improve lives. What has evolved is the degree to which we are deliberately embedding this purpose into our day-to-day operations and long-term planning. In a context where expectations around sustainability continue to rise, clarity and consistency are essential.

At Sucafina Instant, we are increasingly focused on building resilience across our value chain, from the people who grow our coffee to the partners who help transform it and the teams who bring our products to market. This means strengthening what works while also taking a closer look at where we can improve.

Education remains a priority in our social commitments. Building on previous initiatives, we expanded our support for schools in coffee-producing communities in Colombia ([see page 49](#)).

Such projects reflect our belief that investing in education is one of the most meaningful ways to support long-term development and opportunity in origin countries.

In parallel, we have taken a more structured approach to understanding our industrial footprint. Through IMPACT Industrial ([see page 30](#)), an extension of the Sucafina’s IMPACT Program, we began mapping sustainability standards across our key manufacturing partners. This work is an important first step in gaining better visibility, setting clearer expectations and identifying areas for improvement through collaboration rather than compliance alone.

Progress in sustainability is rarely about single milestones. It is about continuity, learning and shared responsibility. I am grateful to our teams and partners who contribute to this journey every day, often behind the scenes.

As we look ahead, we are focused on carrying this momentum forward: acting with intention and continuing to build a more resilient and responsible instant coffee business.

A WORD FROM Cory Bush

CEO, Beyers Koffie



Over the last few years, the pace of change across the coffee sector has been unmistakable. Now, more than ever, it is time for thoughtful decisions about how we operate and the responsibilities that come with them.

As I reflected last year, progress in sustainability is rarely linear. That remains true. At Beyers Koffie, this understanding continues to shape how we approach our role, with pragmatism and consistency.

Sustainability at Beyers is not treated as a separate agenda. It is part of how we work, how we improve and how we think about our place within a broader system. As part of the Sucafina Group, our efforts sit within a shared sustainability framework, while our own contribution is shaped by what we can influence most directly, particularly the environmental performance of our operations.

In 2025, we continued to focus on Protecting Our Planet through practical actions within our facilities. One area of progress has been the integration of renewable energy, supporting a gradual reduction in the environmental footprint of our operations ([see page 61](#)).

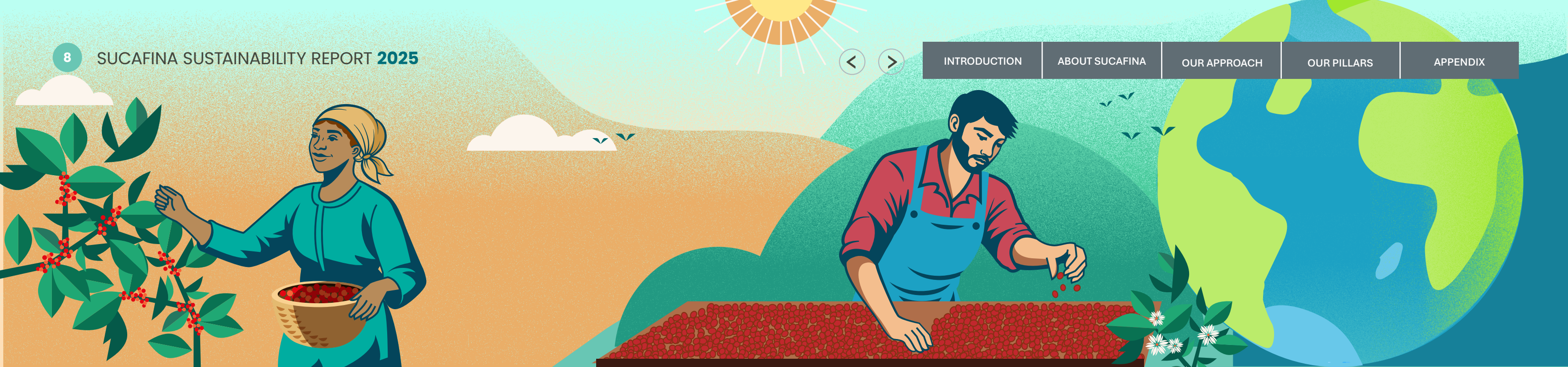
Alongside this, we have advanced our efforts to reduce waste across roasting and packaging

activities. By refining production processes and improving how materials are handled, we are limiting avoidable loss and making more responsible use of resources.

In parallel, we have invested significantly to prepare for the European Union Deforestation Regulation (EUDR). We’ve strengthened traceability across our supply chains and put in place systems for verification and certification. While the final rules and implementation approach are still being defined at EU level, the groundwork has been done, and we are confident in our readiness to comply once clarity is provided.

These initiatives are not about single moments of change, but about consistency and a commitment to continuous improvement. They are built on attention to detail, learning from experience and making adjustments that strengthen performance over time.

What remains essential is a sense of shared responsibility. Sustainability cannot be addressed in isolation, and lasting progress depends on alignment and cooperation across the value chain. At Beyers Koffie, we remain committed to contributing where it matters: improving how we operate today while continuing to take coffee further, responsibly and with purpose.



2025 Sustainability Highlights

Investing in Farmers

214,313

certified farmers sourced from globally.

895,085

coffee seedlings distributed to farmers.

43%

of bags of coffee sold were responsibly sourced or traceable to farm level.

Our IMPACT Regenerative Agriculture standard was externally validated.

Caring for People

US \$7.42m

Sucafina and Kahawatu Foundation investment in projects to train and support farming communities.

90

employees participated in career development programs.

11,971

total hours of training for employees.

680

permanent employees received EHS training.

Protecting Our Planet

10

origins with carbon monitoring in place.

203,748

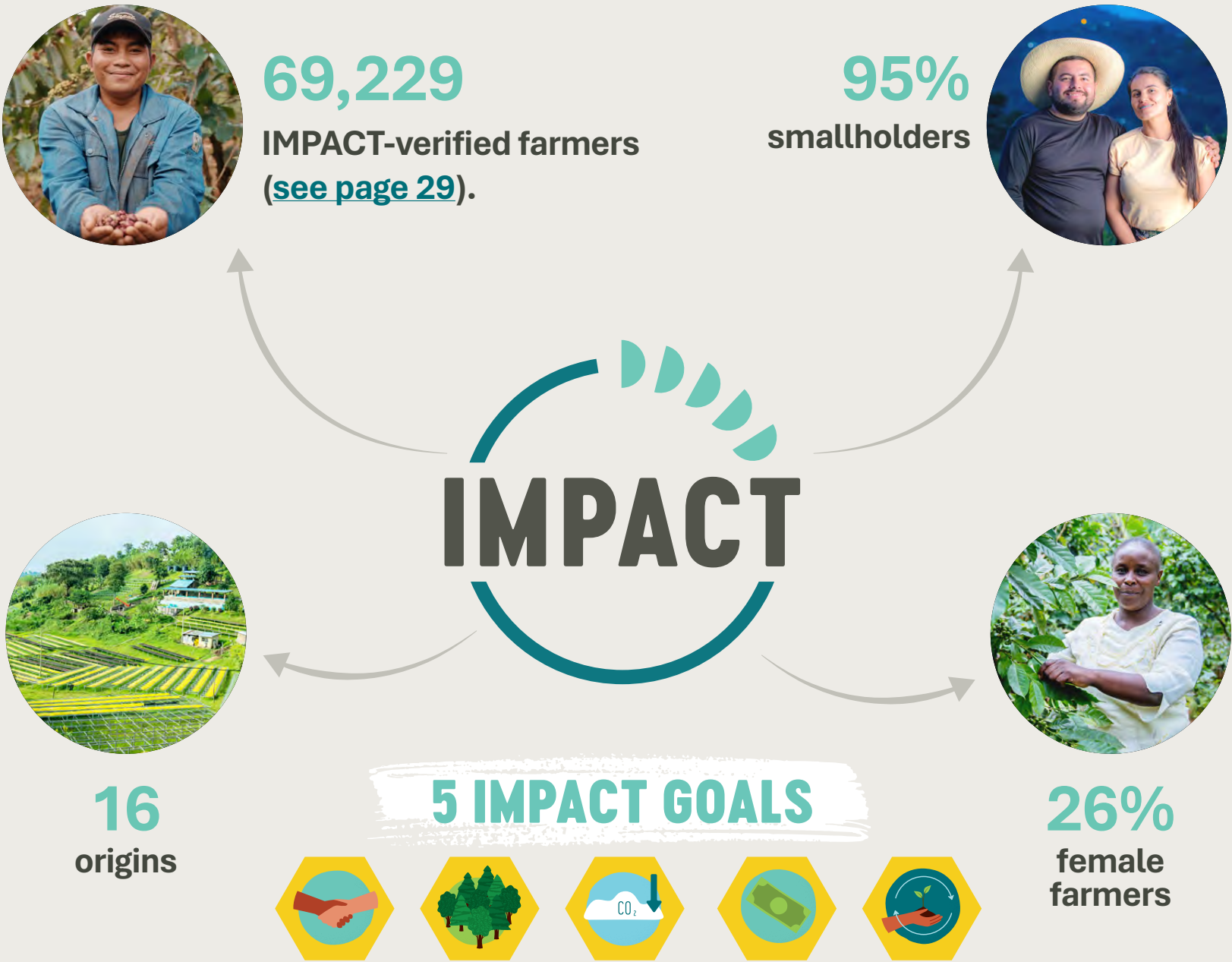
tree seedlings distributed to farmers to promote forest conservation.

437,602

farms are being monitored for deforestation, enhancing traceability and supporting EUDR compliance.

2025 Sustainability Highlights (Continued)

We continued to expand and strengthen our IMPACT Program:

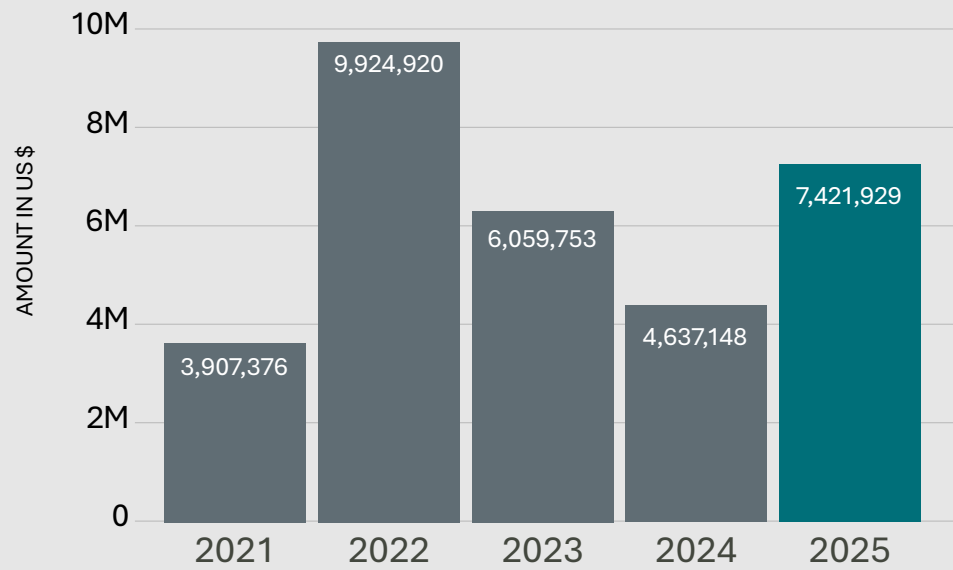


We achieved a Bronze award (top 35% of companies) in our EcoVadis assessment.

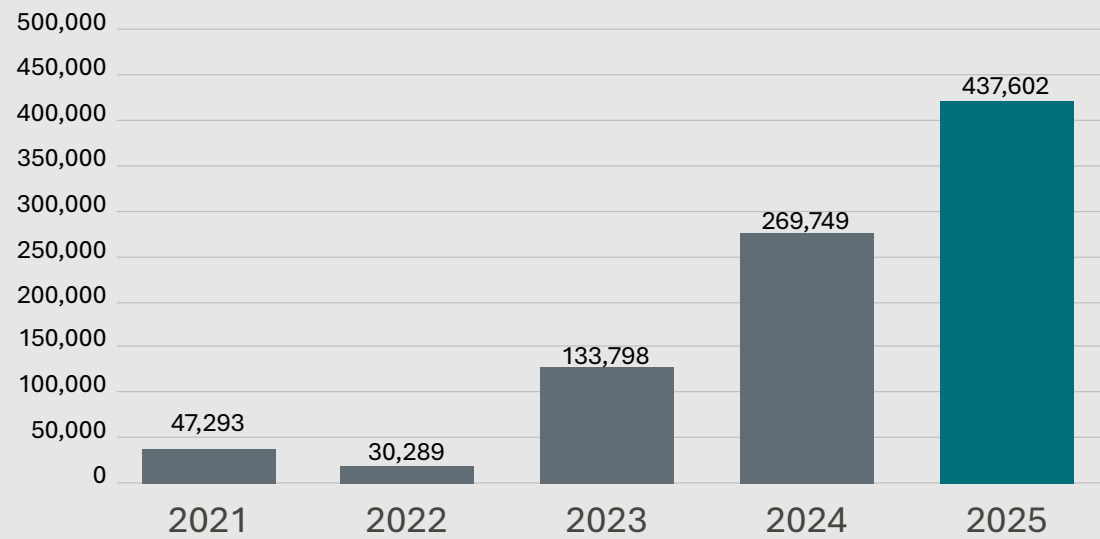


2025 Sustainability Progress Snapshot

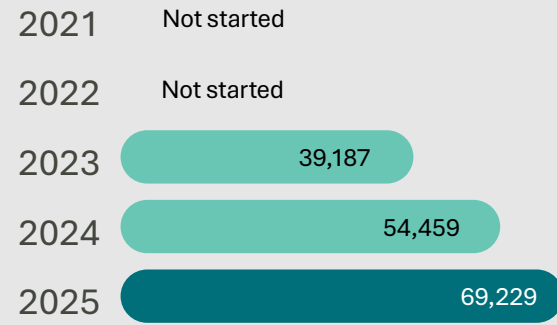
 **Sucafina and Kahawatu Foundation investment in projects to train and support farming communities (US \$)**



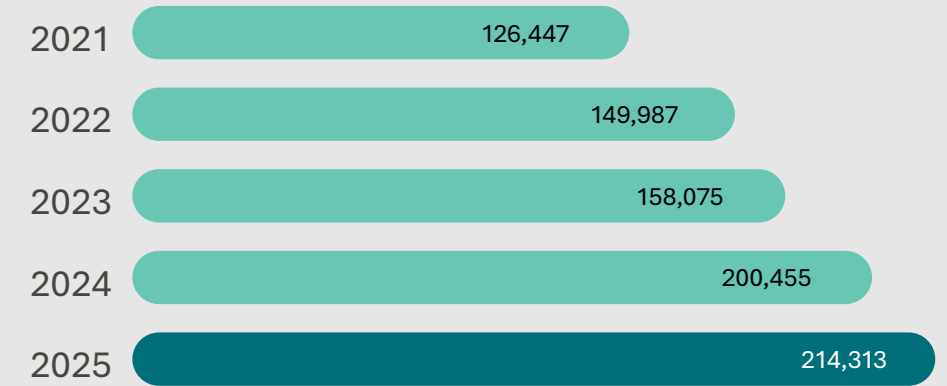
 **Farm plots monitored for deforestation risk**



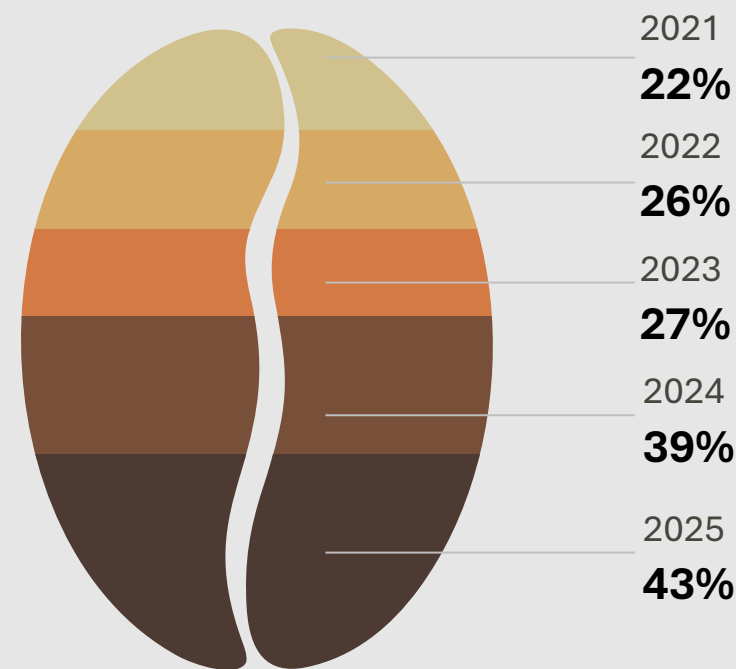
 **IMPACT-verified farmers**



 **Number of certified farmers we source from**



 **% coffee responsibly sourced or traceable to farm level**



02

ABOUT SUCAFINA

Summary	12
History of Sucafina	13
Locations	15
Vision, Values & Purpose	16
Employee Engagement, Learning & Development	17

Summary

Sucafina is the leading sustainable Farm to Roaster coffee company, with a family tradition in commodities that stretches back to 1905.

As of December 2025, the Group has more than 1,500 employees, operations and agents in 42 countries and is active in the sourcing, processing and merchanting of Arabica, Robusta, instant and roasted coffee from different producing regions and countries.

The corporate structure is consolidated under a single entity – Sucafina Holding S.A., a privately owned company headquartered in Luxembourg.

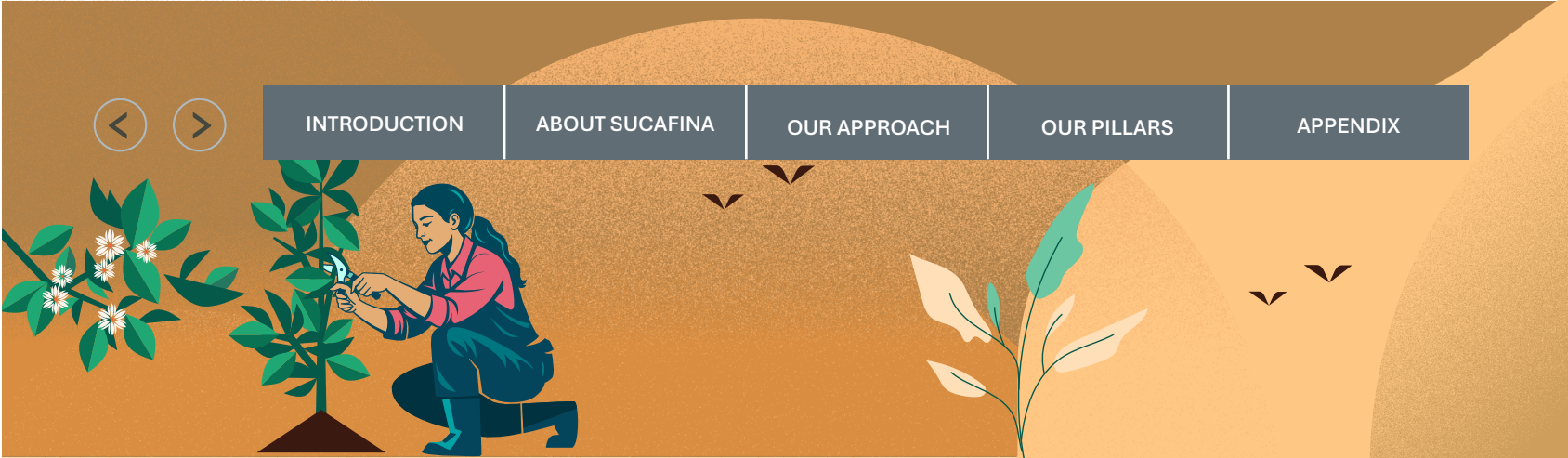
The company operates through these entities:

- **Sucafina SA** (main trading arm of the group, based in Geneva).
- **Sucafina NA** (trading green coffee, including specialty, to North American roasters).
- **Sucafina HK, Sucafina Australia** and **Sucafina NZ** (sales in Asia and Oceania).
- **Sucafina Ingredients SA** (instant coffee trading).
- **Sucafina NV** (European specialty coffee merchanting division of Sucafina).
- **Beyers Koffie** (the largest coffee roaster in Belgium).

- **Sucafina UK Limited** (green and soluble coffee trading in the UK market).
- **TB Brown** (developing, sourcing, blending and packing of private label instant coffee products for B2B customers).
- **Sustainable Harvest** (US-based specialty coffee importer and a certified B-Corp).

The Group owns numerous subsidiaries in origin producing countries from which it sources coffee as a raw commodity.

Sucafina has a vertically integrated structure, with extensive supply chains that span from producer-facing export operations to destination sales offices around the world. We source directly from farmers whenever possible to create sustainable market opportunities. Many farmers in our direct sourcing network receive support and services from our origin teams, including access to seedlings and inputs, as well as training and certification. In 2025, we sourced from 214,313 certified farmers globally.



Sucafina by the numbers in 2025



Our core business pillars

Green Coffee Merchant
Trading activity with a commercial client base, including specialty coffee.

Green Coffee Trader
Coffee derivative activity.

Focused Innovation
Investment in early-stage food and agritech companies at the forefront of sustainability and innovation.

Industrial Coffee
Instant coffee and roasting activities.



History of Sucafina



1905

- Family business founded in Palestine.

1948

- Business shifts to Lebanon.

1977

- Sucafina opens in Switzerland.
- Sales to Europe and Middle East.

Early 1990s

- Sourcing in East Africa.
- Sales in the Balkans.

Mid-1990s

- Instant coffee sourcing and sales in Europe and North America.

2013

- Service center in Lebanon.
- Farmer support program.

2011

- Specialty coffee sourcing, production and sales.

2004

- Sourcing in Brazil and Burundi.

2003

- Developed in-house contract management system (CTRM).

Early 2000s

- Sourcing and service center in Vietnam.

2014

- Acquisition of Beyers Koffie.
- Sourcing in Kenya.

2015

- Sucafina Vision 2025.

2016

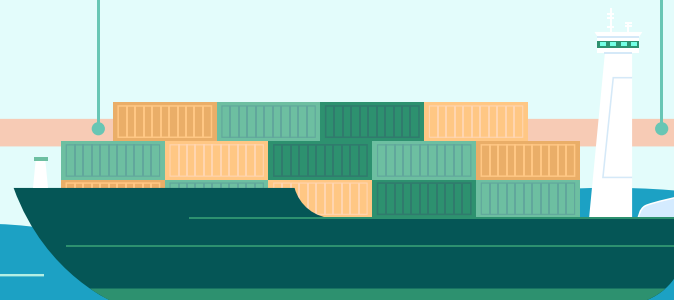
- Sourcing and service center in Colombia.

2017

- Sales in North America.
- Syndicated borrowing base.

2019

- Acquisition of MTC.
- Sourcing and sales in Asia and Oceania.



History of Sucafina (Continued)

2022

- US \$51.5m US Private Placement funding secured.
- Latam sustainability-linked borrowing base.
- Acquisition of majority stake in TB Brown.
- Investment in ProfilePrint and Agrosmart.
- New mills in Burundi and Indonesia.
- Shared service center in Greece.
- New Beyers Koffie capsule and pad production lines.

2021

- Acquisition of 75% of Complete Coffee Ltd.
- US \$500m sustainable borrowing base (increased to US \$740m).
- Launch of The Center.
- Focused innovation business pillar.
- New Beyers Koffie production/storage facility.

2020

- Sucafina new brand identity.
- Launch of Sucafina Specialty.
- Opening of Sucafina Yunnan, Sucafina NZ Ltd and Sucafina Indonesia.

2023

- Acquisition of Sustainable Harvest Inc.
- New wet mill in Yunnan, China.
- Extension of flagship sustainability-linked borrowing base.

2024

- Acquisition of Mercafé (Vietnam Arabica).
- Opening of Sucafina Guatemala.
- Opening of representative office in Japan.
- Renewal of sustainability-linked borrowing base.
- Extension of Latin American Club Deal.
- 2nd round US Private Placement, securing US \$130m.

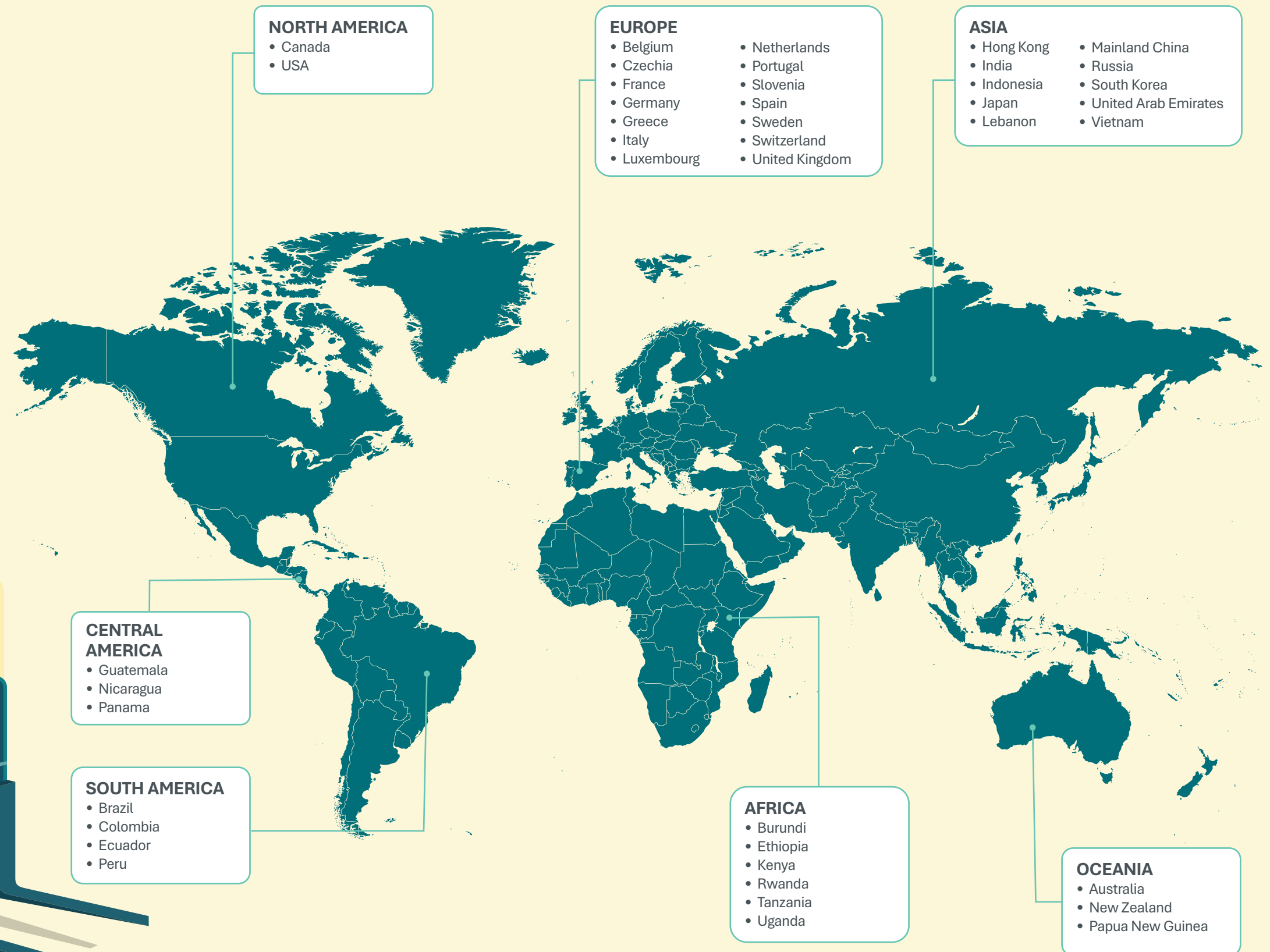
Achievements in 2025

- Launch of Sucafina Germany announced.
- Ugacof celebrates its 30th anniversary and is recognized as Best Exporter by the Uganda Ministry of Agriculture, Animal Industry and Fisheries.
- Rwacof awarded Ernesto Illy ‘Best of the Best’ International Coffee Award for Ngamba Washing Station.
- Sustainable Harvest holds Let’s Talk Coffee in Lima, Peru.
- Nicolas A. Tamari, Sucafina’s CEO, honored by Colombia’s Federación Nacional de Cafeteros de Colombia.



Locations

Sucafina's main trading office is in Geneva. We also have offices, service providers, agents and employees throughout the world, and we trade or export in most coffee-producing countries. Here are the places where we have a presence.



Vision, Values & Purpose

Our vision:
Be the leading sustainable Farm to Roaster coffee company in the world.

Our values:



Adaptability

Be quick and reactive to change.



Entrepreneurship

See challenges as an opportunity to be profitable.



Expertise

Know your job, be brilliant in execution and strive to learn continuously.



Humility

One team, one family, no arrogance, no rock stars.



Integrity

Always deal fairly and honestly.



Passion

Make your work challenging and fun.



Accountability

Take ownership and be responsible for actions and results. No excuses.

In 2025, we introduced a 7th company value:



INTRODUCTION

ABOUT SUCAFINA

OUR APPROACH

OUR PILLARS

APPENDIX

Putting Our Purpose into Action

At Sucafina, our team members are proud to work for a purpose-driven company. For the second year running, we launched a campaign on International Coffee Day (October 1) where employees shared their pledges for how they are creating opportunities to improve lives. Here are some of our team members' commitments.

I'm donating to UNICEF to support young people in Colombia's most vulnerable regions, help prevent mine risks and encourage adolescents in their entrepreneurial endeavors.



Andres Poveda,
Senior Contracts Coordinator, Sucafina NA

I will continue to promote soil analysis, demo plots, regenerative approaches to restore soil health and enhance yields, and agroforestry systems.



Antony Oduor Omondi,
Soil Health & Regenerative Agriculturist, Kenyacof

I'm proud to share how SCTA Next Gen is supporting the current and future coffee community, including by awarding over 40,000 CHF to the winner of our third annual SCTA Next Gen Sustainability Contest.



Jamie White,
Sales Trader, Sucafina SA

I pledge to champion the empowerment of marginalized groups in coffee, grounding my actions in human rights principles to drive positive change throughout the supply chain.



Kevin Nakitare Juma,
Project Supervisor, Kenyacof

I'm happy to share that I will participate in Seeds for Progress's event on behalf of children from coffee communities in Guatemala.



Lidy Ovando,
Logistics Analyst, Sucafina Guatemala

I pledge to reduce my carbon footprint by cycling and using public transport – aligning everyday choices with a more sustainable coffee future.



Lina Vargas,
Client Support Specialist, Sucafina NA

I'll be participating in the translation of 'sustainable stories' books for children, helping make these resources accessible to more communities and supporting the UN SDGs.



Lisa Taddei,
Senior Quality Control Coordinator, Sucafina NV

I pledge to keep living an active, healthy life by taking regular outdoor walks and joining community runs in support of causes that promote health, wellbeing and sports tourism.



Maria Namubiru,
HR Analyst, Ugacof

I mentor young people in my hometown, supporting them to attend university. Education transforms us and after graduating from university, we become citizens with critical thinking skills, a sense of society and a world view. This goes far beyond professional training to take us into the job market.



Mariana Martins,
Sustainability Manager, Sucafina Brasil

I commit to delivering tangible positive outcomes for coffee farmers and roasters by helping more APAC roasters source IMPACT Verified coffees.



Patrick Russell,
General Manager, Sucafina NZ

I will use the October ROSE Run to support breast cancer research. Coffee brings us all closer together, and it's in tough moments in life when we realize how lucky we are with our health support system. It deserves my celebration and recognition around a coffee cup and a run.



Raphaelle Commes,
Chief Transformation Officer, Sucafina SA

With some colleagues and friends, I'll be running the Pionono Trail Run at Sopo, Cundinamarca, near Bogotá in Colombia. We're doing it for a beautiful cause: raising funds to donate gifts to underprivileged children and bring a little extra joy to their holiday season.



Sebastian Romero,
Specialty Operations Officer, Sucafina Colombia

I will be volunteering with Love Your Park in Philadelphia, my new home! The parks I will be volunteering for cleanup in have given me (and others) a ton to enjoy through all seasons – safe, beautiful and clean spaces to train for the NYC Marathon.



Serena Robert,
Specialty Trader, Sucafina NA

Sofie Nys (Purchasing Manager), Franciska Apró (Quality Manager & Q Arabica Grader), Cássia Carvalho (Green Coffee Merchant) and others in the Sucafina NV team will raise money for humanitarian projects by walking 100km in 30 hours as part of the Oxfam Trailwalker.



Sucafina NV Team

I will continue to introduce coffees from around the world to Indonesian roasters by hosting more cupping events. I hope I will be able to create more valuable and impactful events, not only for roasters but also for all stakeholders in the supply chain.



Tigin Saputra,
Junior Trader, Sucafina Indonesia

I will be running the London Marathon with some colleagues in the coffee industry to raise money for the UK charity Children with Cancer



Tommie Schretlen,
Trading Assistant, Sucafina SA

Employee Engagement, Learning & Development

Employee Engagement

At Sucafina, we harness our global diversity, build capability and foster accountability so that teams can lead, drive innovation and deliver excellence across complex coffee supply chains.

We believe strong results come from empowered teams, where employees feel motivated, supported and able to grow professionally. Our annual engagement survey enables us to better understand employees' experience across areas such working conditions and career development. We received 762 responses to our most recent survey in May 2025. Here are the key results.

4 out of 5
overall satisfaction
score

95%
of employees

are aware of the company
vision, values and purpose.

85%

understand the company
strategy and KPIs.

81%

agree or strongly agree they
have good working conditions.

77%

believe diversity and inclusion
practices are applied at
Sucafina.

83%

believe they are growing
professionally.

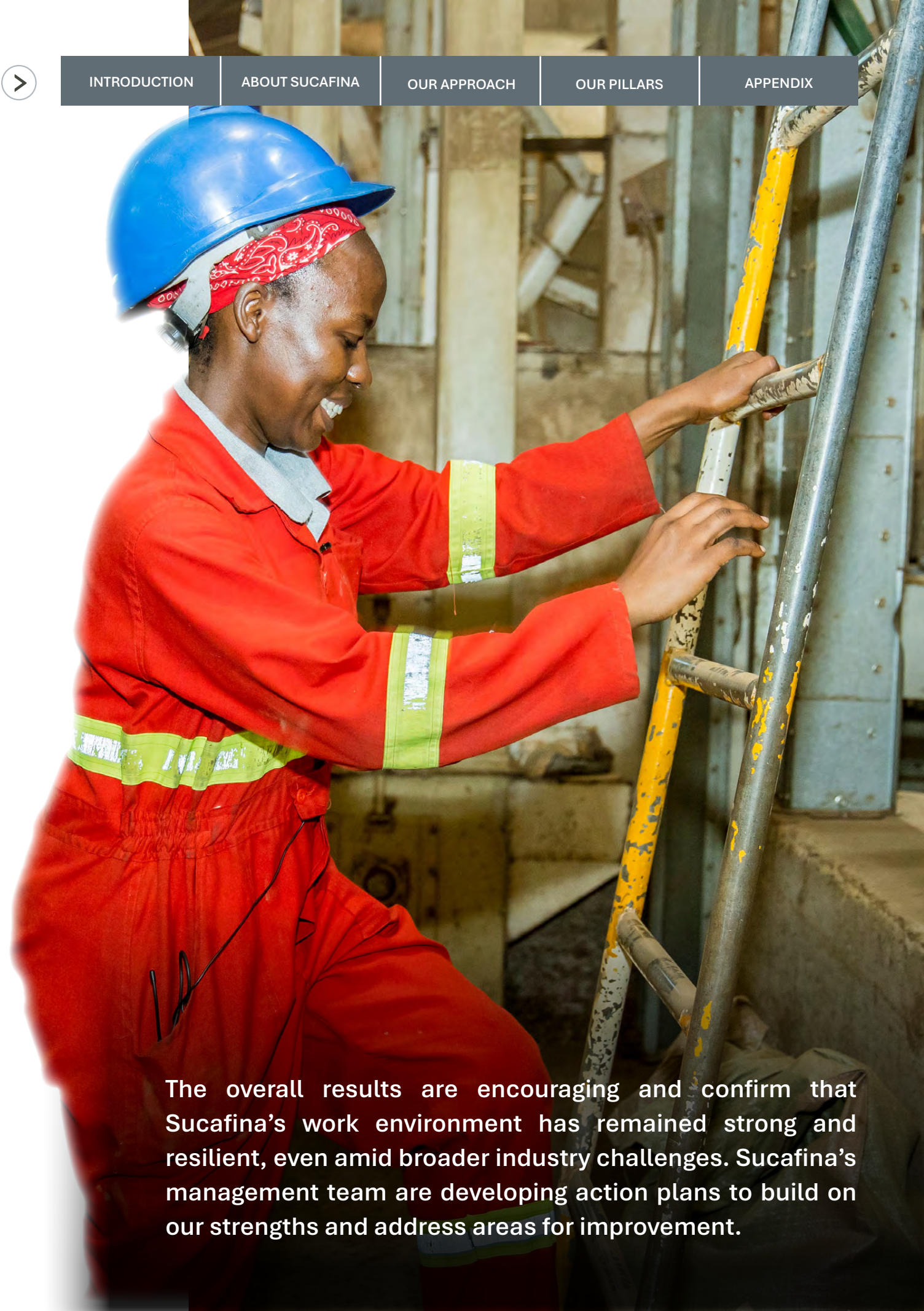
93%

are proud to work for
Sucafina and passionate
about their job.

84%

are happy with their
managers.

The overall results are encouraging and confirm that Sucafina's work environment has remained strong and resilient, even amid broader industry challenges. Sucafina's management team are developing action plans to build on our strengths and address areas for improvement.



Learning & Development in 2025

At Sucafina, we believe that continuous learning and people development are the cornerstones of organizational success. They are core focus areas of our Caring for People sustainability pillar.

- To help prepare the next generation of leaders, we have two career development programs:
- The Spark Program, our three-year leadership development program for high-potential team members.
 - The Talent Club, our two-year program designed to equip participants with the skills and confidence they need to progress in their career.



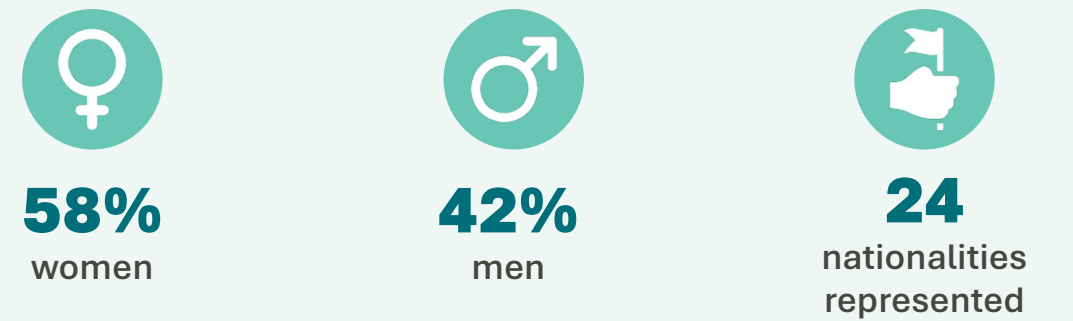
Click to watch the video to hear what our 2025 Talent Club graduates had to say about their experience.

Sucafina employees also benefit from our internal mobility program, which widens exposure and enhances on-the-job training and knowledge-sharing

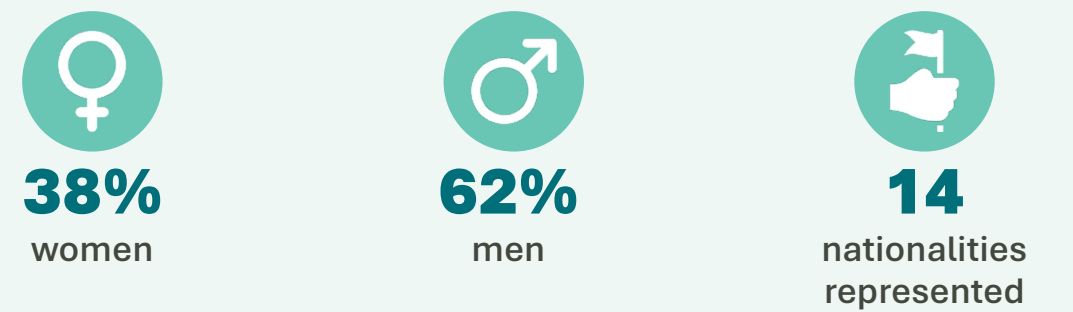


Sucafina North America Team Retreat, Antigua Guatemala

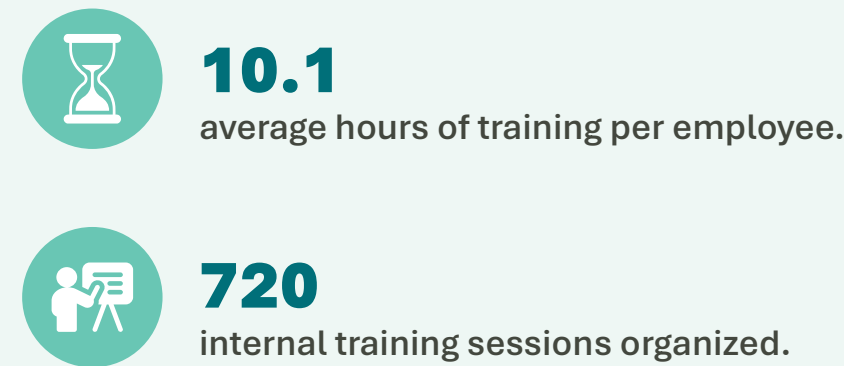
There were **90** participants in our career development programs in 2025.



50 employees took up placements in our internal mobility program.



11,971 total hours of training delivered to Sucafina employees.





Thriving Through Change: Q&A with Jean de Dieu Rukundo

From Rwanda to Belgium to the UK, back to Belgium and now Uganda – **Jean de Dieu Rukundo** has truly been role-hopping around the world with Sucafina. Now Financial Controller for Africa, he shares his perspective on how moving among teams – and countries – has brought both challenges and rewards.

1. Can you tell us about your career journey at Sucafina?

I joined as a Financial Accountant for Rwacof in 2015 and was promoted to Finance Manager by 2018. I joined Beyers Koffie in Belgium in 2020, before moving to Sucafina UK. Then, in 2023, I had the opportunity to join Sucafina NV in Belgium as Finance Manager. I recently moved to Uganda, where I now serve as Financial Controller for Africa.

2. What are your main responsibilities in your current role?

My responsibilities include participating in monthly financial closings, reviewing and standardizing finance procedures and working with local teams to migrate to new solutions.

3. You've moved to various offices. What is it like meeting and working with a new team?

It's all about learning and adjusting. The first step is to get familiar with the culture and personalities of your new team. Then, it's about learning your new role and building strong relationships. Most importantly, don't forget to ask questions.

4. Was there a 'culture shock' moving to different parts of Sucafina?

Definitely. I still remember my move to Beyers in 2020. It was my first time in Europe (I'm originally from Rwanda) and the cold, dark winter weather was tough. The language barrier

made it even harder: I had to translate every email, invoice and document from Flemish into English. It took me three months to adapt, but looking back, that move was a key learning experience: it prepared me to adapt quickly to new environments in future moves.

5. What's one skill you didn't know you had until you changed roles?

People skills. When I was first promoted to Finance Manager, I wasn't sure if I could lead a team effectively. But after a year in the role, I received positive feedback from both my team and other departments. It turns out I am actually pretty good at it!

6. You recently moved from Belgium to Uganda. What's one thing you've noticed about your new team?

I'd say their loyalty to the company. We have many long-serving employees at Ugacof and very little turnover. Even those who leave for other opportunities often come back to visit. That kind of connection says a lot.

Read more career journeys: [Isabel Cerqueda](#) (CAM Relationship Coordinator, Sustainable Harvest), [Kudrath Majid Kyama](#) (Quality Supervisor, Cotacof), [Will McNaught](#) (Trading Director, Sucafina Instant) and [Max Veglio](#) (MD of Ugacof).



03

OUR APPROACH TO SUSTAINABILITY

Building Resilient Supply Chains in an Uncertain Market	21
Our Sustainability Journey	22
Revisiting Sucafina’s Sustainability Strategy	23
Materiality	25
Sustainability Governance	26
How We Prioritize Sustainability	27
IMPACT Program	28



Building Resilient Supply Chains in an Uncertain Market: Q&A with Jordan Hooper

We sat down with **Jordan Hooper, Head of Green Coffee Trading**, to explore how responsible sourcing, climate pressure and market volatility are reshaping green coffee. His perspective offers a candid look at the risks facing the sector and the strategic choices guiding Sucafina’s approach.



1. 2025 was an ‘interesting’ year for regulation. How is Sucafina responding to responsible sourcing demands as they evolve in line with regulatory frameworks?

Interesting indeed. We’re staying nimble. The original regulatory concepts haven’t materialized despite significant investment by producers, exporters, traders and roasters. But we believe the softening of requirements is temporary. Longer term, our industry will introduce more regulations to address challenges like climate change, human rights and environmental conservation. We’re maintaining a solid baseline, working toward our goals and awaiting a clearer picture of what’s next. That’s also where accountability comes in. It’s now a Sucafina value, and for us it means staying disciplined and standing behind our commitments.

2. What are the biggest sourcing risks ahead, and how is Sucafina mitigating them?

The biggest risk is that the next round of regulatory announcements is met with skepticism – or arrives half-baked. So much trust has been eroded. More misalignment between how regulation is conceived and how it lands could mean feigned investment and diluted effect. Sadly, there’s not much we can do other than maintain a solid foundation, voice our perspectives and continue to make smart investments alongside industry partners.

3. Farmers across our network are facing climate pressure. How does that shape Sucafina’s green coffee strategy?

The supply chain has a rocky path forward. We’re likely heading into a lower market environment while inflation has substantially

raised the cost of production. Many producers will likely struggle financially in the mid-term – and then climate pressure returns. Underscored by a La Niña cycle, the last twelve months have been relatively benign, but the heat and drought in many areas in 2023 will likely reemerge.

As an industry, we’re still driven by short-term thinking. We can’t redefine where or how coffee is grown, but we can prioritize the most vulnerable regions. As I’ve said to supply chain partners for a few years: if you rely on Latin Washed Arabica, say, and have a ‘cheapest price’ sourcing strategy, you’ll be on the outside looking in within a decade. The stable part of those supply bases will be spoken for by companies making investments in direct relationship building and farmer support programs.

4. We’re increasingly investing in regenerative agriculture. What role do you see it playing over the next five years?

Regen Ag is a great concept that can improve yields, quality and livelihoods. But it can only become legitimately transformative if it’s done right and is backed by training and reliable buying. We’re focusing our efforts on strengthening our methodology and validating outcomes externally ([see page 38](#)). Interest from roasters and consumers seems sincere, which is encouraging.

5. How are shifting market conditions influencing green coffee availability and sustainability performance?

In an ironic twist, high market environments can lead to a deterioration in sustainability performance. When the market

price is well above cost of production, there’s a tendency to treat the year as ‘catch up’ for the past rather than invest in the future. At the other end of the supply chain, cost pressures can stall industry sustainability efforts. That said, longer-term commitment from our partners has remained strong, with suppliers delivering in a higher market and roasters continuing to support programs despite soaring costs. There have been a lot of bright spots, and they matter.

6. As Sucafina sharpens its Sustainability Strategy this year, what gives you confidence in the path forward?

Regulations like EUDR are much needed and welcome, imperfect as they are in implementation. Improved supply chain visibility and data management are strengthening our research and execution. We’re just scratching the surface of what we can learn through data analysis and AI. The broader picture gives me confidence too. The pattern of prioritizing near-term challenges while putting off longer-term problems has caught up to us, but we’re also seeing industry and consumer resilience. Perhaps those near-term fears are overstated.

Sucafina is evolving away from the ‘everything-to-everyone, close-your-eyes-and-make-a-market’ model that dominated multinational coffee trading for the last quarter-century. Instead, we’re focusing on what we do best: improving efficiency, maintaining stable supply chains and building long-term partnerships – even if it means doing less. We want to work with partners who think the same way.



Our Sustainability Journey

2013

- Sucafina launches Kahawatu Foundation, a now-independent foundation dedicated to improving the livelihoods of coffee communities in East Africa.
- Kahawatu Foundation registered in Switzerland and Burundi.

2016

- Kahawatu Foundation registered in Rwanda.

2019

- Sucafina launches Farmer Hub initiative in East Africa.
- First sustainability-linked borrowing base facility secured.

2022

- Launch of IMPACT, Sucafina's responsible sourcing program and one of our main tools for delivering our Sustainability Strategy.
- Latam sustainability-linked borrowing base facility.
- Partnership with Geneva Chamber of Commerce, Industry & Services.

2024

- Sucafina formalizes its EUDR methodology and due diligence processes.
- Sustainability-linked borrowing base refinanced.
- Sucafina joins the Swiss Sustainable Coffee Platform.
- Sucafina becomes a full member of World Coffee Research.

2015

- Launch of Sucafina's 2025 Vision and Strategy

2018

- Sucafina becomes a founding member of farmer connect, a blockchain-powered traceability platform.
- Kahawatu Foundation registered in Uganda.

2021

- Launch of Sucafina's first integrated Sustainability Strategy.
- Release of Sucafina's first public Sustainability Report.
- Sucafina joins the Global Coffee Platform (GCP).
- Sustainability-linked borrowing base renewed.

2023

- IMPACT recognized by GCP as equivalent to the Coffee SR Code, 2nd party assurance.
- Launch of IMPACT Ambassadors Program.
- Launch of IMPACT External Advisory Committee.
- Sustainability-linked borrowing base extended.
- 10th anniversary of Kahawatu Foundation.

2025

- Record year for partnerships and external funding of sustainability projects.
- First sustainability collaboration with the Swiss Development Cooperation in Burundi.
- 43% of sales were responsibly sourced or traceable to farm level.
- Mid-term review of Sucafina's Sustainability Strategy.
- External validation of Sucafina's Regenerative Agriculture methodology.
- Continued investment in digital transformation through implementation of ROOTS, Sucafina's farmer engagement and traceability platform.
- Recruitment of dedicated Human Rights Specialist to support program implementation and capacity-building at origin.



Revisiting Sucafina’s Sustainability Strategy

Sucafina’s 2030 Sustainability Strategy was developed in 2020 by a cross-functional team, based on extensive feedback collected from key stakeholders to understand their perception of Sucafina’s environmental and social impacts and the critical issues for our industry.

To guide our actions, we distilled these material topics into three pillars to guide our actions – Investing in Farmers, Caring for People and Protecting Our Planet – with three main focus areas for each pillar.

In 2022, we went even further with the launch of IMPACT – Sucafina’s responsible sourcing program and one of our key tools for mitigating risk and advancing sustainable practices in our supply chains. IMPACT is designed to create positive, measurable change across five key areas of sustainability in coffee.

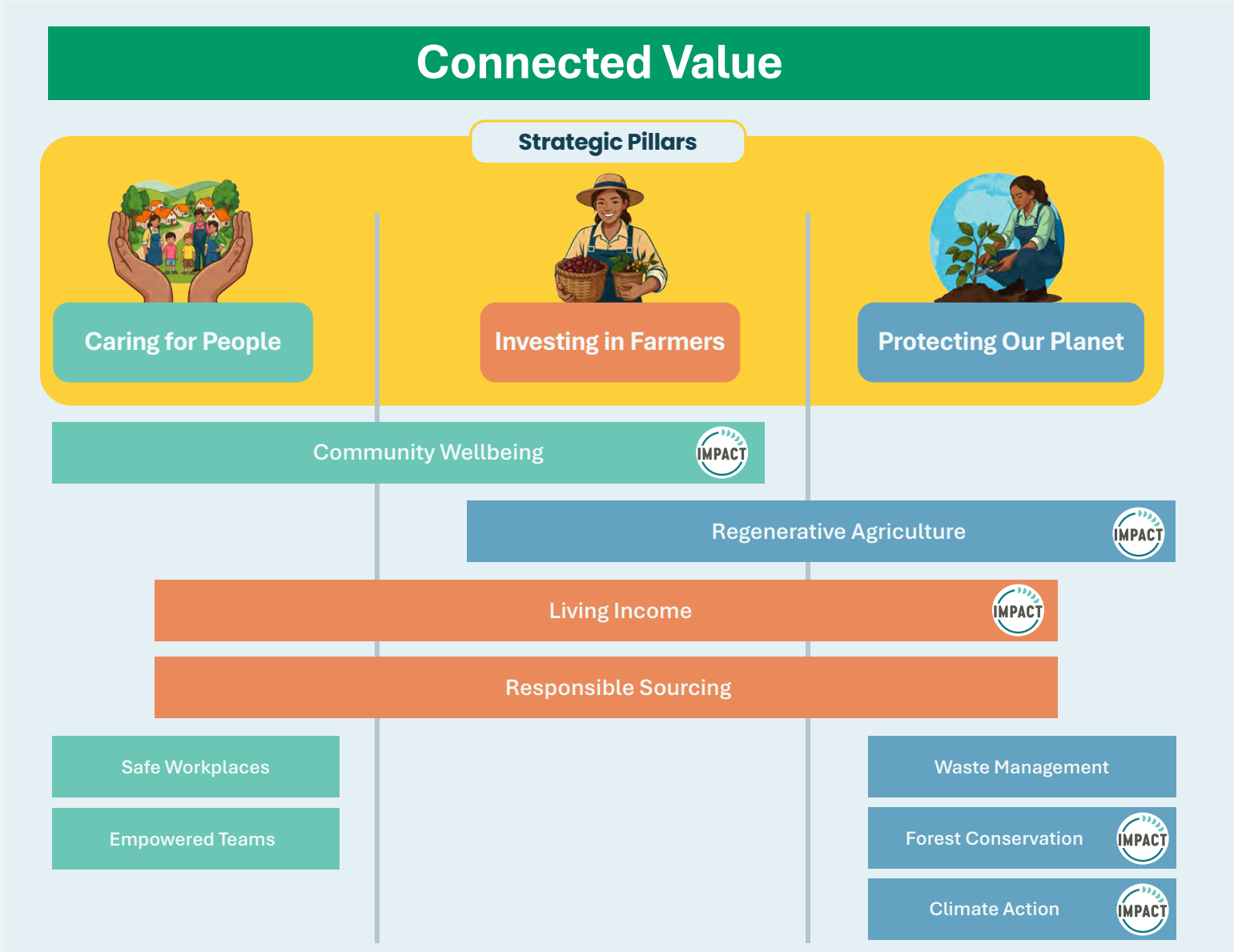
A lot has changed since the launch of our Sustainability Strategy and IMPACT – both within Sucafina and in the wider coffee industry. In 2025, we therefore initiated a mid-term review of the strategy to ensure that both our approach and actions remain relevant, compliant and impactful.

A crucial step was to collect feedback from both internal and external stakeholders, through surveys and in-depth interviews with employees, clients and finance partners.

Based on the feedback we received, we decided to update our Sustainability Strategy in order to:

- Simplify the structure.
- Better integrate our IMPACT responsible sourcing strategy with our three sustainability pillars.
- Reflect sustainability priorities of business units across the entire Sucafina Group.
- Sharpen accountability by being more data-driven.
- Align KPIs with operational realities.

Our strategy has benefited from valuable input from our stakeholders, including key financial institutions on our syndicated financing instruments. Thanks to the discount received from our lenders, we continue to outperform in terms of increasing the numbers of certified farmers in our business and expanding our capability in deforestation monitoring.

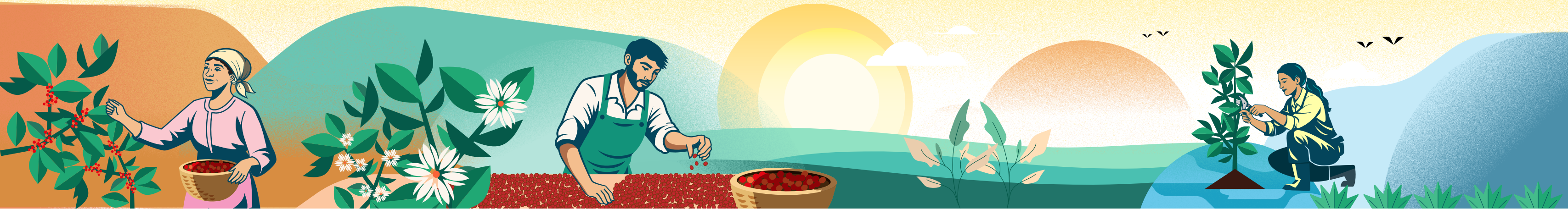


Our Updated Sustainability Strategy

At the heart of our updated Sustainability Strategy is the concept of Connected Value Chains. Sucafina builds supply chains that work for everyone in them. It’s how we secure better coffee, long term, for all our partners across the value chain.

Both our Group-level sustainability focus areas and our IMPACT Goals are now integrated within our three strategic pillars: Investing in Farmers, Caring for People and Protecting Our Planet. Through collaboration and targeted investment focused on these pillars, we create Connected Value Chains and deliver responsibly sourced coffee and the long-term resilience that comes with it.

We are currently setting KPIs for each focus area in order to monitor our progress and provide transparent reporting. We expect to release these in Q2 2026.



Investing in Farmers

When farmers thrive, so do supply chains. We invest in livelihoods, productivity and farming practices to build lasting resilience – strengthening traceability, long-term relationships and stability for everyone involved.

Living Income

We strengthen farmer resilience by improving productivity, enabling diversified income streams and expanding access to services such as finance, insurance and agronomic support that support sustainable livelihoods.

Regenerative Agriculture

We scale regenerative agricultural practices that improve farm productivity, soil health and biodiversity while reducing climate impacts. By promoting context-specific solutions aligned with farmer needs and economic viability, we drive adoption and build long-term resilience in coffee supply chains.

Responsible Sourcing

We strengthen responsible sourcing by increasing the share of coffee sourced through certified supply chains and direct relationships with farmers and farmer organizations. By expanding traceable, long-term sourcing partnerships and supporting a KPI targeting a 4% year-on-year increase in certified farmers across origins, we improve transparency, strengthen farmer engagement and build more resilient, accountable coffee value chains.

Caring for People

Connected value chains are built by people. Strong relationships, from farmer to roaster, make them work. We invest in the wellbeing, safety and development of our teams and the communities we touch.

Community Wellbeing

We work to create environments where individuals and communities live and work with dignity, safety and opportunity; where children are protected, women are empowered, youth are included and communities are resilient and able to thrive. Our approach combines risk mitigation with community partnerships that improve the long-term wellbeing of coffee farming households.

Safe Workplaces

We ensure safe and responsible working conditions across our operations and supply chains through rigorous health, safety and compliance systems. Continuous monitoring and improvement of occupational health and safety standards protects employees and workers at origin.

Empowered Teams

We harness our global diversity, build capability and foster accountability so teams can lead and deliver excellence.

Protecting Our Planet

Coffee landscapes can be a force for regeneration. We work with farmers and partners to protect forests, conserve natural resources and sustain productive land for generations to come.

Climate Action

We are committed to reducing greenhouse gas emissions across our operations and coffee supply chains. Through carbon monitoring, regenerative practices and improved supply-chain transparency, we work with farmers and partners to lower the carbon footprint of coffee production.

Forest Conservation

We protect forests by ensuring that coffee supply chains are traceable and deforestation-free. Through improved supply-chain transparency, farm-level deforestation monitoring and agroforestry initiatives, we support coffee production that conserves natural ecosystems and prepares our partners for evolving regulations such as EUDR.

Waste Management

We reduce environmental impacts from coffee processing and operations by promoting circular use of by-products and greater resource efficiency. Waste streams such as coffee pulp, water and packaging are recovered, recycled or reused.



Seedling distribution, Ngozi, Burundi

Materiality

Building on our updated Sustainability Strategy, we refreshed our materiality assessment to ensure continued alignment between stakeholder priorities, business risks and strategic decision-making.

The materiality matrix identifies and prioritizes sustainability topics based on stakeholder interest (salience) and business significance (risk exposure). It serves as an important tool for strategic focus, risk management and engagement planning.

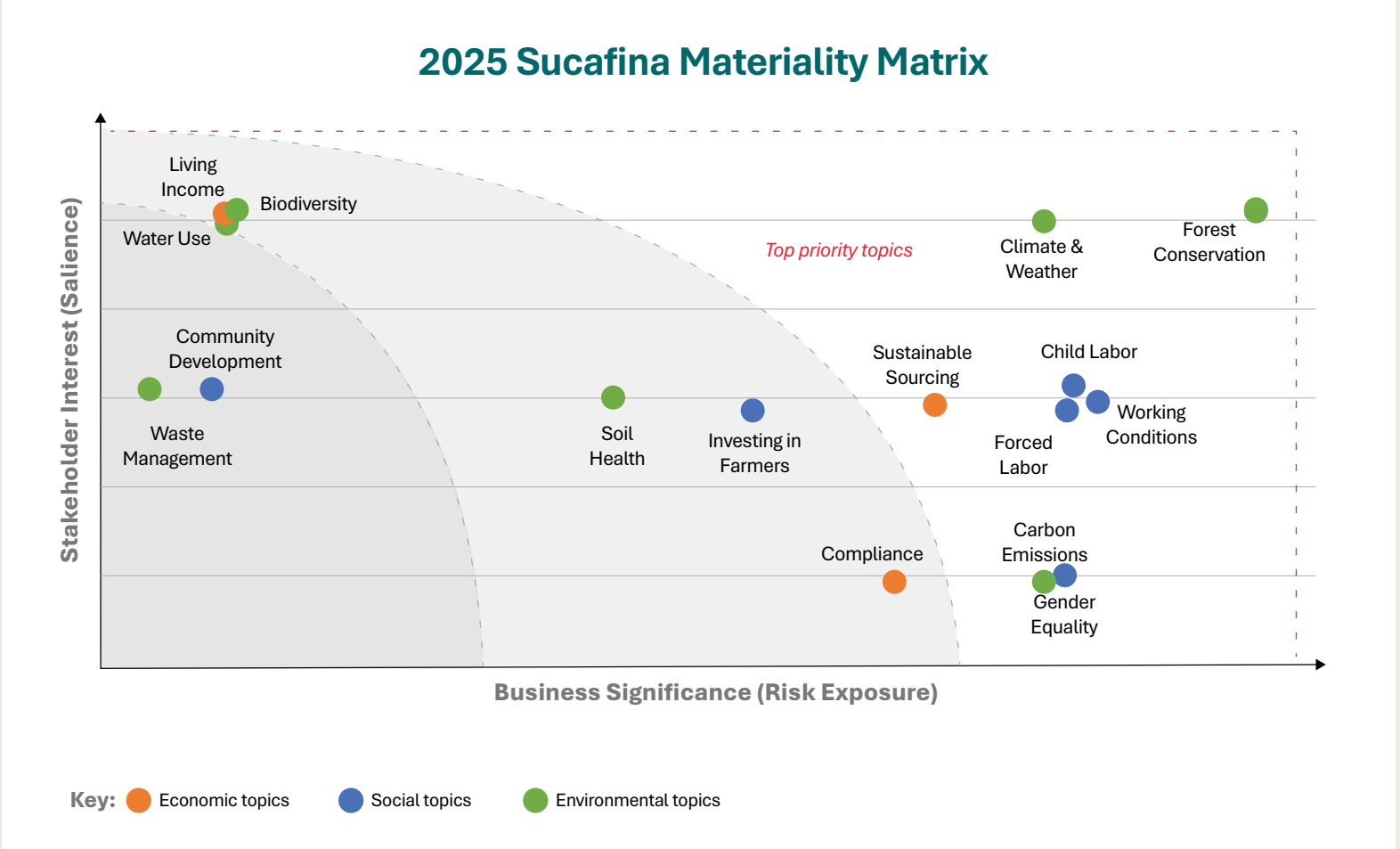
Stakeholder interest (Y-axis) reflects weighted inputs from client, employee and farmer surveys, and stakeholder interviews. Business significance (X-axis) integrates results from country-level sustainability risk assessments, legal and regulatory risk analysis across origin operations and our Sustainability Strategy objectives. Inputs were normalized to ensure comparability across stakeholder groups, with average scores calculated per issue to reflect their relative prominence.

In parallel, regulatory developments continue to shape our approach. While the European Council’s ‘Stop-the-Clock’ mechanism has postponed Corporate Sustainability Reporting Directive requirements for large companies that have not



yet started reporting, including Sucafina, we continue to prepare for the transition to a double materiality framework. This involves assessing sustainability impacts and related financial risks and opportunities, strengthening the robustness and future-readiness of our materiality process.

Our materiality assessment helps to prioritize key sustainability topics at the Group level. On [page 27](#), we outline our deepened understanding of how these issues manifest across the countries where we work, informing identified risks and future mitigation plans as part of our sustainability due diligence approach.



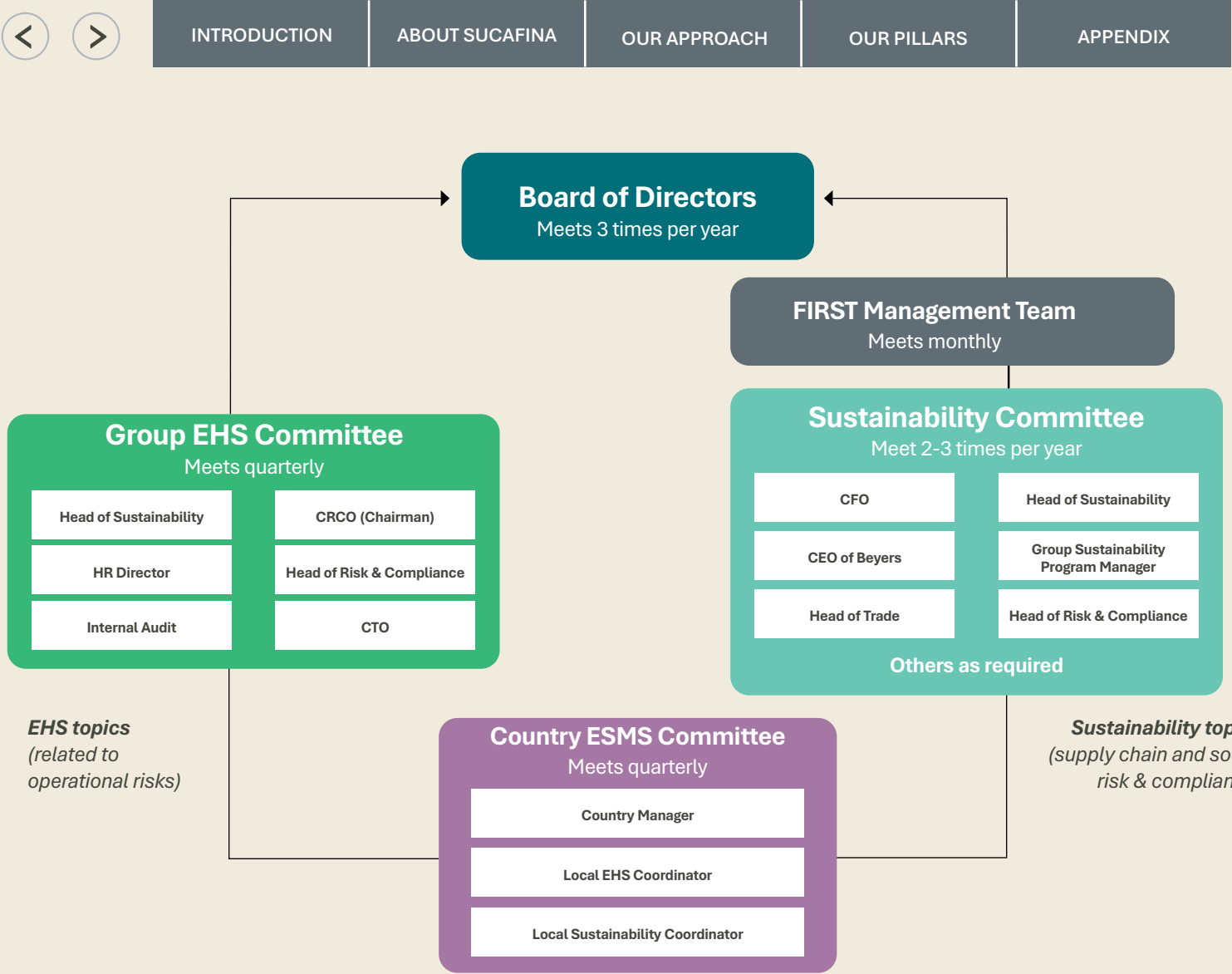
Sustainability Governance

Our sustainability governance is supported by a robust organizational structure that ensures oversight, accountability and alignment across the business.

The Board of Directors provides oversight on key supply chain and sustainability topics, while the FIRST Management Team supports risk-related discussions at the Group level. Within this framework, our Environmental and Social Management System (ESMS) is supported by dedicated Group-level Environment, Health & Safety (EHS) and Sustainability Committees, alongside a Global Sustainability Team that works closely with origin teams to drive implementation of sustainability priorities and initiatives.

This system allows us to scale sustainability projects iteratively while respecting country-specific contexts and risk profiles. By combining a common framework with local implementation, the ESMS ensures we remain consistent and coherent in our approach, optimize processes and identify synergies across topics and geographies.

Performance is monitored through defined KPIs and regular reviews to ensure alignment with group-level priorities.



How We Prioritize Sustainability

Following the rollout of our sustainability risk identification framework in 2024, we further strengthened our approach in 2025 by expanding the use of primary, field-level evidence and deepening our due diligence systems.

Our framework prioritizes materiality, rather than solely identifying the presence of risk, enabling a proactive approach to addressing systemic issues across our supply chains. Material topics are assessed across Labor, Human Rights and Environmental dimensions, further broken down into 11 sub-areas to support root-cause analysis and targeted mitigation.

Micro Assessments

Micro assessments provide detailed, ground-level evidence of how human rights and environmental topics manifest within specific supply chain contexts. In 2025, these assessments were conducted in two regions per country, including visits to eight farms in each country and drawing on surveys and focus groups with farm owners, farm workers, key local stakeholders on environmental and human rights issues, school representatives, commercial partners and internal teams.

These assessments complement country-level analyses by validating macro-level findings against local realities and lived experiences, allowing us to

better understand the scale, severity and likelihood of potential impacts.

Key Findings

The most material topics include farm working conditions, worker health and fair wages, access to grievance and remediation mechanisms, and the implementation of sustainable production practices. While these findings are not new, they reinforce the strategic focus of our Sustainability Strategy and guide the prioritization of mitigation actions and ongoing projects.

The assessments also highlighted the interconnected nature of material topics across themes such as gender equality, worker rights, child labor and environmental pressures, reinforcing the need for integrated mitigation approaches.

We are currently developing origin-level mitigation plans, which will be managed through each country’s ESMS. These plans will be aligned with IMPACT improvement plans, sustainability KPIs and ongoing initiatives with supply chain partners.

Priority Themes by Origin	Brazil	Burundi	Colombia	China	Guatemala	Indonesia	Kenya	PNG	Rwanda	Tanzania	Uganda	Vietnam
Labor rights												
Child labor												
Forced labor												
Working conditions												
Worker benefits & compensation												
Human rights												
Land & resource rights												
Gender based violence												
Grievance & freedom of association												
Environment												
Ecosystem services												
Climate change												
Biodiversity												
Sustainable production												
Overall programming priority												
Overall Priority Level to Guide Programming												

Looking ahead, we will continue to refine our verification and assurance activities, including progressing toward more systematic auditing approaches, informed by risk levels, regulatory developments and operational readiness.

Material Topics and Prioritization

Within our Human Rights and Environmental Due Diligence approach, we apply a saliency analysis to prioritize the risks that are most severe for rightsholders and most likely to occur. This ensures resources are directed toward the issues that matter most for the people affected by our operations and sourcing activities.

Regulatory Alignment

In parallel and considering evolving regulatory requirements such as the European Union Deforestation Regulation (EUDR), we developed a legal risk register covering all sourcing origins. The database maps relevant national legal frameworks across EUDR-related areas, including land tenure, environmental protection, forest governance, labor rights, human rights and anti-corruption. It

also captures country-specific nuances, identifies potential non-compliances and clarifies how legal compliance can be collected and verified in each context. This work strengthens our understanding of regulatory exposure and supports more consistent and informed due diligence across origins.

Deforestation risk has remained a prominent topic across the industry. Regardless of regulatory timelines or outcomes related to EUDR, we remain committed to improving forest-related indicators in our supply chains. This commitment is reflected in our continued focus on transversal topics, including forest conservation, regenerative agriculture and climate action, which together support our approach to protecting the planet.

We recognize that sustainability risks cannot be fully eliminated. Our focus is therefore on applying structured, iterative and evidence-based approaches to identify gaps, address vulnerabilities, and strengthen resilience across our supply chains over time.



IMPACT Program

IMPACT is Sucafina's responsible sourcing program, designed to create a fairer, more resilient coffee industry and benefiting farmers, coffee communities and roasters.

Asobombo Women's Group, Huila, Colombia

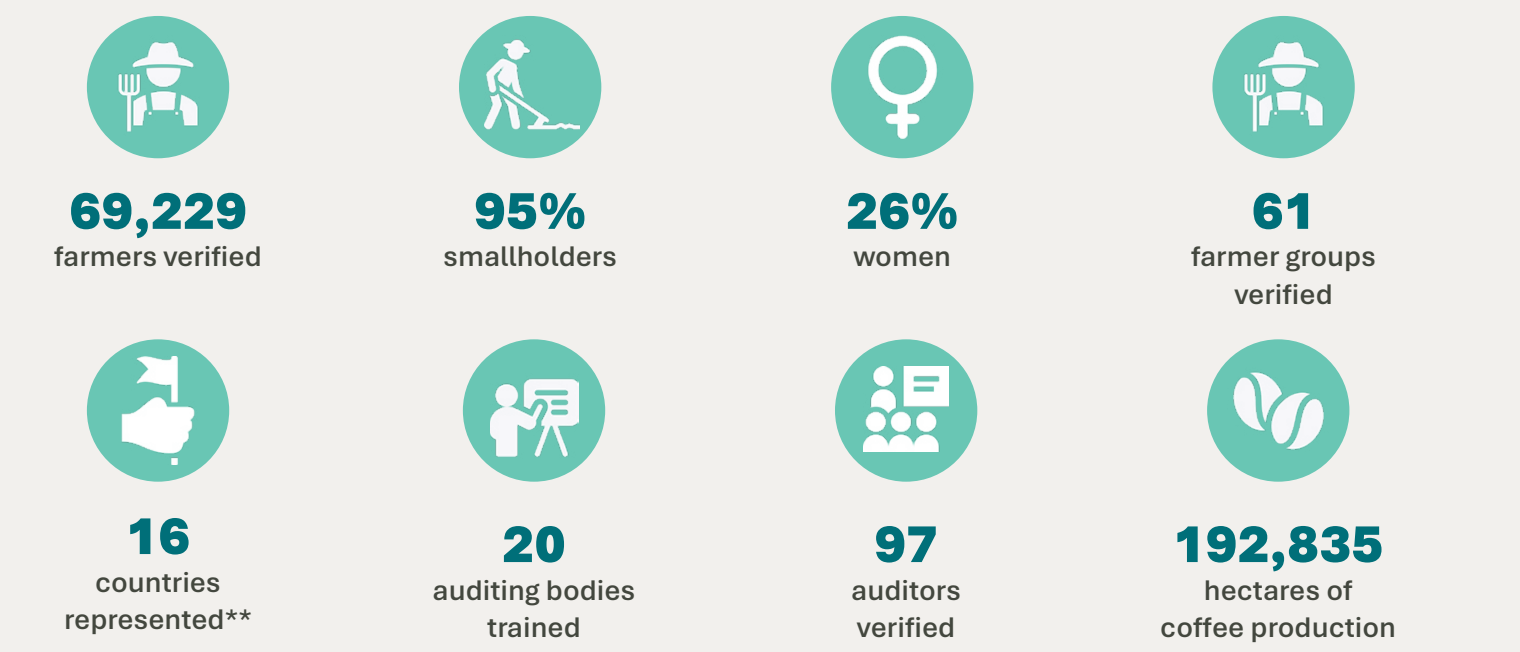
IMPACT in 2025

IMPACT is Sucafina’s sourcing program that assures long-term, sustainable performance along every step of our supply chain. IMPACT empowers farmers and roasters to achieve their sustainability goals while delivering real business results.

IMPACT Verified offers responsibly sourced, traceable coffees that comply with regulatory requirements and rigorous sustainability standards, supporting farmers in their business goals and helping roasters to mitigate supply chain risks.

IMPACT Beyond goes even further, activating lasting transformation in five key areas of sustainability in coffee.

IMPACT by the numbers in 2025 *



*Numbers accurate as of end of 2025.

** Brazil, Burundi, China, Colombia, Guatemala, Honduras, India, Indonesia, Kenya, Mexico, Peru, PNG, Rwanda, Tanzania, Uganda and Vietnam.



Grace Njeri Maina, New Kahuria FCS, Murang’a, Kenya

IMPACT Industrial: IMPACT for Instant Coffee Manufacturing

As we continue to expand IMPACT, our Sucafina Instant team is developing IMPACT Industrial: a new workstream that brings IMPACT into the production and manufacturing stages of instant coffee. This part of the value chain plays a significant role in the sustainability footprint of the products customers buy, yet it has traditionally had limited visibility.

We already have strong frameworks in place for earlier steps in the coffee journey, such as green coffee sourcing, harvesting and origin-level sustainability initiatives. Oversight and standardization have been more limited in the industrial phase, however, especially when it comes to consistent information and comparable environmental, social and governance (ESG) practices.

To better understand the specific sustainability challenges within instant coffee production, we have been gathering feedback from our manufacturing partners through a questionnaire, which covers topics including:

- Governance.
- Labor and human rights.
- Social responsibility.
- Environmental management.
- Occupational health and safety.

Our aim is to open a constructive dialog with our partners, identify strengths and opportunities for improvement and benchmark practices across the industry.

Based on the findings, we will develop a more structured approach for evaluating and working with manufacturers, giving clients greater confidence in the integrity of their supply chain.

While IMPACT Industrial is still in its early stages, it is an important step toward a fuller sustainability picture of the whole coffee value chain. It will also provide even greater assurance that our instant coffee products reflect the same commitments to responsibility, transparency and continuous improvement that guide the entire IMPACT Program.



Maroun Sarkis, Trader, Sucafina Instant - Gulfood 2025

Updating Our IMPACT Goals

As part of our Sustainability Strategy review ([see page 23](#)), we also revisited our five IMPACT Goal areas. Based on our work to date and the stakeholder feedback we received we decided to broaden the scope of two of our IMPACT Goals to better reflect the tangible value Sucafina adds throughout the value chain.



LIVING INCOME

We strengthen farmer resilience by improving productivity, enabling diversified income streams and expanding access to services such as finance, insurance and agronomic support that support sustainable livelihoods.

REGENERATIVE AGRICULTURE

We scale regenerative agricultural practices that improve farm productivity, soil health and biodiversity while reducing climate impacts. By promoting context-specific solutions aligned with farmer needs and economic viability, we drive adoption and build long-term resilience in coffee supply chains.

CLIMATE ACTION

Updated Goal name

Through carbon monitoring, regenerative agriculture practices and improved supply-chain transparency, we work with farmers and partners to lower the carbon footprint of coffee production.

While reducing greenhouse gas emissions remains at the core of our strategy and IMPACT, climate action goes beyond emissions. Our updated IMPACT Goal name reflects the broader focus of our Climate Action Plan, due for release at the end of 2026.

COMMUNITY WELLBEING

Updated Goal name

We work to create environments where individuals and communities live and work with dignity, safety and opportunity, and where children are protected, women are empowered, youth are included and communities are resilient and able to thrive.

Our updated IMPACT Goal name reflects our more holistic approach, which combines human rights risk mitigation with community partnerships that support the long-term wellbeing of coffee farming households.

FOREST CONSERVATION

We protect forests by ensuring that coffee supply chains are traceable and deforestation-free. Through improved supply-chain transparency, deforestation monitoring and agroforestry initiatives, we support coffee production that conserves natural ecosystems and prepares our partners for evolving regulations, such as EUDR.

Going Beyond Responsible Sourcing with IMPACT

Sucafina’s IMPACT Program is designed drive sustainable growth for farmers and roasters, together.

IMPACT Verified offers responsibly sourced, traceable coffees that comply with regulatory requirements and rigorous sustainability standards, supporting farmers in their business goals and helping roasters to mitigate supply chain risks. As of December 2025, we’ve verified over 69,000 farmers across 16 origin countries, with more supply chains being added as we expand the program.

Building on a foundation of compliance and sustainable practices, **IMPACT Beyond** identifies win-win opportunities for stakeholders throughout the supply chain to invest in transformation across the five IMPACT Goal areas: **Resilient Livelihoods**, **Regenerative Agriculture**, **Climate Action**, **Community Wellbeing** and **Forest Conservation**. IMPACT Beyond projects can be built upon recognized responsible sourcing schemes, such as IMPACT Verified, Rainforest Alliance and 4C. As a result, we describe these coffees as ‘sustainably sourced’.

How IMPACT Beyond Works

Roasters and partners can engage in IMPACT Beyond projects at different levels depending on their priorities, scale and preferred level of involvement:

- **Direct IMPACT Beyond investment** – for partners seeking strategic, co-designed projects and larger, multi-year commitments.
- **Beyond Flagship contributions** – for partners contributing to ongoing projects through coffee purchases or one-off contributions.

Both routes support the same IMPACT Goals and initiatives, while offering different levels of engagement and investment.

1. Direct IMPACT Beyond investment within a selected supply chain

Roasters and partners can work with Sucafina to co-create and co-invest in sustainability projects that drive measurable change where it is most needed. These partnerships are typically multi-year commitments, designed to address systemic challenges within specific origins/supply chains. Investment can be structured as a premium on coffee purchases or through direct funding.

- **Identify opportunities:** Using regional data and local expertise, Sucafina works with partners to pinpoint where investment can create the most meaningful and lasting impact.



Sabinah Njeri Njoroge, Thika Giki FCS, Njaini Women’s Group, Kenya

- **Co-design projects:** Partners collaborate with Sucafina teams to shape initiatives aligned with their sustainability goals.
- **Implement and track progress:** Projects are delivered with structured monitoring and clear reporting through IMPACT Progress Reports, delivering transparency and shared value for all.

2. Beyond Flagship Project contributions

Beyond Flagship connects roasters and partners to IMPACT Beyond programming through the coffee they buy, with premiums supporting ongoing initiatives at origin rather than standalone projects. These contributions are channeled into existing IMPACT Beyond initiatives, strengthening ongoing programs and extending their reach.

- Contributions are typically applied as a built-in (or optional) premium on selected coffees, with the option for smaller bespoke contributions where needed.

- Funding is origin-linked, not lot-specific.
- Investments support the expansion or deepening of existing initiatives within that origin.

For example, purchasing a Beyond Flagship aligned coffee from Colombia (such as any coffee in our Colombia Sucafina Originals range) contributes to ongoing IMPACT Beyond projects and commitments in Colombia.

Beyond Flagship allows specialty buyers and smaller roasters to support meaningful sustainability work while ensuring that projects remain scalable, coordinated and data-driven.

Whether through direct investment in a co-designed Beyond project or through Beyond Flagship coffee purchases, all sustainability partners support the same goal: strengthening coffee supply chains through targeted, measurable progress across the IMPACT Goal areas.



BEYOND FLAGSHIP PROJECT CASE STUDIES:

Rwanda: Coffee Productivity & Income Diversification

Our Rwanda Beyond Flagship project supports coffee farming families within our supply chain by combining regenerative agriculture practices with livelihood diversification strategies.

How It Works

- **Seed distribution via VSLA groups:** Project funds are channeled through Village Savings & Loan Associations (VSLAs) to distribute cover crop and intercrop seeds that support both soil regeneration and income diversification.
- **Research and training:** Farmers gain access to information on the optimal mix of cover and intercrops to enhance income, biodiversity and soil fertility.
- **Women-led coffee seedling production:** The project supports the creation of women-led VSLA initiatives focused on producing coffee seedlings, creating job opportunities and enhancing long-term productivity.

The project began in late 2025, with primary funding generated through purchases of specialty microlots from our Europe and Australia positions.

[Learn more.](#)



INTRODUCTION

ABOUT SUCAFINA

OUR APPROACH

OUR PILLARS

APPENDIX

Above: Annonciate Renzaho, farmer & VSLA member, Kazo, Rwanda
Left: VSLA members & project participants



BEYOND FLAGSHIP PROJECT CASE STUDIES:

Burundi: Boosting Income through Livestock

Most coffee farming families in Burundi depend on coffee for their annual income, yet as a result of small farms and aging trees, almost 100% of coffee households earn less than the living income benchmark.

We are supporting income diversification by facilitating small, collaborative investments in women-led Village Savings & Loan Associations (VSLAs) in Burundi. VSLA members told us that they would like to increase livestock ownership in their communities, and we listened.

Livestock chains help VSLA members to increase their revenue stream by up to 60% within 6 months as they sell the animals' offspring and products like milk. Goats and pigs are easy to care for and can have an immediate and ongoing impact since they reproduce quickly and each female can have several offspring. Keeping animals can also increase nutrition by giving families better access to milk and meat, while livestock manure can be used to fertilize coffee trees and improve yields.

How It Works

- **Establishment of new VSLAs:** Micro savings and credit groups will be run entirely by women.
- **Purchase and distribution of livestock:** Start-up microcredit will be provided to buy and manage goats and pigs.

- **Livestock solidarity chains:** Livestock 'starter kits' are first distributed to a small number of households. Upon each successive generation, offspring will be passed on to new VSLA members of the VSLA.

[Learn more.](#)



Above: Marie Hakizimana, Participant in Rimiro CWS livestock distribution, Burundi
Left: VSLA meeting, Rimiro CWS



BEYOND FLAGSHIP PROJECT CASE STUDIES:

Colombia: Coffee for Clean Water Project

Our Coffee for Clean Water project has supplied rural communities in Colombia with easy-to-operate, community-based water purification plants since 2023, with the goal of reducing water-borne illnesses in rural communities.

The Rationale

More than 1.6 million people in Colombia, mostly in remote rural areas, lack access to clean, safe water. As a result, waterborne diseases are a major cause of illness. Yet this is entirely preventable: simple, community-managed treatment plants can reduce water-related illnesses from 15% of the population to zero almost overnight.

Progress in 2025

- **February 2024:** A water treatment system in Los Medios, Caldas, began serving 70 families and 25 children and cut waterborne illness from 15 percent to zero.
- **August 2025:** A new system went online at Nuestra Señora del Carmen school in Catatumbo, improving health for 300 children and their families, as well as teachers and staff.

- **Next up:** We plan to install systems at two schools served by Global Cafés Coffee Growers Cooperative, a partner with two verified supply chains covering 479 verified farms and 34,129 bags. The group was the first in Colombia to meet EUDR requirements.

[Learn more.](#)



Nuestra Señora del Carmen school, Catatumbo, Colombia



04

OUR PILLARS

Investing in Farmers	37
Caring for People	46
Protecting Our Planet	58



Investing in Farmers

When farmers thrive, so do supply chains. We invest in livelihoods, productivity and farming practices to build lasting resilience, strengthening traceability, long-term relationships and stability for everyone involved.

In this section:

- Our Regenerative Agriculture Methodology
- Driving Regenerative Impact in Brazil
- Rejuvenating Coffee Farms for the Future
- Building Resilience with Women Farmers in Burundi
- Creating Microbusinesses in Rwanda

Clockwise from top right: Zakayo Kule, Sustainability Officer/Agronomist, Mubuku CWS; Mr & Mrs Kamalha Manuel, Farm Exchange Hosts, Mughete Village, Kasese; & Mr Muhindo Yeremia, Lead Farmer, Mughete Village, Kasese, Western Uganda

Our Regenerative Agriculture Methodology

Coffee farming depends on healthy soils, reliable water cycles and functional ecosystems. However, in many producing regions, soil degradation, declining biodiversity and increasing climate variability are placing pressure on both yields and farmers’ livelihoods.

Regenerative agriculture offers a practical framework to restore ecological health while strengthening farm productivity.

At its core, regenerative agriculture focuses on improving the natural systems that underpin farming. In coffee, this means protecting and rebuilding soil fertility, improving water management, increasing biodiversity and reducing greenhouse gas emissions. For farmers, the benefits can include more resilient trees, improved yields over time, lower dependency on inputs and greater capacity to adapt to climate stress.

Coffee is typically grown by smallholders managing a few hectares of land. Their farms are both production systems and living ecosystems. When soils lose organic matter, when shade cover declines or when fertilizer is poorly managed, productivity and resilience can suffer.

Regenerative practices can help to reverse this trend. For example, cover cropping and mulching help keep soil covered, reducing erosion and improving moisture retention, while optimizing

fertilizer and pesticide use improves efficiency and reduces environmental risk. When applied consistently and adapted to local contexts, they can improve long-term soil health, support stable yields and reduce vulnerability to extreme weather.

Our Methodology

There is no single global definition of regenerative agriculture, and frameworks vary widely. Our approach, originally developed in 2023, has been created specifically for coffee supply chains and is grounded in the realities farmers face.

We assess implementation across 15 targeted practices linked to four environmental dimensions: soil, water, biodiversity and greenhouse gas emissions. After baseline assessments, we support farmers along a tailored progression pathway, helping identify priority areas and enabling tailored support. This data-driven approach allows us to co-design projects with farmers and partners, adapting interventions to local needs rather than applying a one-size-fits-all model.



Edward Musoke Mwesiga, Lwengo District, Greater Masaka

In 2024, our regenerative agriculture methodology was reviewed by an independent third-party consultant. They benchmarked our framework against six recognized regenerative agriculture standards, including coffee-focused and broader international frameworks.

The review concluded that our methodology is robust, comprehensive and well suited to coffee production systems. It found strong alignment with established regenerative principles and highlighted the breadth of our practice set, including our emphasis on farmer training and implementation. A formal validation document is expected in 2026. This external assessment reinforces that our approach is substantive and grounded in credible regenerative agriculture principles, while also identifying areas for continued improvement.

Building Resilient Coffee Landscapes

Regenerative agriculture is a continuous process that involves restoring and strengthening the natural systems that coffee depends on. At its heart, it means creating the conditions for coffee trees – and the people whose livelihoods depend on them – to thrive over the long term.

“

When I heard Ugacof was identifying farmers to host demo plots, I welcomed the opportunity. A first step was stumping all the coffee trees within the plot. Today, I’m deeply grateful for the experience.

”

Edward Musoke Mwesigwa, Coffee Farmer

Our Regenerative Agriculture Methodology (Continued)

By combining structured assessment, independent validation and on-the-ground demonstration, we aim to support farmers in strengthening the ecological foundations of their farms.

As more data is gathered across our supply chains, we continue to refine our approach, identifying the practices that are most effective in each origin and scaling those insights more widely. In doing so, we are supporting farming systems that are better equipped to adapt to change, sustain production and provide more secure livelihoods over time.

Case Study: Demo Farms in Uganda

Methodologies only create impact when translated into practice. In Uganda, demo farms – small-scale model plots hosted by farmers to showcase agronomic practices in action – are helping to bridge this gap.

Practices introduced on these plots vary depending on the farmer’s knowledge, engagement and investment capacity. Basic maintenance and pruning may serve as entry points, while more advanced interventions such as stumping and replanting with new varieties demonstrate longer-term transformation.

Edward Musoke Mwesigwa, a farmer in Masaka who has partnered with Ugacof (our sister company in Uganda) since 2018, hosts one such demo plot. He manages 25 acres of coffee intercropped with

maize and raises pigs and chickens. He has a strong entrepreneurial mindset: he recycles coffee husk to make bedding for his chickens, for example.

“When I heard Ugacof was identifying farmers to host demo plots, I welcomed the opportunity. One of the first steps was stumping all the coffee trees within the plot. At first, I was concerned about whether it would work. But today, I’m deeply grateful for the experience and I’m hoping to extend stumping to all the other plots in phases.”– Edward Musoke Mwesigwa

His demo plot now serves as a learning hub, enabling neighboring farmers to observe regenerative practices and assess results firsthand.

Edward’s wife, Immaculate, independently manages four acres of land on the family farm. After receiving training on Good Agricultural Practices and financial literacy, she has applied lessons from the demo plot to her own coffee and banana fields.

“The income I earn from this land allows me to share household responsibilities with my husband.” – Immaculate Musoke

Edward and Immaculate’s experience illustrates how regenerative agriculture can support not only environmental health but also stronger farm management and more balanced household dynamics.



Above: Edward & Immaculate Musoke
Below: Edward w/Robert Adomati, Field Officer/Lead Agronomist, Ugacof

“

The income I earn from this land allows me to share household responsibilities with my husband.

”

Immaculate Musoke
Coffee Farmer



Driving Regenerative Impact in Brazil

In August 2025, together with our partners Itochu and Ajinomoto AGF, we launched a four-year project (SEMEIA) in Brazil designed to strengthen the long-term resilience of coffee farms while contributing to climate and environmental goals. This initiative brings together agronomy, reforestation and responsible sourcing into one integrated approach.

The pilot phase is supporting nine farmers in both Arabica and Robusta (Conilon) regions to develop practical, measurable models that can be strengthened and expanded over time. The project will then be expanded to reach more farmers.

For coffee farmers, environmental resilience and financial viability go hand in hand, and at its heart, SEMEIA focuses on economic sustainability. Healthier soils, better water management and more efficient input use can reduce costs, stabilize yields and protect production against climate variability.

Key Activities

Training and Farm Management

Farmers and farm workers are receiving training on key regenerative practices, including soil cover, nutrient management and integrated pest management. They will be supported to document results through field notebooks and implement practical farm management tools. Clear record-keeping helps farmers understand costs, track productivity and make informed decisions about their businesses.

Rejuvenation of Robusta Plots

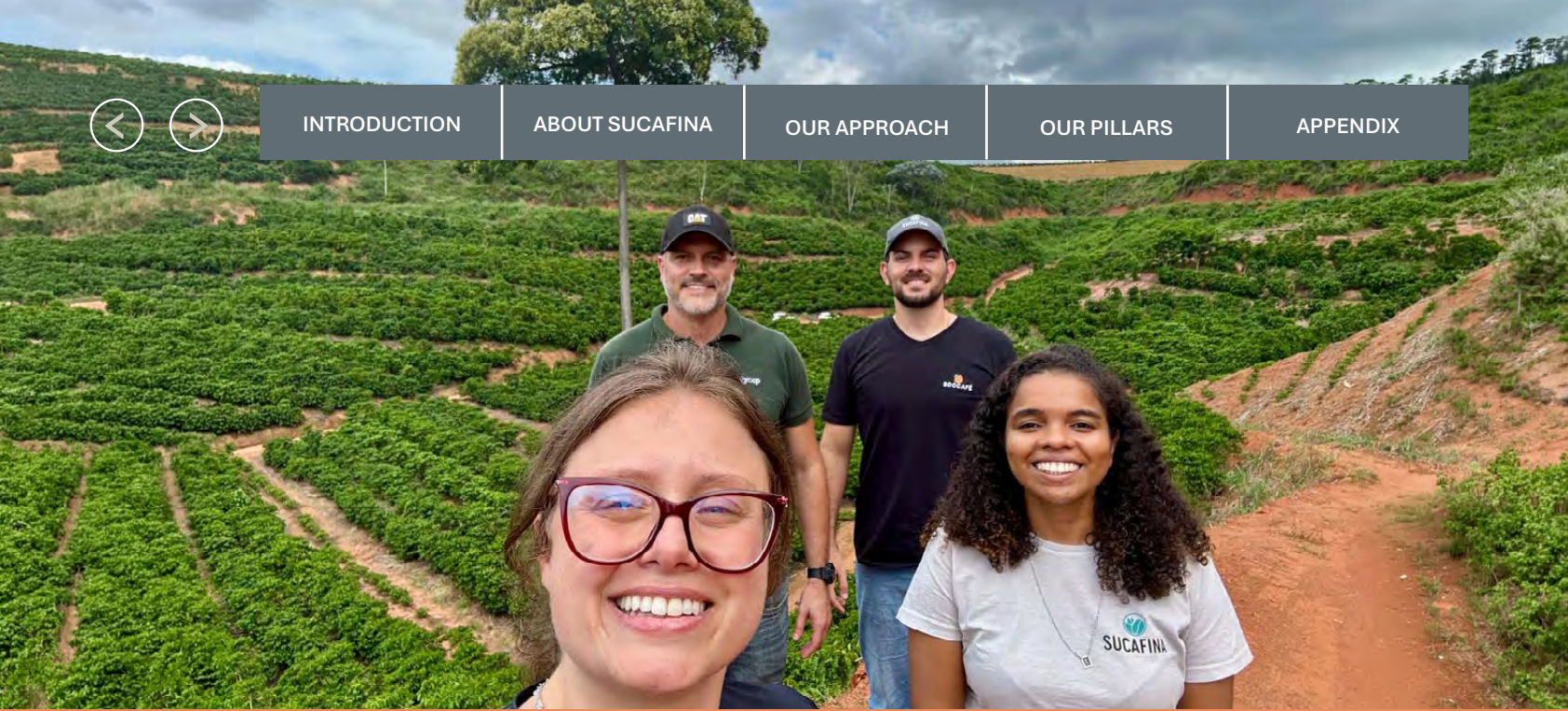
On the Robusta farms, coffee trees are being rejuvenated to restore productivity. Renewing aging trees can boost yields over time and improve overall farm performance, while minimizing the need to expand the cultivation area. To date, over 30,000 new coffee trees have been successfully planted, reinforcing long-term productivity and resilience.

Regenerative Inputs and Carbon Reduction

All nine farms are installing composting units and receiving low-carbon fertilizer packages, biological nitrogen fixers and cover crops. The farms are already seeing improvements in soil quality, nutrient availability and plant vigor.

Irrigation Management

On the Robusta farms, improved irrigation system management will support more efficient water use. Optimizing irrigation can reduce energy consumption, lower costs and conserve local water resources.



Mariana Martins (Sustainability Manager) & Joyce Lopes (Sustainability Analyst), Sucafina Brasil, w/ Ramon Januário & Lucas Fiorot (Farmer Partners)

Reforestation and Agroforestry

A total of 6,680 native trees will be planted. Beyond carbon benefits, native species can enhance biodiversity, provide shade, protect waterways and strengthen landscape-level resilience.

Responsible Sourcing

All nine farms will undergo IMPACT Verification, providing an external check on environmental and social practices and supporting traceable, EUDR-aligned supply chains.

Looking Ahead to 2028

By 2028, the project aims to reduce greenhouse gas emissions, lower production costs and strengthen water and soil conservation. Farmers are expected to advance their regenerative agriculture practices, integrate agroforestry, improve fertilization and fertigation systems and build more resilient, future-ready coffee businesses.



Rejuvenating Coffee Farms for the Future

In many coffee-producing countries, trees planted in the 1970s and 1980s are now well past their peak. As a result, many farms, especially in East Africa, are facing declining yields, rising pest and disease pressure and the growing impact of climate change. At the same time, most smallholders continue to rely on varieties and production models developed decades ago.

Rejuvenation – often referred to as rehabilitation and renovation – is one of the most practical ways to address these challenges while strengthening farmer livelihoods.

What Is Coffee Rejuvenation?

Rehabilitation and renovation encompass a set of agronomic practices designed to restore productivity and extend the lifespan of coffee farms.

Rehabilitation focuses on improving existing trees. It includes practices such as pruning and stumping:

- **Pruning** involves removing unproductive, damaged or diseased branches. This allows the remaining healthy parts of the tree to receive more water and nutrients, improving structure and yield. Better light penetration and air circulation can also reduce humidity and fungal pressure, which is increasingly important in more erratic rainfall patterns.
- **Stumping** involves cutting back the main stem of the coffee tree to encourage new shoots to grow from the stump. This effectively restarts the tree’s growth cycle. Stumping is typically recommended around year ten and then every seven years, ideally after harvest.

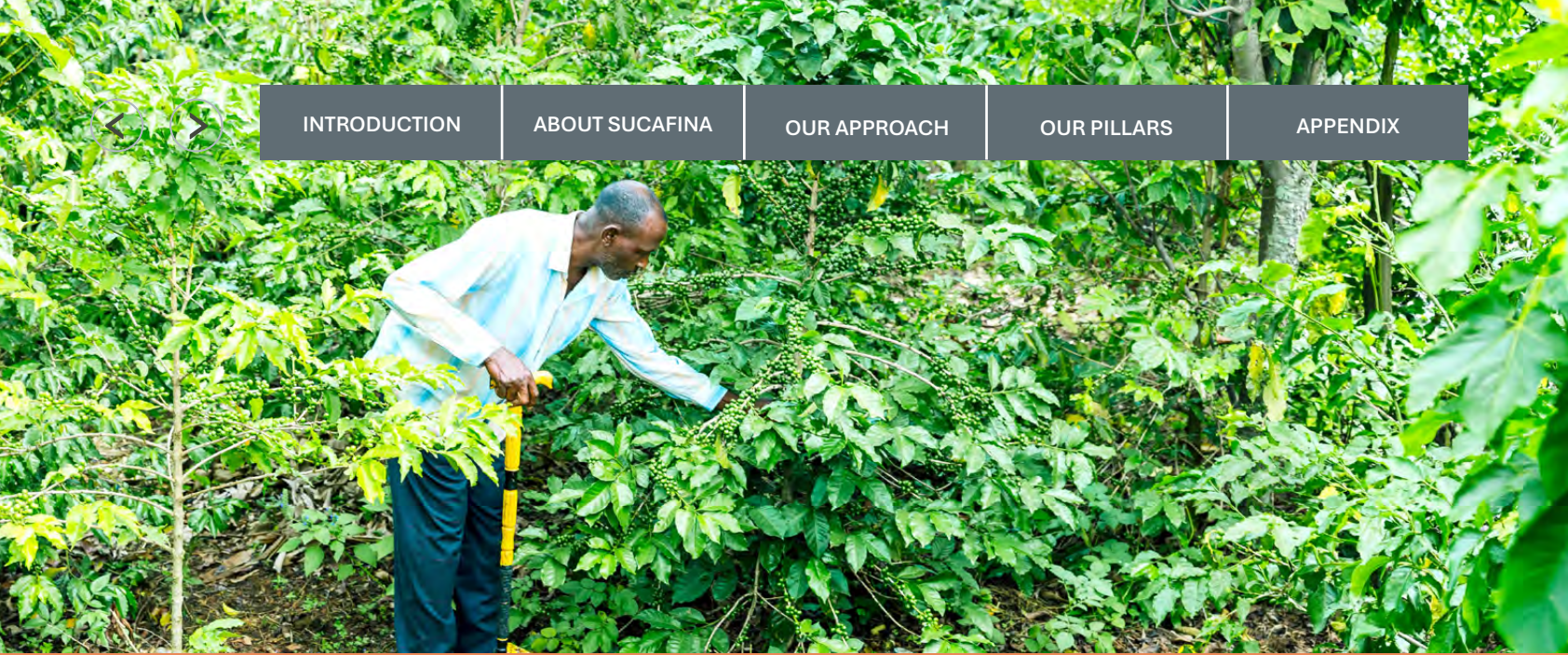
- **De-suckering**, a form of pruning, removes water shoots that compete for nutrients and reduce overall productivity.

Renovation, by contrast, involves removing old or irreversibly diseased trees and replacing them with new seedlings. This creates an opportunity to introduce improved varieties that may offer higher yields, better cup quality or greater tolerance to pests, diseases and climate stress.

Both rehabilitation and renovation aim to increase yield per tree and maintain production on existing land, reducing pressure to expand into new areas.

Benefits for Smallholders

Coffee trees typically begin producing fruit two to three years after planting, reach peak production between six and eight years and then gradually decline. Although they can survive for decades, productivity drops significantly after their prime. Without regular rejuvenation, farmers face decreased yields and, in turn, lower incomes. For smallholders, whose margins are often thin,



Valens Habamungu, Farmer Partner, Kazo CWS, Rwanda

declining productivity can mean reduced ability to invest in farm improvements or build resilience to income shocks.

When applied consistently and supported with training, quality inputs and financing, rejuvenation can:

- Increase yield per tree and per hectare.
- Extend the productive lifespan of farms.
- Improve resilience to drought and disease.
- Reduce the need to expand cultivation area.
- Support adaptation through more climate-resilient varieties.

However, rejuvenation requires more than agronomy. Farmers need access to quality planting material, tools and soil nutrition inputs. They need knowledge and technical assistance to apply good agricultural practices correctly. And crucially, they need financial support to manage the income gap that can arise when trees are stumped or replaced.

Coffee Seedling Distribution in 2025

Access to high-quality seedlings is a cornerstone of effective renovation. Strong nursery management and healthy, well-developed seedlings help ensure better survival rates, faster establishment and stronger long-term performance in the field. By investing in nurseries and distributing quality planting material, we help farmers replace ageing trees with varieties better suited to current and future conditions.

895,085

quality coffee seedlings distributed to farmers by Sucafina in 2025.

CASE STUDY:

Tools for Prosperity in Uganda

In Uganda, we are supporting farmers through our Tools for Prosperity program. This Beyond Flagship project equips IMPACT-verified smallholder farmers with essential farming tools and practical support. Farmers delivering to Katerera Coffee Washing Station in Western Uganda typically cultivate small plots with, sometimes, as few as 300 coffee trees, many of which are aging and increasingly unproductive. With such limited production, many households struggle to earn a living income.

Across Uganda, many farmers also lack access to basic farming tools necessary for effective coffee production and farm management, hindering their ability to manage soil, prune trees and maintain healthy plots, contributing to lower productivity and constrained household income.

By providing farmers with tool kits that include hoes, spades and pruning saws, our initiative addresses a key barrier to farm productivity – limited access to essential farm equipment. Farmers also receive guidance on effective tool use and basic farm-management techniques.

The project supports IMPACT Goals by contributing to wider yield-increasing initiatives and building capacity to improve farmer prosperity through access to tools, practical skills and improved management practices.

Incentivizing Renovation in Rwanda

In Rwanda, Sucafina is working with 100WEEKS, Ahold Delhaize Coffee Company and Netherlands Enterprise Agency (RVO) to address one of the biggest barriers to renovation: the short-term income gap farmers face.

Stumping or replanting trees means farmers may wait at least two years before seeing full production benefits. To support farmers in the interim, the program provides weekly cash payments to farmers in exchange for renovating their trees, alongside training and inputs such as fertilizer.

The project is testing different incentive models. All participating farmers receive training and inputs for stumping. One group receives €1.20 per week, while another receives €1.20 plus an additional €2.50 per week.

Progress in 2025

- 756 farmers onboarded.
- Baseline assessments conducted, including living income questionnaires.
- Training delivered on record keeping, nursery management, stumping validation, soil management and cover crops.
- 564 farmers received fertilizer, with 321 MT applied to 160,500 stumped trees.
- 37,000 quality seedlings matured and ready for distribution in October 2025.

As of October 2025, 63% of farmers in the non-incentivized group had stumped their trees, compared to 95% and 97% in the incentivised groups – an average of 85% across all participants.

Early results suggest that well-designed financial incentives, combined with technical support, can significantly accelerate adoption.



Above: Seedling nursery, Katerera CWS
Left: Stumping project, Rwanda

CASE STUDY:

Promoting Stumping through Loyalty Programs in Tanzania

In Tanzania’s Ruvuma and Mbeya regions, rejuvenation is integrated into Sucafina’s established loyalty program with partner Agricultural Marketing Cooperative Societies (AMCOS) – local farmer cooperatives.

Each AMCOS is assessed and placed into Bronze, Silver or Gold tiers based on governance, performance and readiness for investment. The tier determines the level of support, from training and practical tools to targeted incentives.

In Q3 2025, we launched an initiative that links farm renewal with stronger cooperative governance and long-term performance.

As part of the project, four Silver-tier AMCOS are hosting demonstration plots where farmers can see practices such as stumping in action.

Meanwhile, two Gold-tier AMCOS in Mbinga District are participating in a stumping incentive program reaching 200 farmers.

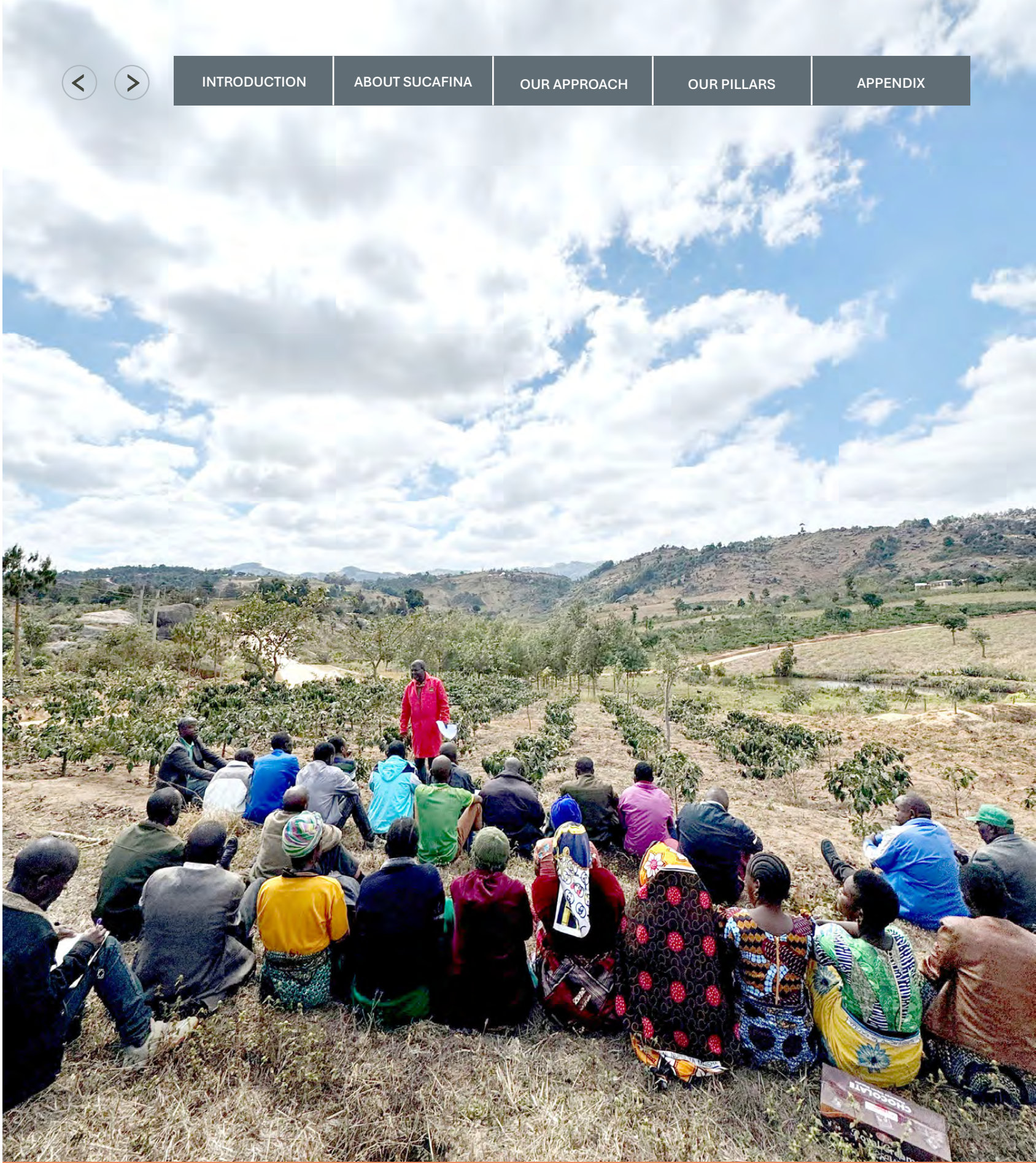
Participants receive tools such as pruning saws and secateurs to support with the systematic renewal of aging trees.

“

Before we worked with Sucafina...our knowledge of coffee farming practice was very limited...now, thanks to the training we have recieved, we are at our best.

”

Andrea Edward Tete,
SOGEA AMCOS Chairman



Above: Launching demo plot & stumping training, Mbinga, Tanzania

Left: Chadson Mbigili, AMCOS Coordinator LP, & Andrew Makoye, Certification & Sustainability Manager, Cotacof

Building Resilience with Women Farmers in Burundi

Women play a vital role in coffee production in Burundi but often lack access to the resources, land and support they need to thrive. To strengthen resilience and create more opportunities for women, we are facilitating and funding four women's empowerment groups in Ngozi Province.

We are working with farmers at Rimiro Washing Station in Ngozi Province, which is managed by Joelle Nishimwe. The first woman to manage one of our washing stations in Burundi, Joelle has already demonstrated strong leadership and a deep commitment to supporting women in her community.

Together with Kahawatu Foundation, we are collaborating with women in the nearby communities of Rimiro, Muhama and Bucamihigo to support them to form Village Savings & Loan Associations (VSLAs).

VSLAs are community-led savings groups that enable farmers – particularly women and young people – to access cash loans for on-farm investments and new income-generating activities. They play a pivotal role in strengthening farmers' economic resilience and unlocking new opportunities.

As the groups develop, members attend training sessions on savings management and income-generating activities.

They also take part in agronomy trainings, such as stumping, organic fertilizer use and intercropping.

Together, these initiatives are equipping farmers with the skills and resources to increase their coffee yields and diversify their income sources.

Members of the Bakenyezi Dutezimbere Igiterwa C'lkawa group from Rimiro are also helping to rejuvenate a small plot of coffee trees at the washing station. Once the renovation is complete, they will take ownership of the plot.

The women also received high-quality coffee seedlings, giving them the chance to enhance their own farms and secure stronger yields for the future.

With the support of our initiative, smallholder farmers in Burundi are building stronger, more resilient livelihoods for themselves, their families and their communities.



“

The farmers are already seeing the benefits. They can apply for VSLA credit to carry out small farm projects they wouldn't be able to finance themselves. Importantly, they can see their own progress, even if it takes time. These women are setting a strong example within their communities, sharing the value of VSLAs and encouraging other farmers to join.

”

Joelle Nishimwe, Rimiro
CWS Manager

Creating Microbusinesses in Rwanda

For many coffee farming families, particularly in East Africa, income from coffee alone is not always sufficient to reach a living income. Harvests are seasonal and earnings can fluctuate, making it difficult for households to plan, invest or absorb unexpected costs. Diversifying income sources is one practical way for farmers to strengthen their financial stability.

In Rwanda, in partnership with Nestlé Zoégas and Kahawatu Foundation, we are supporting farmers in our network to develop additional income-generating activities alongside coffee. These include animal rearing and beekeeping, as well as participation in community savings groups.

366 farmers are participating across 13 income-generating activity groups. Of these, 76% are women and 24% are young people, reflecting a strong focus on inclusion and shared opportunity.

At Karenge Coffee Washing Station (CWS), members of the Terimbera Youth Group are building pig farming businesses. Recently, 27 piglets were born: half were distributed to individual members and half were retained by the group to strengthen the collective enterprise. This approach enables both personal and group-level income growth.

In 2025, two additional groups were established and are already seeing positive results.

Kazo CWS

30 group members at Kazo CWS are supplementing coffee production with pig farming. The group uses

a livestock solidarity chain model. Ten members each receive one pig. As piglets are born, each of these members passes five piglets on to others in the group. This creates a multiplying effect, allowing benefits to spread progressively among members without requiring large upfront investments.

Tubungubumwe Dusasira Kawa

Tubungubumwe Dusasira Kawa, a women's group at Mashasha CWS, is also participating in pig farming and beekeeping using the same solidarity model. By combining livestock and honey production, members diversify their income streams and reduce reliance on a single source of revenue.

Alongside these activities, farmers also take part in trainings on financial management and community savings groups.

Together, these activities help farming households mitigate risk, smooth income between harvests and invest in their farms and families, building assets over time and moving closer to more secure and sustainable livelihoods.





Caring for People

Connected value chains are built by people. Strong relationships, from farmer to roaster, make them work. We invest in the wellbeing, safety and development of our teams and the communities we touch.

In this section:

- Fostering Safe Workplaces
- Opening Doors to Learning
- Expanding Access to Healthcare in Uganda
- Elevating Women in Coffee
- Strengthening Child Protection in Uganda
- Enhancing Food Security in Papua New Guinea
- Supporting Fair Work and Inclusion in Indonesia

Alirio Jaramillo at Farallones Productivo y Sostenible Event 2025, Colombia

Fostering Safe Workplaces

Ensuring safe, responsible working conditions across Sucafina’s operations and supply chains is a core part of how we operate.

Through robust health, safety and compliance systems, we protect people across our operations and supply chains. We take a continuous approach to monitoring and improving occupational health and safety, safeguarding employees and workers at origin while strengthening our overall resilience.

Our approach is grounded in our Environmental and Social Management System (ESMS), which provides a clear structure for identifying, managing and responding to environmental and social risks. From climate-related challenges to human rights considerations, the ESMS guides consistent action throughout our global operations.

Within this framework, dedicated Environment, Health and Safety (EHS) team members across our origins and offices focus specifically on minimizing risk and supporting safe working environments. The strength of our approach to EHS comes from combining global standards with local insight, helping ensure that actions are both practical and relevant on the ground.



EHS training numbers in 2025

- 680 permanent employees trained on safety at work.
- 100% of origins with incident tracking.
- 83% of origins with quarterly ESMS committees set up.
- 384 EHS training sessions.
- 92% of origins with EHS internal audit report for this year.



Promoting Health and Safety in Brazil

In April 2025, Sucafina Brasil hosted its annual Safety and Injury Prevention Awareness Training (SIPAT) in Varginha. Designed to promote awareness, prevention and open dialogue around key workplace health, safety and wellbeing topics, the week-long event was a great success.

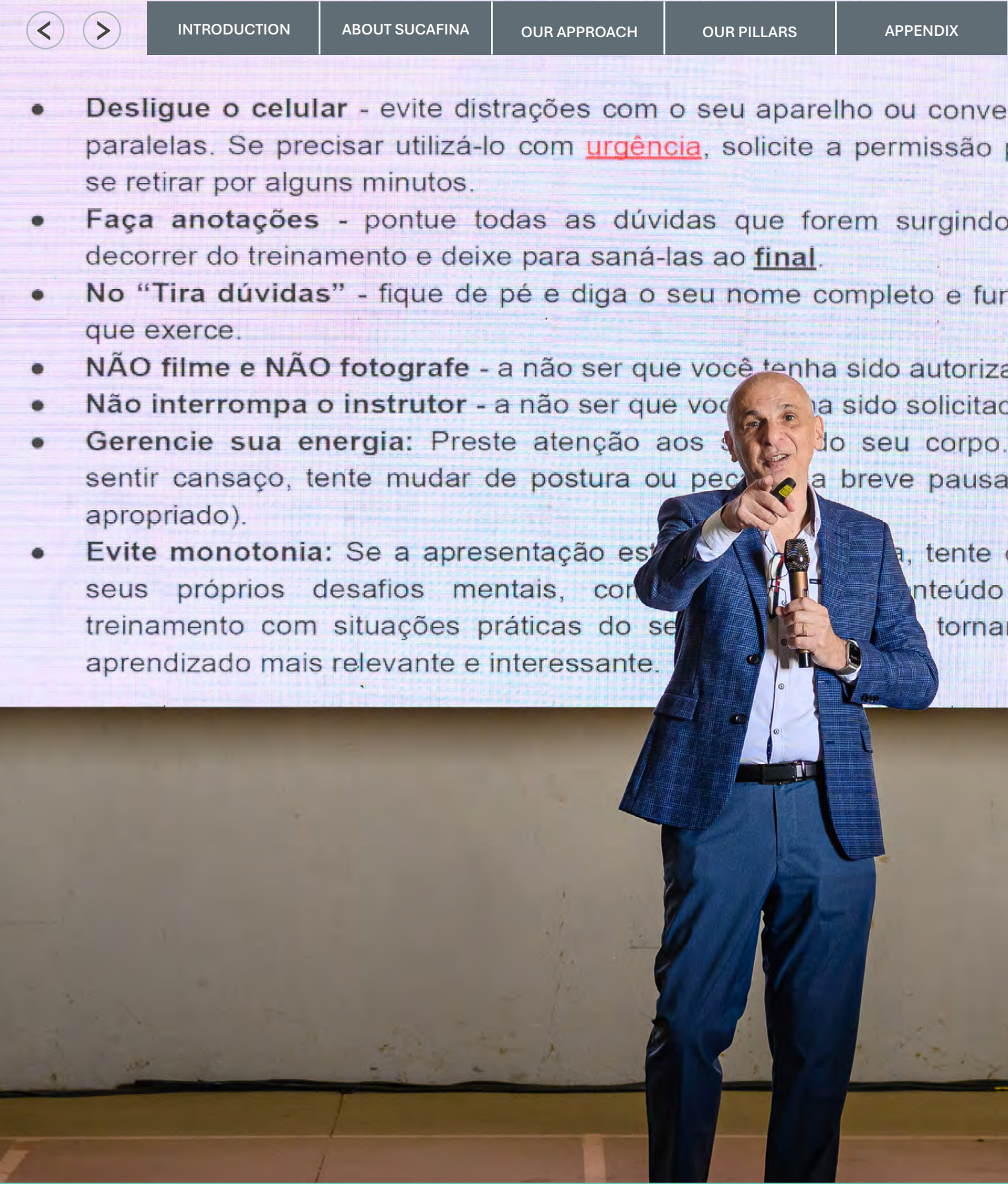
This event is designed to promote awareness, prevention and open dialogue around key health, safety and wellbeing topics that affect everyone in the workplace.

The 2025 edition of SIPAT reflected Sucafina’s strong commitment to Caring for People, with a rich and varied program, including talks and discussions on topics such as:

- Fostering a strong safety culture and use of PPE.
- Sexual harassment, including legal definitions and employee rights.
- Nutrition, physical activity and quality sleep.
- Digital dependency and the psychological impacts of excessive technology use.

To wrap up the week, Sucafina organized a donation drive that collected a significant amount of geriatric diapers and two microwave ovens, which were donated to a local nursing home, positively impacting the lives of elderly residents.

With strong participation and thoughtful discussions throughout, SIPAT was a great success – and a powerful reminder of the importance of prioritizing health, safety and wellbeing at work.



Above: Norton José de Moraes, EHS services consultant & long-time partner, Sucafina Brasil
Left: Sucafina Brasil Team, donation drive

Opening Doors to Learning

At Sucafina, we believe that investing in education strengthens coffee communities and creates opportunities for future generations. Through our Caring for People sustainability pillar, we support projects that enhance access to quality education in coffee communities.

These partnerships help create learning environments where children can thrive and communities can build more resilient futures. Here are just a few examples of the impactful initiatives we supported in 2025.

Colombia

Every year, Sucafina Instant allocates 1% of its annual net profit to support education projects in the coffee communities where it works. In 2025, the team partnered with BuenCafé to support the expansion and construction of new school facilities at Institución Educativa Naranjal in Colombia.

February 5, 2025, saw the inauguration of two new classrooms at the school, each designed to accommodate 45 students, as well as modern restroom facilities. These improvements go beyond providing physical space – they create an environment where children can focus on learning, growing and dreaming big.

“Now we have spaces with a very clear purpose: for our children to feel happy, comfortable and very protected.” – Rocío Manrique, Principal of Institución Educativa Naranjal.

“The new classrooms are much bigger and newer. We also have new bathrooms and lots of space to play.” – Student at Institución Educativa Naranjal.

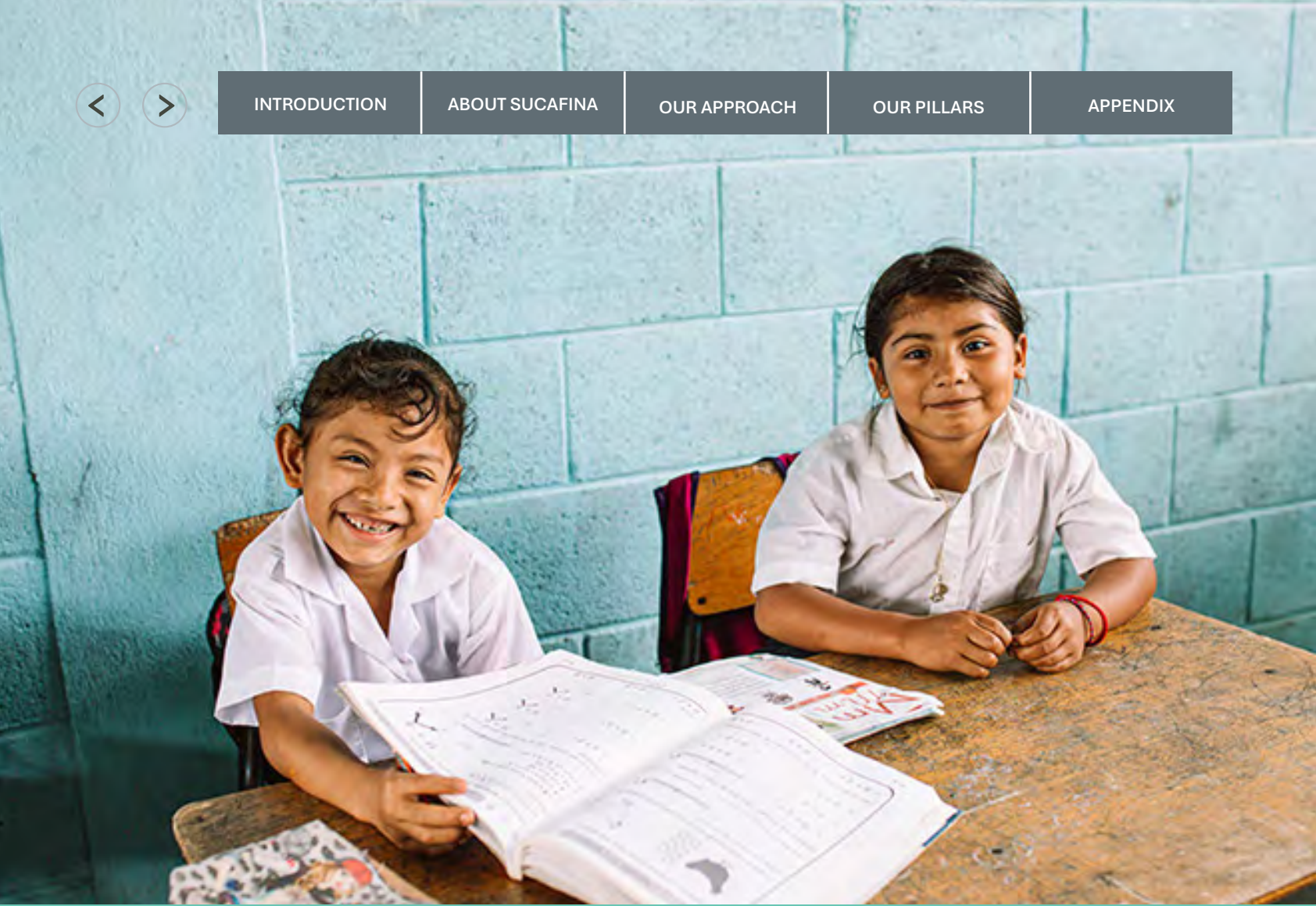
Guatemala

In some rural coffee-growing communities in Guatemala, only around 2 in 10 children attend preschool and just 31% complete elementary school. Limited access to early childhood education can make it harder for children to succeed in school and for communities to build stronger futures.

To help to address the challenge, Sucafina partneris with Seeds for Progress, a non-profit organization dedicated to expanding access to quality education for children in rural regions of Central America.

Along with Macquarie Group and Kahawatu Foundation, we co-hosted a fundraising event in November 2025 in New York City in support of Seeds for Progress. The event brought together partners from across the coffee sector to celebrate The Power of Coffee to drive positive change. Sucafina also made a contribution to Seeds for Progress in honor of our clients as our 2025 holiday gift.

Together, these contributions are supporting Seeds for Progress in expanding access to early childhood



Seeds for Progress school participants, Guatemala

education in four departments in Guatemala – Chiquimula, Jalapa, Santa Rosa and Guatemala.

Key activities include:

- Providing furniture and resources for preschool classrooms.
- Equipping teachers with training in child-centred education methods.
- Supporting ongoing monitoring of children’s development and learning progress

By improving the quality and accessibility of early learning, our initiative creates safer and more inclusive learning environments while reducing the risk of school dropouts and child labor.

“Now we have spaces with a very clear purpose: for our children to feel happy, comfortable and very protected.”

Rocío Manrique,
Principal of Institución Educativa Naranjal.

Opening Doors to Learning (Continued)

Uganda

Students at in Uganda's Buikwe District have benefited from improved learning facilities built with support from Ugacof (our sister company in Uganda) and the Rotary Club of Bweyogerere Namboole. Inaugurated on February 20, 2025, the new four-classroom block provides a more stable and comfortable environment for young learners.

"With this fully furnished new classroom block, we are providing a more structured and comfortable learning environment for Nursery and Lower Primary students," the school's leadership team explained. "This support, along with donations from all partners, will have a lasting impact on the entire community. We pledge to do our part as educators to keep children in school and help them excel in their studies."



Innaguration of Kiwale Church of Uganda Primary School, Buikwe, Uganda

Expanding Access to Healthcare in Uganda’s Coffee Communities

For many coffee farming families in Uganda’s Greater Masaka region, a trip to the clinic can mean hours of travel and high costs. This is why Sucafina and our partners have teamed up to pilot a community-based digital platform that improves access to affordable healthcare.

In Uganda, Sucafina is working with JDE Peet’s, Elucid and the Netherlands Enterprise Agency (RVO) on the Resilience through Enhanced Access to Community Health (REACH) Project. Together, we aim to boost healthcare access for 2,700 coffee farming households in Bukomansimbi, Lwengo, Sembabule and Kalungu districts. With Phase 1 complete, we are excited to share what we’ve learned – and what comes next.

Most coffee farmers in Greater Masaka cultivate plots of just one to three acres. Limited access to land and seasonal income from coffee leaves them vulnerable to climate shocks and market fluctuations. Women carry out much of the workload on farms, yet often have little influence on household financial decisions.

On top of this, many farmers must make long, costly journeys for treatment and healthcare. As one farmer from Lwengo recalls: “I had to walk an hour at night with a sick child... no boda [motorbike taxi] would ride.” With fewer than 2% of Ugandans covered by health insurance, most rely on out-of-

pocket payments that strain already fragile budgets. Phase 1 of the REACH Project gathered valuable data on household income levels, healthcare access, labor practices and gender dynamics.

These insights are shaping the design of a digital health financing platform aligned to coffee communities’ needs. The platform brings together subsidized healthcare services (such as malaria treatment, maternal care and child health) and digital tools to strengthen transparency, access and inclusion across farming communities.

Understanding the Challenges: ‘We Sell Goats or Part of the Harvest Early’

To better understand the day-to-day realities of farming families, we carried out a comprehensive assessment in spring 2025, including surveys with 220 households and 48 children, focus groups and interviews with community stakeholders.

The responses highlighted four main interconnected challenges: income vulnerability, limited access to affordable, quality healthcare, labor practices and occupational health, and gender inequality.



Farmers across the four districts shared their experiences of the challenges around healthcare and household decision-making during focus groups:

“We sell goats or part of the harvest early, even before it’s ready. That’s how we raise money when sick.” – Male farmer in Lwengo.

“Sometimes the decision is delayed because the husband is not around or there is no money.” – Female farmer in Lwengo.

These statements clearly illustrate why healthcare access must go hand in hand with supporting livelihoods and more inclusive household decision-making.

What’s Next: Piloting a Digital Health Financing Platform

To meet this need, we are developing a digital healthcare platform that will reduce out-of-pocket expenses and improve service quality, while supporting farmers to build more secure livelihoods.

“You can walk for two hours to the health center, and by the time you arrive, your energy is gone.”

Female farmer in Bukomansimbi.

Key features include:

- Subsidized essential healthcare for farming households.
- Digital savings tools linked to local farmer groups.
- Gender-responsive design to ensure women can access and influence health decisions.
- Easy-to-navigate dashboards to track outcomes and strengthen supply chain accountability.

Supporting Education in Coffee Communities (Continued)

We will pilot the approach in Bukomansimbi, Kalungu and Sembabule, before expanding to other districts. Over time, this scalable model could serve as a blueprint for rural health financing in Uganda and beyond.

Accessible Healthcare Strengthens Wellbeing and Livelihoods

More accessible healthcare means families can seek treatment sooner, keep their children in school, maintain farm productivity and plan for the future with greater confidence. By building healthcare financing into existing community structures and supply chains, the project supports more stable and prosperous livelihoods – and a brighter future for Uganda’s coffee sector.

“Most coffee programs focus on the health and productivity of the coffee trees. But this assumes, often incorrectly, that farmers themselves are healthy and able to carry out the labor their farms require. The REACH Project is teaching us that every farm support program should begin with an assessment of household nutrition and health. Truly sustainable farming is only possible when farmers’ basic needs are addressed first,” says Suzanne Uittenbogaard, Group Sustainability Program Manager at Sucafina.

“

The REACH Project is teaching us that farmers who have health issues can’t invest in their farms. Wellbeing isn’t a nice-to-have – it’s the entry point.

”

Suzanne Uittenbogaard,
Group Sustainability Program
Manager at Sucafina.





Elevating Women in Coffee Communities: Q&A with Namratha Ramanan

Women play a vital role in every stage of coffee production, yet they often face inequality, barriers to participation and few pathways to leadership. **Namratha Ramanan, Human Rights Specialist**, discusses the realities women experience at origin and how community-led programs are fostering safer, more inclusive coffee communities.



1. What drew you to focus on human rights in the coffee sector?

I became interested in human rights in coffee during my doctoral research. My focus was on children of coffee plantation workers in Karnataka, India, who had been held in domestic servitude. It became clear that I couldn’t understand how children became trapped in such situations without first understanding the complex social networks their families had to navigate. That experience changed how I understood labor and exploitation.

I then worked as a consultant, conducting research on farmers’ and workers’ realities and cultural contexts and helping to co-develop practical, community-led solutions. Those experiences drew me to the intersection of human rights and coffee, and they continue to shape my work today.

2. How do you work with local teams and partners to understand community needs and design programs that elevate women?

The heart of the work is in learning: from origin teams who understand local dynamics and from the communities themselves about their realities and priorities. Also, learning what is and isn’t within our sphere of influence. We conduct risk assessments, community listening sessions and regular monitoring, so we can identify situations where women may face discrimination, unsafe conditions or barriers to participation. My role is to support in finding contextually relevant and culturally sensitive solutions to the identified issues and help translate local needs into carefully tailored programs with clear ways to measure progress.

For example, we’re working on a project to facilitate village savings & loan associations (VSLAs) in Rwanda and Kenya. This idea came from our field teams who saw women’s limited access to savings, unequal household financial decisions and economic vulnerability. They knew VSLAs would only succeed if men, youth and community leaders were involved from the start. Their lived understanding shaped how the groups were formed, how training was delivered and how the community embraced the model.

I saw the results when I recently met men and women from these groups. They shared how these programs have led to positive changes in household dynamics, reduced stress, boosted household income and increased their sense of self-confidence and self-worth.

3. How does supporting women across the value chain contribute to fairer, more resilient coffee communities?

Supporting women, directly strengthens the social and economic fabric of coffee communities. When women have access to skills, income and decision-making power, it creates a ripple effect. I have seen this in India, PNG, Ghana, Kenya, Rwanda – you name it!

When women have control over even a small part of income, they tend to invest in their families, save more consistently, prioritize children’s education and help shape the next generation of coffee farmers. In this way, supporting women is one of the most effective ways to build fairer, more sustainable coffee systems.

4. What policies and due diligence systems does Sucafina have to strengthen protections and open opportunities for women?

Sucafina has built a strong human rights due diligence framework aligned with international standards. Our IMPACT Program guides our efforts and helps us measure progress on women’s rights. We also have a robust gender strategy that has emerged from the perspective of community wellbeing.

Strengthening protection for women and elevating women cannot happen in a vacuum. It requires buy-in from all community members. That’s why we include men, youth and women in trainings on everything from gender-based violence and harassment to GAP.

5. What do you see as the biggest opportunities and challenges ahead?

I see a huge opportunity in the growing willingness across the sector to move beyond compliance when addressing human rights and gender. More companies and partners want to collaborate, invest in communities, contribute to income-generating activities for women and build long-term solutions. The biggest challenges remain structural ones: gender roles and norms, land rights, unpaid labor and the added stress of climate change.

But I’m not disheartened. I feel we are making a lot of progress toward gender equality and reducing violence against women. If we continue working closely with communities, invest time and resources in programs that reflect real needs, rather than those perpetuating top-down assumptions, we can make meaningful progress.

Strengthening Child Protection in Uganda

Sucafina is committed to strengthening the protection of children in the value chain. One example of this is our multi-stakeholder initiative in Uganda that aims to systematically identify and address child labor risk in coffee communities.

Child labor and broader child protection risks remain persistent challenges in agricultural supply chains, including coffee production, in Uganda. Children in coffee-growing communities often face interconnected vulnerabilities linked to poverty, hazardous farm work, limited access to education and social services and weak local protection systems. Traditional responses – largely based on audits, compliance requirements and supplier exclusion – frequently push violations underground while failing to address the root causes that place children at risk.

An Integrated Approach to Child Protection

Sucafina is contributing to more effective, community-based alternative alongside the Uganda Ministry of Gender, Labour and Social Development; ChildFund; and global coffee companies JDE Peet’s, Nestlé, Neumann Kaffee Gruppe (Ibero Uganda) and Volcafe (Kyagalanyi Coffee Ltd) – working collectively through the Coffee Coalition for Children’s Rights, with technical support from Terre des hommes Foundation (TdH). The coalition is implementing TdH’s Child Rights Monitoring and Remediation System (CRMRS).

Child labor is rarely an isolated issue but rather a symptom of deeper socioeconomic vulnerabilities. The CRMRS combines prevention, monitoring, remediation and institutional strengthening into one integrated model to address child labor risk and wider child protection concerns within coffee communities.

How the CRMRS Works

The approach begins at community level through Community-Based Child Rights Committees. Local groups conduct regular farm and household visits, raise awareness, monitor risks and safely refer suspected child protection cases.

By empowering communities to act as frontline protection actors, the system builds local ownership and early detection mechanisms that traditional audit systems cannot achieve.

Farm-level risks that could lead to child labor are addressed through a Farm Fair Treatment process, where agronomists work with farmers to identify and address root causes. Cases where a child has been harmed or is at serious risk are managed through professional Child Case Management led by



trained social workers. Social workers assess each situation, develop individual action plans, provide psychosocial support and connect children and families to education, health, legal and livelihood services.

The CRMRS strengthens existing child protection systems rather than creating parallel structures. Social workers operate under the supervision of local government child protection authorities, ensuring alignment with Ugandan law. A digital case management system enhances accountability and provides real-time data to inform government programming and corporate human rights due diligence.

In doing so, the CRMRS moves beyond ‘audit and punish’ models toward prevention, remediation and long-term risk reduction.

Enabling Systemic Change

The Coffee Coalition for Children’s Rights was launched in 2025 in the Greater Masaka region, involving Ugacof (Sucafina’s sister company in Uganda) and is in its early implementation phase.

Community committees, social workers and government actors are actively engaged, and the system for case identification, monitoring and remediation is being rolled out, supported by digital tools and dashboards.

Initial field activities and coordination mechanisms are in place, showing promising operational progress.

Through the Coffee Coalition for Children’s Rights, this initiative aims to contribute to a future where children in coffee communities can fully enjoy their fundamental rights and grow up free from child labor, violence, abuse and exploitation demonstrating how industry collaboration and strengthened local systems can deliver lasting child protection impact.

Distributing Flood Relief Kits in Indonesia

Following flooding due to Cyclone Senyar in Indonesia in late 2025, Sucafina distributed emergency food relief to farming households in Gayo coffee communities.

Thanks to generous contributions from roasters, partners and employees, Sucafina chartered two flights delivering essential food supplies into the region.

Our team in Indonesia coordinated last-mile distribution to ensure 913 farmers and 69 suppliers and neighbors received the vital food supplies they needed. The supplies included rice, salted fish and other essential items that helped families to meet immediate needs while farms, roads and infrastructure recovered.

The flooding resulted in more than 1,000 confirmed deaths, with many more people displaced and facing food insecurity across Aceh, North Sumatra and West Sumatra. For producers, access to basic food supplies during this period helped to reduce short-term financial pressure and support household stability.

We are grateful to all those who contributed for their solidarity with the Gayo community and for standing with us and our partners during this critical time.



Enhancing Food Security in Papua New Guinea

In many rural coffee-growing communities in Papua New Guinea, food insecurity is an ongoing reality. Stable access to nutritious food can be limited by geography, climate variability and income. When coffee yields fluctuate, household food security can quickly come under pressure.

Our Wantok project, in partnership with JDE Peet's, addresses these interconnected challenges by strengthening farm productivity, diversifying income and supporting more sustainable land management. The project is expected to reach 4,000 farmers across 5,200 hectares, with cumulative volumes of 3,455 tons of green beans.

Improving farmer prosperity is a core focus. This involves yield improvement, income diversification and stronger farm management practices. Two demonstration gardens have been established to showcase good agricultural practices and climate-smart techniques. These serve as practical learning hubs where farmers can see how improved methods can boost both coffee productivity and food crop production.

To support long-term renewal, two nurseries have been constructed and 58,000 coffee seedlings distributed to 191 farmers. In addition, 350 farmers have received farming tools to improve day-to-day management. By strengthening planting material and farm maintenance, the project helps build more resilient production systems.

Baseline assessments have been conducted with 125 farmers, covering carbon, regenerative agriculture and living income indicators. This data provides a foundation for measuring progress over time and tailoring support to local realities.

Beyond productivity, the project addresses equality and rights. Training on gender and youth inclusion and child labour awareness aims to foster more inclusive and responsible farming communities. Work on farmer registration, traceability and deforestation monitoring supports responsible sourcing and alignment with evolving market requirements.

By linking food crop support, coffee productivity, regenerative agriculture training and human rights awareness, the project takes a holistic approach. Strengthening food security alongside coffee incomes helps reduce vulnerability, enabling farming households to build more stable and sustainable livelihoods in the face of ongoing environmental and economic pressures.



Supporting Fair Work and Inclusion in Indonesia

Coffee production in Indonesia supports thousands of smallholder families and supply chain workers. Yet many social challenges persist in farming communities, from limited participation of women and youth in decision-making to gaps in living income and wage levels and uneven working conditions.

Together with CARE Netherlands, CARE Indonesia (YCP) and JDE Peet's, we are implementing the SustainBrew project in West, Central and East Java. The project aims to reach 3,000 smallholders, farm and mill workers, and collectors and logistics providers, with a strong focus on three core challenges: working conditions, living income and meaningful participation of women and youth in the value chain.

CARE Indonesia implements a holistic approach through economic empowerment and social strengthening. Economic empowerment is carried out through establishment of women-led economic business groups, which adapt the Village Savings & Loan Association (VSLA) model from the global CARE confederation. The aim is to strengthen financial literacy and improve household income by actively engaging women, including by promoting alternative income sources through small-scale businesses. Meanwhile, social strengthening is carried out through various capacity-building activities and efforts to promote gender equality at the village level, including the prevention of gender-based violence.

The first phase, conducted in 2024, focused on collecting baseline data. The next stage involves putting this data and analysis into practice.

Enhancing Working Conditions

A clearer understanding of labor rights helps farmers and workers access fair treatment, safer workplaces and more stable employment. Training on occupational health and safety, access to protective equipment and awareness of national social protection schemes all enhance working conditions. Grievance and remediation mechanisms are also being strengthened to ensure concerns can be raised and addressed more easily. For collectors and logistics providers, aligning with national labor regulations and company human rights policies builds trust, improves transparency and supports long-term market access.

Promoting Economic Empowerment

The project links social sustainability to economic opportunity. Farmers receive support on regenerative agriculture and certification requirements, helping them improve yields, meet market standards and access more stable buyers. Participation in VSLAs enables farmers, workers and collectors to access



microloans and build financial resilience. Additional tools and inputs support income diversification.

For workers, greater transparency in contracts and wage practices encourages compliance with national minimum wage standards and payment aligned with legal working hours. For collectors, more transparent supply chain models and certification pathways can improve access to international markets and reduce exposure to price volatility.

Advancing Gender Equality and Youth Engagement

Targeted training on gender equality and the prevention of gender-based violence supports more equitable relationships at work and at home. Women's leadership training encourages stronger participation in decision-making across the value chain. Local task forces and reporting channels aim to make grievance mechanisms more accessible.

By addressing labor rights, income and inclusion together, the project strengthens resilience across Indonesia's coffee communities, supporting farmers, workers and collectors to participate more fully and equitably in the value chain.





Protecting Our Planet

Coffee landscapes can be a force for regeneration. We work with farmers and partners to protect forests, conserve natural resources and sustain productive land for generations to come.

In this section:

- Climate Action: Sharpening Our Approach
- Advancing Low-Carbon Solutions
- Installing Solar Panels at Beyers Koffie
- Our Progress on Deforestation Monitoring
- Promoting Agroforestry in Rwanda

*Maria Namubiru, HR Analyst, Ugacof
Katerera Washing Station, Western Uganda*

Climate Action: Sharpening Our Approach

In 2025, we undertook a comprehensive review of our climate strategy to ensure it remains aligned with the operational realities of the coffee sector, the needs of farming communities and the areas where we can generate the greatest long-term impact.

As part of this process, we have decided to step back from the Science Based Targets initiative (SBTi) framework and transition toward a more tailored climate action pathway for our business and supply chain.

This decision does not represent a reduction in ambition. On the contrary, it reflects a sharper and more practical focus on the interventions that can drive measurable emissions reductions and strengthen resilience across coffee-producing landscapes.

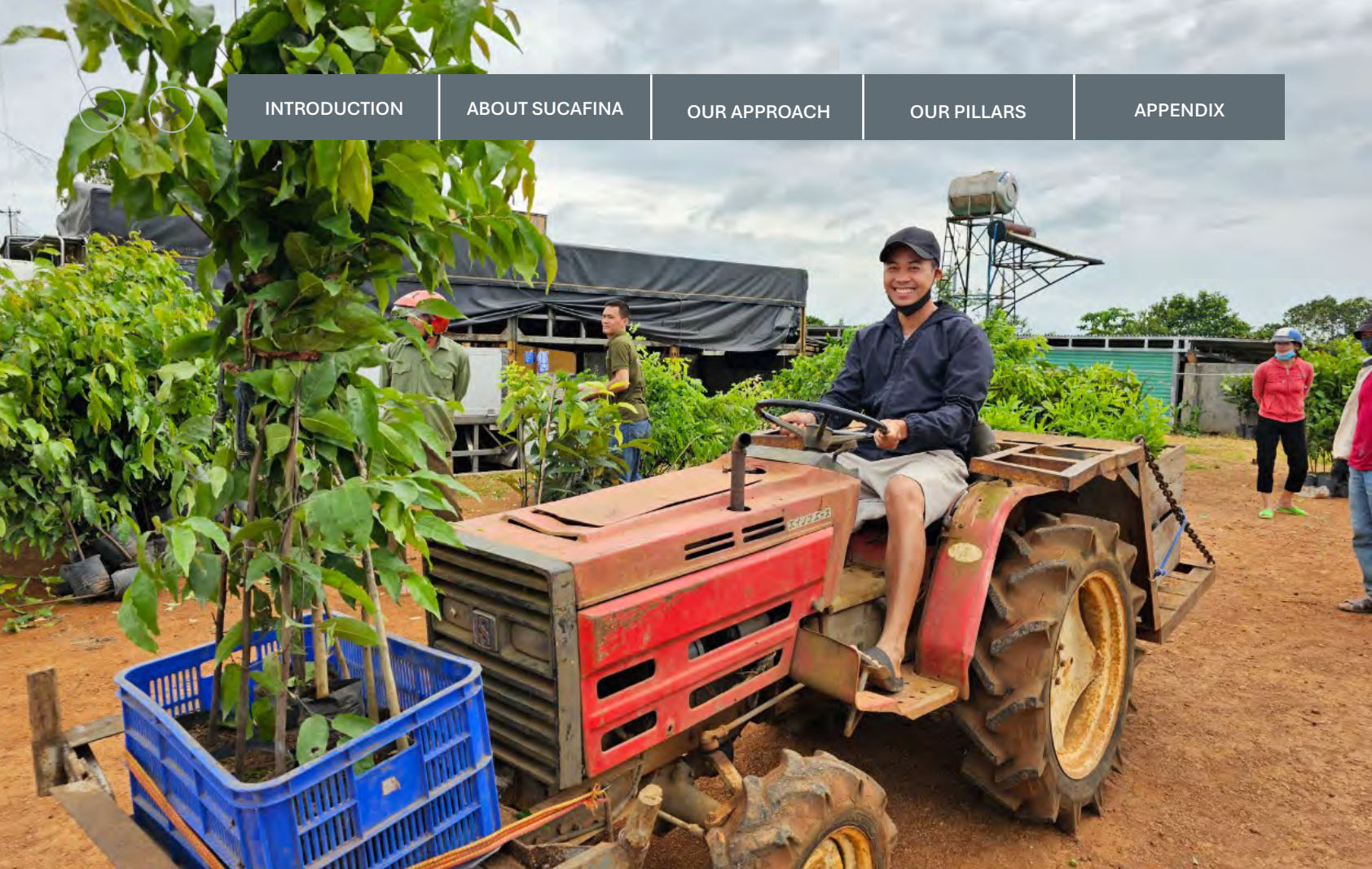
Coffee supply chains are characterized by highly fragmented smallholder production systems, where the vast majority of emissions occur at farm level and are influenced by complex agronomic, economic and regional factors that differ significantly between origins.

We believe that a more operationally grounded approach will allow us to focus resources on real-world transformation rather than on compliance with a framework that is not always well adapted to the realities of agricultural commodity trading.

Going forward, our climate action strategy will prioritize interventions that simultaneously support farmer resilience, productivity and long-term emissions reduction. Key areas of focus will include:

- Scaling regenerative agriculture practices across our supply chain.
- Strengthening deforestation monitoring and prevention systems.
- Improving fertilizer efficiency and soil health management.
- Supporting agroforestry and landscape restoration initiatives.
- Reducing emissions associated with coffee processing and wastewater management.
- Enhancing traceability and farm-level environmental data systems.
- Continuing to improve management of our direct operational emissions.

We also recognize the importance of developing climate pathways that are credible, measurable and transparent.



During 2026, we will therefore strengthen our internal climate capabilities through the recruitment of a dedicated carbon specialist and the development of a revised greenhouse gas (GHG) reduction pathway tailored to the realities of our business and supply chain.

This work will include detailed modeling of emissions reduction opportunities across our operations and sourcing origins, with a particular focus on practical interventions capable of delivering measurable impact over the next decade.

We remain fully committed to contributing to the long-term climate transition of the coffee sector and believe this next phase will position us to deliver a more focused, practical and impactful climate action strategy.



Advancing Low-Carbon Solutions

As part of our commitment to reducing carbon emissions in our supply chains, we are working with farmers and partners in several origins to promote practical, low-carbon farming solutions that strengthen resilience while supporting productivity and livelihoods.

Two projects that we are implementing with partners in Kenya, Rwanda and Vietnam illustrate how these efforts are being put into practice on the ground.

Partnering with Nestlé in Kenya, Rwanda and Vietnam

We are partnering with Nestlé on their NetZero project and are supporting farmers in Kenya, Rwanda and Vietnam to trial and adopt regenerative agriculture practices, reduce emissions, improve soil health and increase climate resilience. The project supports the Nescafé Plan 2030, and focuses on a range of interventions, including agroforestry systems, improved fertilizer management, composting, soil analysis and more efficient water use.

Agroforestry plays a particularly important role. By introducing a diverse mix of shade trees on coffee farms, farmers can help store carbon, protect soils and create additional income streams. Across the NetZero pilot landscapes, farmers are testing different combinations of tree species suited to their local environments.

Alongside this, farmers are exploring new tools and techniques to improve farm management. Soil scanners and soil laboratory analysis provide more precise data on soil conditions, helping farmers optimise liming and fertilizer use.

Composting systems transform coffee by-products into organic fertilizer, while water meters and improved irrigation practices help reduce water use and energy demand in wet processing.

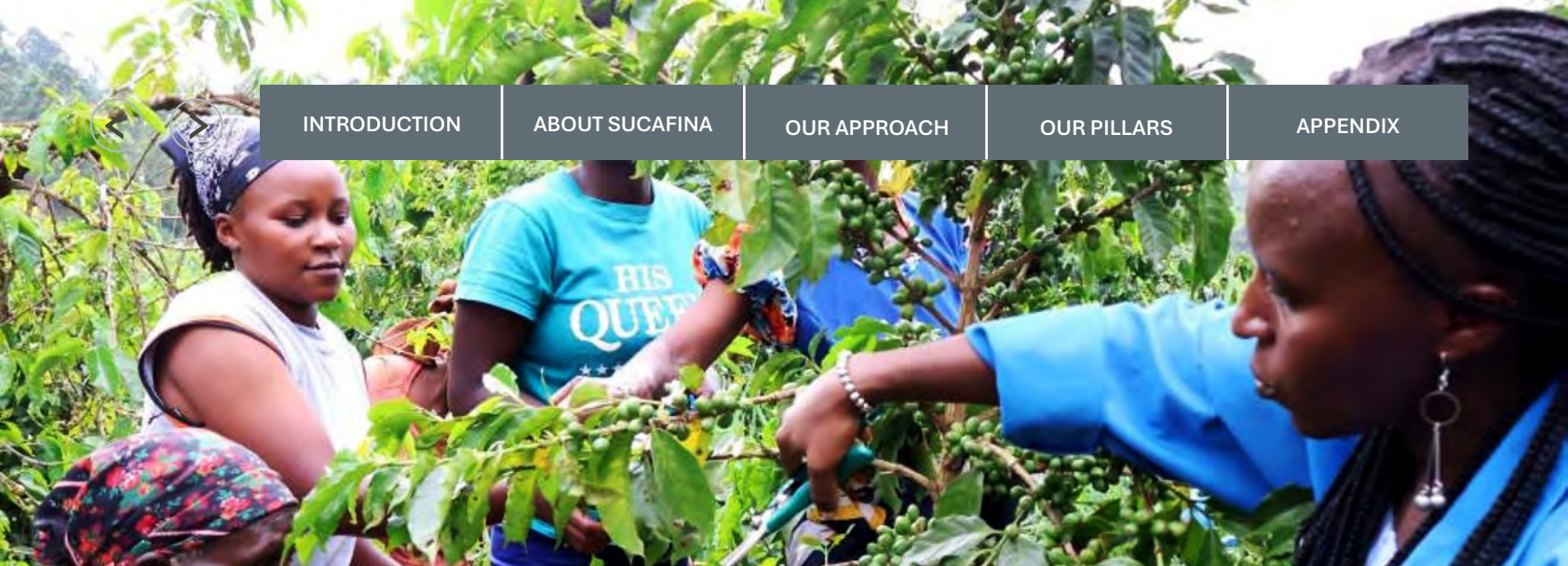
Demonstration farms bring these approaches to life, allowing farmers to observe new practices in real conditions and evaluate their impact on yields, costs and farm management.

Partnering with Selecta in Vietnam

In Vietnam, our project with Selecta complements these efforts by supporting farmers with training, monitoring and on-farm trials focused on regenerative agriculture and responsible sourcing practices. Running from January 2023 to December 2025, the initiative will reach more than 450 farming households (approximately 1,000 people in total).

Participating farmers receive training on topics ranging from pruning techniques and safe agrochemical use to harvesting practices and coffee production aligned with EUDR requirements.

Demonstration plots also showcase practical techniques such as cover crop management, soil erosion control, intercropping with shade trees and improving soil fertility through compost and organic fertilizers.



Farmers being trained on mulching and pruning at Thika Giki FCS, Kenya

These practices are already delivering tangible results for participating farmers.

One demonstration farmer, Mr K. Tan, reported improved coffee trees and farm management following training through the project.

“Thanks to the project support, the coffee trees in the demo perform very well: coffee leaves are thicker and we now know how to prune correctly. Before, we used to use herbicides to kill weeds but now, we use grass cutters for this activity. Although 2024 was a serious drought year, we managed to increase our production by 17%.” – Mr K. Tan

Together, wide-ranging initiatives like these show how practical innovation, farmer training and field-level collaboration can help build more climate-resilient coffee systems while contributing to the transition toward lower-carbon farming systems.

“Thanks to the project support, the coffee trees in the demo perform very well: coffee leaves are thicker and we now know how to prune correctly. Before, we used to use herbicides to kill weeds but now, we use grass cutters for this activity. Although 2024 was a serious drought year, we managed to increase our production by 17%.”

Mr K. Tan

Installing Solar Panels at Beyers Koffie

As part of our ongoing efforts to reduce the environmental footprint of Beyers Koffie’s roasting plant in Puurs–Sint–Amands, Belgium, we installed solar panels on two of our production halls in 2025.

- Our solar installation includes **642 high-efficiency panels**, each delivering **445 Watt-peak (Wp)**.
- Together they provide an impressive installed **peak power of 285.69 kWp**.
- With an annual estimated **output of 243,000 kWh**, our system now covers **4–5% of our total electricity consumption** – a meaningful step towards a greener and more energy-independent operation.

By investing in energy-efficient technologies and renewable energy sources, like solar power, our Beyers team is reducing our carbon footprint and directly contributing to Sucafina’s Protecting Our Planet sustainability pillar.



Solar Panel Installation, Beyers Koffie, Puurs, Belgium

Our Progress on Deforestation Monitoring

Forests play a vital role in mitigating climate change, preserving biodiversity and supporting farming communities. As a global coffee company, we recognize our responsibility to conserve these vital ecosystems and to ensure we are supporting coffee production that contributes to resilient landscapes and thriving livelihoods.

Even before the advent of the EU Deforestation Regulation (EUDR), our teams were mapping farms, monitoring land use and working to address deforestation risk across our supply chains. That commitment is formalized in Sucafina’s Deforestation and Forest Conservation Policy.

While the implementation timeline for EUDR has shifted, our focus remains unchanged – Forest Conservation continues to be a core pillar of our Sustainability Strategy and our IMPACT Program.

We apply a structured and evolving approach to verifying that coffees sourced through our IMPACT Program meet EUDR and other regulatory requirements. This process involves:

- Collecting and validating geolocation data for each farm by recording GPS points and/or polygons (exact farm borders). We carefully validate and refine geolocation data to ensure every farm is mapped accurately.

- Assessing potential deforestation risk using satellite imagery to track changes in tree cover over the past two decades. Our digital tools highlight tree-loss incidents and generate alerts where potential deforestation occurs near protected forest areas.
- Conducting secondary verification, either through high-resolution satellite imagery or field visits, to understand the cause of tree-cover loss. In some cases, trees may have been lost due to natural events such as wildfires, meaning the farm remains compliant.
- Supporting remediation efforts when needed. This can include contributing to reforestation programs and supporting farmers with training on sustainable land use and initiatives to boost productivity on their land without encroaching into forest areas.

Together, these steps help us to better understand land-use change and respond appropriately to potential risks.



Alongside this, we have strengthened our broader due diligence approach by improving how we assess regulatory and legal risk across sourcing origins.

By mapping national frameworks related to land use, forest governance and environmental protection, we are building a more consistent and informed understanding of compliance requirements and potential exposure across different contexts.

We continue to enhance our monitoring systems and tools to improve traceability and transparency.



Key numbers in 2025

 **437,602**
farm plots monitored for deforestation risk.

 **674,161**
hectares.

 **18**
countries.

 **99.2%**
of plots are deforestation free globally.*

*This rate varies by origin and supplier. Lower rates can occur when plots are large or where the global deforestation baseline is lower. Our origin sustainability teams always take steps to follow up on potential deforestation alerts, either through desk review or field-based assessments.

Beyond monitoring, we continue to support approaches that help maintain and restore tree cover within coffee landscapes. This includes promoting agroforestry systems, supporting tree planting and encouraging practices that contribute to soil health, biodiversity and climate resilience.

Deforestation risk remains a key focus area for the coffee sector. As expectations and regulatory requirements continue to evolve, we will keep strengthening our approach. By combining improved data, closer collaboration with partners and practical support for farmers, we will continue to contribute to more resilient supply chains and forest-positive outcomes over time.

Promoting Agroforestry in Rwanda

In Rwanda, our Farmer Development Program, in partnership with the London School of Economics (LSE), supports farmers with training in good agricultural practices and access to loans, as well as incentives for tree rejuvenation and agroforestry adoption, to increase farm productivity.

By easing the financial burden of farm improvements, these initiatives aim to reduce barriers to change, making it possible for more farmers to invest in their future, while fostering a more sustainable and resilient coffee supply chain. In 2023 and 2024, 1,577 farmers across 11 Rwacof service centers received cash incentives and/or labor support for stumping 176,986 coffee trees as part of LSE's tree rejuvenation programs.

Recently, LSE launched an agroforestry program to identify effective shade tree planting and survival incentives, and to improve the cost-efficiency of verification. It integrates sustainability initiatives like agroforestry into supply chains, by linking incentives with coffee deliveries to Rwacof. The program benefits 3,735 farmers across five Rwacof service centers, and has distributed 110,064 regionally suitable shade trees.

The project is led by Rocco Macchiavello, Professor of Management at LSE, who discussed our collaboration during a lecture on sustainable supply chains at LSE in December 2025.



[Click here to watch the video to learn more.](#)



INTRODUCTION

ABOUT SUCAFINA

OUR APPROACH

OUR PILLARS

APPENDIX

05

APPENDIX

GRI Content Index	65
Sucafina Policies	69
Membership of Associations	69

GRI Content Index

General Standard Disclosures

Material Topic	GRI	Disclosure	2025
Organizational Profile	102-1	Name of the Organization	About Sucafina section – Summary (page 12)
	102-2	Activities, Brands, Products and Services	About Sucafina section – Summary (page 12)
	102-3	Location of Headquarters	About Sucafina section – Summary (page 12)
	102-4	Location of Operations	About Sucafina section – Locations (page 15)
	102-5	Ownership and Legal Form	About Sucafina section – Summary (page 12)
	102-6	Markets Served	About Sucafina section – Summary (page 12)
	102-7	Scale of the Organization	Net sales and total capitalization omitted due to confidentiality.
	102-8	Information on Employees and Other Workers	About Sucafina section – Summary (page 12)
	102-9	Supply Chain	About Sucafina section – Summary (page 12)
	102-10	Significant Changes to the Organization and its Supply Chain	About Sucafina Section – History of Sucafina (page 13)
	102-11	Precautionary Principle or Approach	Sucafina applies the Precautionary Approach as our business as usual which is evident throughout this report.
	102-12	External Initiatives	Sucafina has its own responsible sourcing program, IMPACT, and works with the main verification and certification standards in the coffee industry: Fairtrade, Rainforest Alliance, Organic, 4C, AAA and C.A.F.E. Practices.
	102-13	Membership of Associations	Appendix (page 69)
Strategy	102-14	Statement from Senior Decision-Maker	A Word from the CEO (page 5)
Ethics and Integrity	102-16	Values, Principles, Standards and Norms of Behavior	Vision, Values & Purpose section (page 16)
Governance	102-18	Governance Structure	Sustainability Governance section (page 26)

GRI Content Index – General Disclosures (Continued)

Stakeholder Engagement	102-40	List of Stakeholder Groups	Sustainability Governance section (page 26)
	102-41	Collective Bargaining Agreements	In 2025, 33% of Sucafina employees were covered by collective bargaining agreements.
	102-42	Identifying and Selecting Stakeholders	Sustainability Governance section (page 26)
	102-43	Approach to Stakeholder Engagement	Sustainability Governance section (page 26)
	102-44	Key topics and Concerns Raised	Materiality section (page 25)
Reporting Practice	102-45	Entities Included in the Consolidated Financial Statements	Omitted due to confidentiality.
	102-46	Defining Report Content and Topic Boundaries	About This Report (page 4)
	102-47	List of Material Topics	Materiality section (page 25)
	102-48	Restatements of information	About Sucafina Section – History of Sucafina (page 13)
	102-49	Changes in reporting	Sustainability Governance section (page 26)
	102-50	Reporting period	January to December 2025
	102-51	Date of most recent report	2024
	102-52	Reporting cycle	About This Report (page 4)
	102-53	Contact point for questions regarding the report	Justin Archer, Head of Sustainability, jar@sucafina.com
	102-54	Claims of reporting in accordance with the GRI Standards	About This Report (page 4)
	102-55	GRI Content Index	Appendix (page 65)
	102-56	External assurance	About This Report (page 4)

GRI Content Index

Topic-Specific Disclosures

Sustainability Strategy Pillar	Material topic	GRI	Disclosure	2025
Caring for People	Human rights	GRI 408	Operations and suppliers at significant risk for incidents of child labor	Child labor is a major risk in the coffee sector and ranks among our highest priorities. A field-level (micro) risk assessment conducted in 2025 helped us to identify Brazil, Burundi, Guatemala, PNG, Tanzania, Uganda and Vietnam as priority countries where child labor risk must be addressed. Through our human rights due diligence system, we identified and remediated one case of child labor in 2025.
		GRI 409	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Forced labor is a major risk in the coffee sector and is ranked among our high priorities. A field-level (micro) risk assessment conducted in 2025 helped us to identify Tanzania and Uganda as priority countries where forced labor risk must be addressed. No cases of forced labor were reported in 2025.
		GRI 412	412-1 Operations that have been subject to human rights reviews or impact assessments	Human rights reviews were carried out in all origin operations through the field-level risk (micro) assessments described on page 27. This includes Brazil, Burundi, China, Colombia, Guatemala, Indonesia, Kenya, PNG, Rwanda, Tanzania, Uganda and Vietnam. Additional human rights assessments were carried out in Brazil, Indonesia, Kenya, Uganda and Vietnam.
		GRI 412	412-2 Employee training on human rights policies or procedures	1,252 employees were trained on the Sucafina Code of Conduct.
	Environment, Health & Safety	GRI 307	Non-compliance with environmental laws and regulations	No EHS fines or non-monetary sanctions for non-compliance were reported in 2025. We maintain a legal register for each country, including all required licenses and permits.
		GRI 403	403-1 Occupational health & safety management system	ESMS is implemented in 10 origin countries. Read more about this in our Sustainability Governance section (page 26).

GRI Content Index – Topic-Specific Disclosures (Continued)

Caring for People	Environment, Health & Safety	GRI 403	403-2 Hazard identification, risk assessment and incident investigation	Percentage of origins covered by an annual EHS audit: 92% Annual EHS audit score by origin: 75% Number of operations with incident tracking in place: 100%
		GRI 403	403-4 Worker participation, consultation and communication on occupational health & safety	Sucafina’s ESMS fosters worker participation in occupational health and safety through regular engagement by local EHS and Sustainability Coordinators, who consult with teams on the ground and report key insights to both local and Group-level committees for responsive action.
		GRI 403	403-5 Worker training on occupational health & safety	Percentage of staff trained in EHS in each origin: 45%
		GRI 405	405-1 Diversity of governance bodies and employees	Percentage of women by type of job: Board: 12.5% C-Suite: 12.5% Senior Manager: 22% Company wide: 37%
Protecting Our Planet	Energy consumption	GRI 302	302-1 Energy consumption within the organization	Purchased electricity: 6,801,319 kWh Renewable energy: 851,371 kWh Fuel: 407,395 kWh Total energy consumption: 8,060,085 kWh
	Reduction in carbon emissions	GRI 305	305-4 GHG emissions intensity	In 2025, Sucafina reviewed its climate strategy to adopt a more practical and operationally grounded approach to emissions reduction. In 2026, this work will continue through the development of a revised GHG reduction pathway for its operations and supply chain. Read more on page 59.
	Waste-water management	GRI 303	303-1 Interactions with water as a shared resource	Quantity of water/kg of cherry: 3.20
	Waste management	GRI 303	303-2 Management of water discharge-related impacts	Number of wastewater incidents: 2
		GRI 303	303-5 Water consumption	Total water consumption: 163,232 m ³
		GRI 303	306-2 Waste by type and disposal method	Cherry pulp: 20,010,482 kg Husk: 12,711,888 Quantity of coffee waste recycled: cherry pulp 61%; husk 34%

Sucafina Policies

-  **Code of Conduct** 
-  **Supplier Code of Conduct** 
-  **Labor and Human Rights Procedure** 
-  **Environment and Social Management System Manual** 
-  **Environment, Health and Safety Policy** 
-  **Grievance Mechanism** 

Membership of Associations

Sucafina is a member of the following organizations and industry bodies, among others:

African Fine Coffees Association
Asociación de Exportadores de Café de Guatemala (ADEC)
Asoexport (Colombia)
Associação Brasileira da Indústria de Café (ABIC)
Associação Comercial de Santos (ACS)
Australian Coffee Traders Association
Brazil Specialty Coffee Association (BSCA)
British Coffee Association
Centro do Comércio de Café de Vitória (CCCV)
Centro do Comércio de Café do Estado de Minas Gerais (CCCMG)
Coffee Exporters and Processors Association of Rwanda (CEPAR)
Conselho dos Exportadores de Café do Brasil (CECAFE)
Ethiopian National Coffee Stakeholder Engagement Platform
Federação dos Cafeicultores do Cerrado
Geneva Chamber of Commerce, Industry and Services (CCIG)

Global Coffee Platform
Green Coffee Association
Kenya Coffee Traders Association
KOFFIECAFE, L’Union Royale de Torréfacteurs de Café
National Coffee Association (NCA)
New Zealand Specialty Coffee Association
Specialty Coffee Association (SCA)
Specialty Coffee Association of Indonesia
Sustainable Coffee Challenge
Sustainable Coffee Platform of Indonesia
Swiss Coffee Trade Association
Swiss Sustainable Coffee Platform
SUISSENÉGOCE
Tanzania Coffee Association
Uganda Coffee Development Authority (UCDA)
Vietnam Coffee and Cocoa Association (VICOFA)
World Coffee Research



At Sucafina, Our Purpose Is to Create Opportunities to Improve Lives.

Visit our Group website to discover more about sustainability at Sucafina:
group.sucafina.com/sustainability

*Illustrations by Daniela Torres Duarte,
Gardenia Studio, Bogotá, Colombia.*