The Colourful Taste of Nature

Sustainability Statement 2025

Letter to stakeholders

Dear colleagues and partners,

The reporting year 2025 marked an important step in Nactarome's sustainability journey.

As our Group continued to **grow and integrate new businesses**, we also continued to build the foundations required to manage sustainability in a more structured, transparent and accountable way. For Nactarome, sustainability is not a separate exercise. It is connected to the quality and safety of our products, the trust of our customers, the resilience of our supply chain, the responsible use of resources, and the way we support our people across our European sites.

This year, we made further progress in moving from a collection of local practices towards a more **consistent Group approach**. We expanded our sustainability reporting perimeter, continued to align internal data collection processes, and improved the way sustainability information is gathered, reviewed and consolidated across our legal entities. This is particularly important in a Group such as ours, where recent acquisitions bring valuable expertise, local strengths and new opportunities, while also requiring careful integration, common language and consistent governance.

A key milestone in 2025 was the **first calculation of Nactarome's Scope 3 greenhouse gas emissions**. This gives us a clearer view of the climate impact associated with our value chain, especially upstream in relation to purchased goods and services. It is an important step because it allows us to move from general awareness to a more precise understanding of where our main impacts are located. This baseline will support better decisions, more focused dialogue with suppliers and customers, and a more mature climate approach in the years ahead.

Our responsibility also extends downstream. As a **partner to customers across food and beverage, nutraceutical, cosmetic and other specialty applications**, we contribute to products that ultimately reach diverse markets and end-users. This means that quality, product safety, traceability, regulatory compliance, customer communication and product reliability are not only operational priorities; they are part of how we create sustainable value and maintain trust.

At the same time, we recognise that **sustainability reporting is a progressive journey**. We have improved our policies, actions, controls and data, but we also know that several areas still require further development. These include formal target-setting, climate transition planning, deeper supplier due diligence, and the continued harmonisation of practices across the Group. Being transparent about this maturity journey is essential. Credibility does not come from claiming that the work is complete; it comes from understanding what matters, acting responsibly, and improving with discipline.

Our sector has a direct connection with **nature, agriculture, innovation, food safety and consumer trust**. This gives us both a responsibility and an opportunity. We create flavours, colours, taste solutions, extracts and functional ingredients that help our customers bring products to the market. We therefore have a role to play in supporting safe, high-quality and responsible products and value chains, while continuing to reduce risks, improve efficiency and strengthen long-term resilience.

I would like to thank all colleagues across Nactarome who contributed to this work. Sustainability reporting requires data, but it also requires **collaboration and ownership**. The progress made in 2025 reflects the commitment of many people across our sites, functions and countries.

Looking ahead, our direction is clear: **to keep building a stronger, more integrated and more accountable Nactarome**. We will continue to turn data into insight, insight into action, and action into measurable progress.

Together, we are building a Company that grows responsibly, acts with care, and creates long-term value for our customers, our people, our suppliers, our partners and our investors.

Luigi Del Monaco
CEO of Nactarome Group

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General Disclosures

1. ESRS 2 General disclosures

1.1 Basis for preparation

1.1.1 General basis for preparation of the sustainability statement

BP-1

The Sustainability Statement has been prepared on a voluntary basis by Nactarome S.p.A. with reference to the **European Sustainability Reporting Standards (ESRS)**, in the amended version published in November 2025. The Statement has been prepared in accordance with the qualitative characteristics of information set out in **ESRS 1, Appendix B of Commission Delegated Regulation (EU) 2023/2772, incorporating the amendments finalised in November 2025**, with the objective of ensuring the understandability, relevance, reliability, comparability and faithful representation of the sustainability information disclosed.

The reporting period covers the financial year **from 1 January to 31 December 2025.** The Sustainability Statement has been prepared on consolidated basis for Nactarome Group, using a bottom-up data collection process at legal-entity level. The sustainability perimeter has been defined starting from the Group's financial consolidation perimeter, with specific exclusions, limitations and consolidation assumptions disclosed where applicable.

The operating companies included in the consolidated financial statements together with Nactarome S.p.A. are:

- **Alfaterna** (Italy), acquired in October 2025;
- **Calaf Nuances** (Spain);
- **Claremont** (UK), acquired in September 2025;
- **GEUS** (Croatia), acquired in September 2025;
- **Nactarome Ltd** (UK);
- **Nactarome NV** (Belgium);
- **Nactarome Srl** (Italy);
- **Nactis Flavours** and **FoodTaste** (France);
- **Plantex** (France), acquired in October 2025;
- **Royal Buisman** (Netherlands).

Non-operating or dormant companies[1] are excluded from operational sustainability KPIs because they have no employees, production activities, material energy consumption, emissions, water use, waste generation or other relevant sustainability impacts.

In line with the 2024 reporting approach, the qualitative and quantitative information reported for Nactis Flavours also includes data relating to its subsidiary FoodTaste. A significant change compared to the 2024 Sustainability Statement concerns **Nactarome Srl**, the new Italian legal entity established following the merger of AromataGroup and IPAM completed in May 2025. In addition, as Alfaterna was acquired only in October 2025, the company primarily focused during the reporting period on integration activities within the Group; consequently, Alfaterna has been included exclusively within the quantitative reporting perimeter and not within the qualitative disclosures of this Sustainability Statement. Similarly, the information reported for Plantex excludes its subsidiary Aromatise from the reporting scope. The Group intends to progressively enhance the completeness and consistency of these reporting perimeters in future reporting cycles as integration and data-collection processes continue to mature.

The following table summarises the level of inclusion of newly acquired legal entities within this Sustainability Statement.

1 Pharmorgana GmbH is in liquidation; Nactis US inc., Create Flavours Ltd, TasteConnection Ltd, TasteConnection Ingredients Ltd, TasteIngredients Ltd, Taste Research Ltd are dormant companies; Nactarome Holding France, Nactarome Iberia S.L.U., Nactarome Holding B.V., Nactarome Australia, Nactarome UK, MP3 Plantex, Plantivest; are holding companies; Nactis Poland is a sales office.

Inclusion of Nactarome's new legal entities			
Company	**Qualitative scope**	**Quantitative scope**	**Extra information**
Alfaterna	Excluded	Included	-
Claremont	Limited	Included	-
GEUS	Included	Included	-
Plantex	Limited	Limited	Subsidiary company Aromatise is excluded from the whole perimeter.

The Sustainability Statement covers the **Group's operations** across multiple jurisdictions and presents information on the material impacts, risks and opportunities (IROs) identified through the Group's double materiality assessment process. The assessment considered both impact materiality and financial materiality perspectives and included the analysis of Nactarome's upstream and downstream value chain, including suppliers of raw materials, packaging and energy, logistics activities, customers and end users. The assessment process involved relevant internal functions and management representatives across the Group.

Nactarome has not made use of the exemptions provided under the ESRS relating to the omission of information concerning intellectual property, know-how, innovation results, or matters under negotiation. At present, the sustainability information disclosed in this Statement is not subject to external assurance. Nevertheless, the Group continues to strengthen its internal governance, reporting and control processes in preparation for progressively enhanced sustainability reporting requirements and future assurance expectations. The Sustainability Statement is publicly available through publication on the Group's corporate website.

1.1.2 Disclosures in relation to specific circumstances

BP-2

Nactarome applies consistent time horizons for the identification, assessment and management of sustainability-related impacts, risks and opportunities (IROs). In line with the ESRS framework, the Group defines the **short-term** horizon as one year, corresponding to the reporting period used in the consolidated financial statements; the **medium-term** horizon as the period from the end of the short-term horizon up to five years; and the **long-term** horizon as any period extending beyond five years. These same temporal definitions are applied throughout the double materiality assessment process and in the evaluation of sustainability-related developments, trends and exposures across the Group's activities and value chain.

In preparing the 2025 Sustainability Statement, Nactarome applied estimates, assumptions and calculation methodologies for selected qualitative and quantitative disclosures where complete primary data were not yet fully available or where reporting processes continue to mature. These estimates primarily concern environmental indicators, specifically: Scope 3 emissions (Categories 1: purchases of natural raw materials and packaging; 4: upstream transportation and distribution; and 9: downstream transportation) and water consumption data for Nactis Flavours. Where relevant, calculations were performed using recognised methodologies and external emission factors, including **DEFRA, ABI, Ecoinvent, Agribalyse, GHG Protocol** principles and other internationally recognised references applicable to the specific disclosure area.

For climate-related disclosures, greenhouse gas emissions were calculated based on available operational consumption data. **Scope 1** emissions were quantified using recognised direct-emission conversion factors, while **Scope 2** emissions were calculated using both market-based and location-based methodologies in accordance with the GHG Protocol. Depending on the legal entity and geographical scope, the calculation methodologies incorporated nationally or internationally recognised emission-factor databases and reference frameworks. **Scope 3** emissions were quantified applying an activity data–based approach, which implies the inclusion of emissions from activities over which the Group has operational control[1].

Compared to the 2024 Sustainability Statement, certain 2024 environmental data have been restated in 2025 to reflect improved data availability and enhanced consistency of reporting across legal entities. In particular, under **ESRS E1**, energy consumption figures have been updated for selected fuel categories: gasoline consumption for Calaf Nuances, Nactis Flavours and Royal Buisman; natural gas consumption for the former AromataGroup perimeter and Nactarome Ltd; and diesel consumption for Calaf Nuances and Nactis Flavours. These restatements result from refinements in data collection processes and increased accuracy of site-level reporting.

Under **ESRS E5**, certain waste data relating to 2023 and 2024 have also been restated in order to improve consistency and reliability of reporting. For 2023, total waste volumes remained unchanged; however, the quantities of waste diverted from disposal and directed to disposal relating to Nactarome Srl were adjusted because of a more accurate distinction. For 2024, the total volume of waste reported has increased compared to the figures disclosed in the 2024 Sustainability Statement following the correction of non-hazardous waste data reported by Nactarome NV. In addition, Nactarome NV and Nactarome Ltd updated the classification of certain waste streams between recovery and disposal categories. Consequently, the quantities of waste diverted from disposal and directed to disposal were revised to better reflect the actual waste treatment routes applied during the reporting period.

In addition, under **ESRS S1-13**, certain health and safety metrics were corrected for both 2023 and 2024. In particular, the metric relating to the number of days lost due to work-related injuries and fatalities resulting from work-related accidents, work-related ill health and fatalities from ill health concerning own employees was updated following improvements in the collection and verification of occupational health and safety data at Nactis Flavours.

As fiscal year 2025 represents a further maturity step in Nactarome's sustainability reporting process, year-on-year comparability should be interpreted in light of changes in reporting perimeter, improved data availability, methodological refinements, and restatements of selected prior-year data. The Group continues to progressively strengthen its sustainability data-collection processes, internal controls, and methodological consistency in order to improve the completeness of future sustainability reporting cycles.

1.2 Governance

1.2.1 The role of the administrative, management and supervisory bodies in relation to sustainability

GOV-1

Nactarome has adopted a corporate governance structure designed to ensure effective oversight, accountability and alignment between business strategy, operational management and long-term value creation. The Group is wholly owned by **Nina Holdco S.p.A.**, whose governing body includes two independent members, one representative of **TA Associates** and one representative of **Ambienta SGR S.p.A.**, thereby combining independent oversight with the strategic and financial expertise of the Group's main shareholders.

Nactarome's governance system is based on three principal bodies: the Board of Directors (BoD), the Board of Statutory Auditors and the external

1 For further information about the calculation of Scope 1, Scope 2, and Scope 3 emissions, please see § Methodology notes in Chapter ESRS E1 Climate change.

audit firm BDO, which provides independent assurance on the Financial Statements and Consolidated Accounts. The **Board of Directors** is composed of six members and two observers and is responsible for defining and supervising the Group's strategic direction, including oversight of major business programmes implemented through the local legal entities. Directors are appointed by the shareholders for a three-year mandate and collectively provide financial, managerial and sector-specific expertise supporting informed and balanced decision-making.

The **Board of Statutory Auditors** is composed of three members, including representatives appointed by both the majority and minority shareholders, and performs independent supervisory and compliance-monitoring activities in accordance with applicable corporate governance requirements.

Nactarome's Board of Directors	Women	Men	Total
Total number of members	**0**	**7**	**7**
	0%	**100%**	**100%**
Number of members with executive positions	0	6	6
	0%	**86%**	**86%**
Number of non-executive members	0	1	1
	0%	**14%**	**14%**
Number of independent members	0	0	0
	0%	**0%**	**0%**
Members representing employees and other workers	0	0	0
	0%	**0%**	**0%**
Members who have experience related to the undertaking's industries, products and geographic areas	0	5	5
	0%	**71%**	**71%**

The Board of Directors is also responsible for overseeing the integration of sustainability-related matters into Nactarome's strategic direction, business planning, risk-management processes and major transactions. Sustainability-related matters are coordinated operationally through the **Chief Operating Officer (COO)**, who provides regular updates to the Board and Executive Management on the progress of sustainability initiatives, the double materiality assessment (DMA), sustainability reporting activities, and relevant policies, actions, metrics and targets. During 2025, Nactarome also initiated reflections on the progressive formalisation of sustainability governance at Group level, including the future establishment of a dedicated Group Quality, Corporate Affairs & Sustainability Director role aimed at strengthening the coordination of sustainability-related activities across the organisation.

To strengthen its oversight capabilities, in 2024 the Board participated in dedicated training sessions on sustainability reporting requirements, the ESRS framework and the double materiality assessment methodology. This enabled Board members to develop a shared understanding of sustainability-related impacts, risks and opportunities relevant to the Group's activities. Where additional technical expertise is required, the Board may also rely on internal functions and external advisors.

The **double materiality assessment (DMA)** was performed in 2025, with its next formal update planned for 2027. Throughout 2025, the Board focused its efforts on embedding key ESG topics and practices across the Group, prioritising the onboarding and structural integration of the new legal entities acquired during the year.

The BoD retains responsibility for the review, oversight and approval of the **DMA** and the **Sustainability Statement**. Specifically, the Board's involvement in the DMA consists of reviewing the rigorous methodology applied throughout the process and formally approving the specific impacts, risks, and opportunities (IROs) identified as material for Nactarome. The reporting process includes the collection, consolidation and analysis of sustainability-related information across the Group, followed by management review and Board-level discussion and approval, thereby supporting the integration of sustainability considerations into Nactarome's overall governance and decision-making framework.

1.2.2 Integration of sustainability-related performance in incentive schemes

GOV-2

During 2025, Nactarome did not implement formal incentive schemes or remuneration policies for members of the administrative, management, and supervisory bodies tied to sustainability-related targets or metrics.

However, sustainability-related performance incentives have been implemented on an informal basis at the legal entity or departmental level in selected areas. In specific instances, bonus schemes are partially linked to the successful completion of dedicated sustainability projects — such as waste reduction programmes and sustainable procurement initiatives.

Furthermore, alignment between management priorities and ESG objectives is ensured through robust governance mechanisms, including the management oversight of sustainability initiatives, the monitoring of material IROs, and the integration of specific sustainability actions into functional objectives.

1.2.3 Statement on due diligence

GOV-3

Nactarome's sustainability due diligence approach is progressively being integrated into the Group's governance, risk-management and operational processes. The process is informed by the double materiality assessment (DMA), which supports the identification and assessment of actual and potential impacts connected to the Group's own operations and value chain.

The main elements of the **due diligence process** are reflected throughout this Sustainability Statement through disclosures relating to governance, policies, actions, metrics and targets. In particular, due diligence activities are supported by the Code of Ethics, supplier and procurement procedures, quality and food-safety systems, health and safety processes, environmental-management practices and whistleblowing mechanisms. **Responsibility** for implementing these processes is allocated to the relevant operational functions, including Procurement, Quality, Human Resources and HSE.

The identification, prevention and mitigation of potential adverse impacts are managed through **operational controls** such as supplier assessments, audits, compliance reviews, environmental and H&S monitoring activities, corrective-action processes and incident-reporting mechanisms. The effectiveness of these activities is monitored through internal controls, KPIs, audits and reporting processes at both local and Group level.

The following table identifies where the core elements of Nactarome's due diligence process, as described in ESRS 1 General Requirements, are addressed within this Sustainability Statement.

Core elements of due diligence	Paragraphs in the Sustainability Statement
A) Embedding due diligence in governance, strategy and business model	ESRS 2 GOV-1 ESRS 2 GOV-2 ESRS 2 SBM-3
B) Engaging with affected stakeholders in all key steps of the due diligence	ESRS 2 IRO-1 ESRS 2 – SBM-2
C) Identifying and assessing adverse impacts	ESRS 2 – IRO-1
D) Taking actions to address those adverse impacts	ESRS E1-5 ESRS E2-2 ESRS E3-2 ESRS E5-2 ESRS S1-3 ESRS S2-3 ESRS S4-3
E) Tracking the effectiveness of these efforts and communicating	ESRS E1-6 ESRS E2-3 ESRS E3-3 ESRS E5-3 ESRS S1-4 ESRS S2-4 ESRS S4-4 ESRS G1-3

1.2.4 Risk management and internal controls over sustainability reporting

GOV-4

For the 2025 reporting cycle, Nactarome maintained the internal control and reporting process introduced during the previous reporting period for the preparation and consolidation of sustainability information, with the Group Quality, Corporate Affairs & Sustainability Director leading and coordinating the data-gathering activities across all legal entities. The process applies to the collection, review, validation and consolidation of qualitative and quantitative sustainability data included within the Sustainability Statement.

The reporting process is coordinated through designated **Data Collection Responsibles** for each legal entity, who act as focal points for the collection, review and submission of sustainability information. Reporting templates and quantitative data collection files are distributed to the relevant internal functions according to their respective areas of competence, including environment, human resources, health and safety, procurement, quality, governance and finance.

The relevant **operational and corporate functions** are responsible for compiling the requested information, maintaining supporting documentation where applicable and submitting the completed reporting files to the respective Data Collection Responsibles. Prior to consolidation, Data Collection Responsibles perform consistency and completeness checks on the information collected.

Nactarome continues to progressively strengthen the traceability, review and evidence-retention aspects of its sustainability reporting process and is evaluating the future implementation of dedicated digital ESG data-management tools.

1.3 Strategy

1.3.1 Strategy, business model and value chain

SBM-1

Nactarome is a producer of **flavours, taste solutions, colours and extracts** for the food and beverage industry, operating through a network of production and R&D sites across Europe and serving customers in more than 100 countries. The Group develops and manufactures liquid, powder and paste solutions tailored to a broad range of food and beverage applications, including sweet, savoury and beverage products. Nactarome's business model is based on close collaboration with customers throughout product-development processes, combining technical expertise, regulatory support, quality management and market-oriented innovation.

The Group operates primarily in the creation and production of **natural flavours, taste solutions, and colour solutions for the food & beverage industry** and is positioned centrally within its value chain, acting as an intermediary between upstream suppliers and downstream industrial customers. **Upstream** activities include the sourcing of agricultural raw materials, botanical ingredients, colours, proteins, alcohols, packaging materials and technical services from suppliers located across Europe and other international markets. **Own operations** comprise research and development, product formulation, manufacturing, quality control, warehousing and distribution activities carried out across the Group's production and R&D sites. **Downstream** activities involve the supply of flavouring and ingredient solutions to B2B customers operating mainly in the food and beverage sector, supported by logistics and distribution partners.

Nactarome's principal **customer groups** include food and beverage manufacturers, food-service operators and specialised industrial customers requiring flavouring solutions, colours, extracts and functional ingredients adapted to specific product applications and consumer preferences. The Group also serves customers requiring products aligned with specific dietary, religious or formulation-related requirements, including vegan, Halal, Kosher and Organic products. During 2025, the Group introduced its new health & wellbeing business line as part of its broader innovation and market-development strategy. Nactarome does not produce products or services banned in specific markets that are material for sustainability reporting purposes.

The Group's **sustainability-related strategy** is closely linked to the **progressive integration and operational improvement of acquired businesses**. Nactarome frequently acquires family-owned or small and medium-sized companies operating within the flavour and ingredient sector and progressively integrates them into the Group's governance, operational and sustainability-management framework. This integration process may include investments aimed at improving production efficiency, environmental performance, energy management, quality systems and operational controls across acquired entities.

Nactarome's understanding of **stakeholder interests** and **sustainability-related matters** is informed by the DMA performed in 2025, together with ongoing interactions with internal and external stakeholders through operational, management and commercial processes. Internal stakeholders involved in the assessment included representatives from operations, quality, regulatory affairs, health and safety, procurement, human resources and sustainability-related activities. External stakeholder perspectives were considered through direct interactions with suppliers and customers, including commercial engagement, procurement activities, quality-management processes and feedback mechanisms. The resulting material impacts, risks and opportunities are communicated to the Board of Directors and management through sustainability reporting activities, management reporting and the double materiality assessment process.

For the purposes of ESRS 2 SBM-1 disclosures, Nactarome confirms that the Group is not active in: the fossil fuel sector (coal, oil and gas), chemicals production activities falling under Division 20.2 of Annex I to Regulation (EC) No 1893/2006, the controversial weapons industry, and the cultivation or production of tobacco.

1.3.2 Interests and views of stakeholders

SBM-2

Nactarome's understanding of stakeholder interests and views in relation to **sustainability matters** is informed primarily by the **DMA** performed in 2025, together with ongoing engagement activities carried out through operational, management and commercial processes. The assessment was conducted in alignment with ESRS requirements and considered both impact materiality and financial materiality, enabling the identification of actual and potential impacts on people and the environment, as well as sustainability-related risks that could affect the Group's business model, strategy or financial performance.

Stakeholder engagement involved both internal and external stakeholders relevant to Nactarome's activities and value chain. Internal stakeholders included representatives from operations, quality, regulatory affairs, health and safety, procurement, human resources and sustainability-related functions. These stakeholders contributed through interviews, questionnaires and management discussions. External stakeholder perspectives were considered mainly through direct engagement with suppliers and customers, including feedback received through procurement activities, commercial relationships, quality-management processes and operational interactions.

Through these engagement activities, Nactarome identified **stakeholder expectations and sustainability matters** considered most relevant to its business model and strategy, including resource efficiency, greenhouse gas emissions, pollution prevention, product quality and safety, responsible sourcing practices, workforce health and safety, value-chain labour conditions, ethical business conduct and data protection. The outcome of the assessment supported the identification and prioritisation of **material impacts, risks and opportunities (IROs)** across environmental, social and governance topics addressed within this Sustainability Statement.

The interests and views of stakeholders are communicated to the **administrative, management and supervisory bodies** through the results of the DMA, sustainability reporting activities, management reporting processes and periodic updates provided by the COO and the functions involved in sustainability-related matters. Information communicated to governance bodies may include stakeholder feedback, material IROs, procurement and supplier-related matters, employee-related topics, customer feedback, risk-management considerations and progress in the preparation of sustainability disclosures. This process supports the integration of sustainability-related matters into the Group's governance and decision-making activities.

1.3.3 Interaction of material impacts risks and opportunities with strategy and business model, and financial effects

SBM-3

The 2025 double materiality assessment enabled Nactarome to identify and prioritise its most significant sustainability **impacts, risks and opportunities (IROs)**, in line with the requirements of the ESRS. This process confirmed the close interaction between sustainability matters and the Company's business model and value chain, highlighting how environmental, social and governance (ESG) topics are embedded across its upstream sourcing activities, own operations and downstream customer relationships.

The table below summarises the material topics identified for the Group and indicates the related IROs. Material IROs cover all of Nactarome's main activities and geographic areas and are further detailed in the relevant ESRS topical sections of this Sustainability Statement.

ESRS			IROs		
Topic	**Sub-topic**	**Sub-sub-topic**	**Impact**	**Risk**	**Opportunity**
E1 Climate change	Climate change mitigation		Generation of indirect (Scope 3) GHG emission (e.g., transport and distribution, production of goods) from the value chain	Increased costs related to the transition from non-renewable energy to renewable energy	
E1 Climate change	Energy			Higher operational costs due to energy price volatility resulting from exogenous events (e.g. wars, pandemics)	

ESRS			IROs		
Topic	Sub-topic	Sub-sub-topic	Impact	Risk	Opportunity
E2 Pollution	Pollution of water		Release of hazardous and/or toxic substances into water in the upstream supply chain beyond legal limits (e.g. goods and transport)		
E3 Water and marine resources	Water	Water discharges		Sanctions due to violations and non-compliance with water discharge regulations	
E5 Resource use and circular economy	Resources inflows, including resource use			Production disruptions, volatility costs or loss of competitiveness due to challenges in sourcing essential ingredients (e.g. scarcity, extreme weather events, geopolitical tensions)	
S1 Own workforce	Working conditions	Secure employment	Economic security of employees through permanent employment contracts		

ESRS			IROs		
Topic	Sub-topic	Sub-sub-topic	Impact	Risk	Opportunity
S1 Own workforce	Working conditions	Working time	Employee satisfaction with working hours		
S1 Own workforce	Working conditions	Adequate wages	Economic security of workers due to alignment of compensation and incentive policies with the market		
S1 Own workforce	Working conditions	Health and safety	Improvement of employees' physical and mental well-being through health support tools and services, such as additional health insurance	Reputational damage due to workplace accidents involving employees	
S1 Own workforce	Equal treatment and opportunities for all	Gender equality and equal pay for work of equal value	Discrimination against female employees in accessing top positions and/or career development opportunities		
S1 Own workforce	Equal treatment and opportunities for all	Gender equality and equal pay for work of equal value	Gender pay gap for equal work		
S1 Own workforce	Equal treatment and opportunities for all	Training and skills development	Development of employee skills and capabilities through training and professional development programmes		

ESRS			IROs		
Topic	Sub-topic	Sub-sub-topic	Impact	Risk	Opportunity
S1 Own workforce	Other work-related rights	Privacy	Violation of employees' right to privacy due to data leakage and/or data loss		
S2 Workers in the value chain	Working conditions	· Secure employment · Working time · Adequate housing · Social dialogue · Freedom of association, the existence of works councils and the information, consultation and participation rights of workers · Collective bargaining, including rate of workers covered by collective agreements · Work-life balance	Violation of labour-related rights of workers in the value chain		
S4 Consumers and end-users	Information-related impacts for consumers and/or end-users	Privacy	Violation of consumer privacy rights due to data leakage and/or data loss		

ESRS			IROs		
Topic	Sub-topic	Sub-sub-topic	Impact	Risk	Opportunity
S4 Consumers and end-users	Personal safety of consumers and/or end-users	- Health and safety - Security of a person	Protection of customer health and safety through compliance with food quality standards	Sanctions and reputational damage due to non-compliance of products with hygiene and food safety regulations (e.g. HACCP)	
S4 Consumers and end-users	Social inclusion of consumers and/or end-users	Non-discrimination	Access to products and services for all customer categories (with religious constraints, vegetarians, vegans)		
G1 Business conduct	Corporate culture		Promotion of fairness and ethical values among employees and toward the market		
G1 Business conduct	Corruption and bribery	Prevention and detection including training	Growth in awareness and dissemination of a culture of ethics and anti-corruption among management, employees, business partners, and other stakeholders		

1.4 Impacts, risks and opportunities identification

1.4.1 Description of the processes to identify and assess material impacts, risks and opportunities and material information to be reported

IRO-1

In 2025, Nactarome updated its double materiality assessment (DMA) in line with the **European Sustainability Reporting Standards (ESRS)** and the **EFRAG Implementation Guidance on materiality**, with the aim of identifying and assessing its material impacts and risks across its operations and value chain. The assessment was conducted according to the two ESRS dimensions: impact materiality and financial materiality, while opportunities were not systematically assessed in this first exercise and will be progressively integrated in future updates of the methodology. For this reason, references to "IROs" in this Sustainability Statement should be understood as referring primarily to material impacts and risks identified through the 2025 assessment, while opportunities will be included in future DMA cycles.

From an **impact materiality** perspective (inside-out), the analysis considered the actual and potential positive and negative impacts of Nactarome on people, communities and the environment, including impacts directly caused or contributed to by the Company, as well as those linked to its operations, products and services through business relationships. Impacts were assessed using the ESRS criteria of scale, scope, likelihood and irremediability.

From a **financial materiality** perspective (outside-in), the assessment considered sustainability-related risks that could reasonably be expected to affect the Company's financial position, performance or cash flows over the short, medium and long term. Risks were evaluated based on their likelihood of occurrence and potential magnitude of financial effects.

Methodologically, the process was preceded by a review of the applicable regulatory framework, including CSRD and ESRS requirements, and an internal analysis of key company documents such as the business plan and financial statements. This was complemented by benchmarking against relevant sector sources and databases (including UNEP FI, MSCI and SASB) to support the identification of potentially material topics. The reporting boundary was defined on the basis of the consolidated financial statements, and the value chain was mapped in line with EFRAG guidance to ensure coverage of upstream and downstream activities.

A long list of potential impacts and risks was developed and structured according to ESRS topics, sub-topics and sub-sub-topics, forming the basis for the assessment. **Internal stakeholders** from key functions (including operations, quality, regulatory affairs, health and safety, human resources, procurement and sustainability) were involved through structured interviews and questionnaires, providing input based on their areas of expertise.

The assessment applied defined qualitative and quantitative **thresholds** to determine materiality. Each impact and risk was assigned a score and consolidated into an overall materiality rating. For impacts, a threshold of 3.5 (on a scale from 1 to 5) was applied, while for risks a threshold of 2.5 was used, leading to the identification of material topics to be included in the Sustainability Statement. A sustainability matter was considered material where at least the impact or financial materiality exceeded the defined threshold.

The results were consolidated and reviewed by management and relevant corporate functions, leading to the final definition of the **16 material impacts** and **6 material risks** disclosed in this Sustainability Statement. Nactarome intends to further refine its DMA methodology in future reporting cycles and plans to conduct a new full DMA update in fiscal year 2027.

1.4.2 Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement

A comprehensive index of all disclosure requirements, including their respective locations within this Sustainability Statement, can be found in the Appendix of this document.

Environmental Information

2. ESRS E1 Climate change

2.1 Strategy

Nactarome has not yet adopted a formal transition plan for climate change mitigation. While the Group has implemented several climate-related actions and operational initiatives, these measures are not currently integrated into a consolidated Group-wide transition plan including the elements envisaged by the ESRS framework. The Company expects to progressively strengthen its climate governance and reporting approach in the coming reporting cycles, including the potential future development of a more structured climate transition framework. In this regard, the Company plans to develop its formal climate transition plan based on its ongoing environmental performance measurements once it officially comes under the statutory reporting obligation. The first Scope 3 baseline established in 2025 provides an important foundation for future climate planning and target-setting.

E1-1

E1-2

E1-3

Nactarome identified material climate-related risks associated with increased costs related to the transition from non-renewable to renewable energy sources and higher operational costs linked to energy price volatility resulting from external events such as geopolitical tensions or market disruptions. However, the Company has not yet performed a formal climate-related risk identification and assessment process based on climate scenario analysis, nor has it developed a methodology assessing its exposure and sensitivity to climate-related physical hazards and transition events.

Similarly, Nactarome has not yet carried out a formal climate resilience assessment of its strategy and business model. Nonetheless, the Group continues to monitor climate-related matters through its environmental management practices and operational controls, with the intention of progressively enhancing its climate-related governance, risk-management and resilience assessment capabilities over time.

2.2 Impact, risk and opportunity management

IRO-1

The material climate-related impact identified through the double materiality assessment concerns the generation of indirect greenhouse gas emissions across the value chain, particularly in relation to purchased goods and services, transport and distribution activities, and energy consumption associated with operations. In addition, Nactarome identified transition-related risks linked to the increasing costs associated with the shift from non-renewable to renewable energy sources, as well as risks connected to energy price volatility resulting from external events and market conditions.

ESRS			IROs		
Topic	Sub-topic	Sub-sub-topic	Impact	Risk	Opportunity
E1 Climate change	Climate change mitigation		Generation of indirect (Scope 3) GHG emission (e.g., transport and distribution, production of goods) from the value chain	Increased costs related to the transition from non-renewable energy to renewable energy	
E1 Climate change	Energy			Higher operational costs due to energy price volatility resulting from exogenous events (e.g. wars, pandemics)	

To address these IROs, **Climate change mitigation** and **energy management** are integrated into Nactarome's broader environmental-management approach through energy-efficiency initiatives and the progressive adoption of renewable-energy solutions across several Group entities. Climate-related matters are addressed through environmental policies, management systems, infrastructure investments and operational improvement actions, while supporting the gradual reduction of greenhouse gas emissions associated with the Group's activities.

2.2.1 Policies

E1-4

Nactarome currently addresses climate change and energy-related matters through a combination of entity-level environmental policies, certified management systems where applicable, operational controls and continuous-improvement principles implemented across its legal entities. The policies collectively establish a common framework aimed at reducing environmental impacts, improving energy and resource efficiency, ensuring compliance with applicable environmental legislation and supporting the progressive integration of sustainability considerations into operational and strategic decision-making processes. The following policies and management systems describe how Nactarome's legal entities address these objectives within their respective operational contexts.

Calaf Nuances

Calaf Nuances implemented an *Environmental Management System* (EMS) certified according to the ISO 14001 international standard, establishing a structured and systematic approach to the management of environmental responsibilities across the organisation. The policy is based on the principles of continuous improvement of environmental performance, pollution prevention, compliance with applicable environmental legislation, and the efficient use of natural resources. Through the application of the Plan–Do–Check–Act methodology, the EMS ensures that environmental aspects are systematically identified, monitored, and progressively improved through defined objectives, operational controls, performance evaluations, and corrective actions. The policy aims to balance economic performance with environmental protection, while reducing the environmental impacts associated with the company's operations and promoting environmental awareness and accountability throughout the organisation. The scope of the policy covers all own operations with no formal exclusions defined. In line with ISO 14001 requirements, the company undertakes to comply with applicable European, national, and local environmental regulations.

GEUS

GEUS adopted an *Environmental Management Policy* that defines the company's general approach to environmental protection and environmental management. The policy confirms GEUS's commitment to continuously improving its environmental management processes and ensuring compliance with applicable legal requirements at local, regional, and national level. In relation to climate change and energy-related topics, the document includes commitments aimed at improving energy efficiency and reducing the direct and indirect environmental impacts associated with the company's activities and services. The policy applies to GEUS's own operations.

Nactarome Ltd

Nactarome Ltd has adopted a formal *Environmental Policy*, included in the Site Policy Documents issued on 6 March 2025, which defines the company's approach to protecting and limiting the environmental impacts associated with its activities. The policy includes commitments related to the reduction of CO_2 emissions, energy efficiency, energy monitoring, renewable energy generation, waste management, environmental compliance, and the consideration of environmental impacts in operational and business decisions. In particular, the policy states that the company has implemented measures to reduce CO_2 emissions through the installation of energy-efficient appliances and the use of energy-saving devices, while continuously monitoring energy consumption and identifying opportunities to reduce energy use further. The policy applies primarily to Nactarome Ltd's own operations, and also extends, where possible, to logistics decisions related to the selection of more efficient shipping methods instead of air freight for imported items. The policy refers to compliance with applicable UK environmental legislation and local by-laws.

Nactarome NV

Nactarome NV has adopted an *Environmental Policy*, issued on 15 January 2025, that defines the company's commitment to environmental protection and the reduction of environmental impacts associated with its activities. The policy establishes principles related to pollution prevention, waste reduction and proper waste management, the efficient use of natural resources including energy and water and compliance with applicable environmental legislation and regulations. The overall objective of the policy is to minimise the environmental footprint of the company's operations while supporting sustainable operational practices and ensuring regulatory compliance. It applies to Nactarome NV's own operations, including production activities, site infrastructure, and supporting operational processes across the Schoten site. The *Environmental Policy*'s management approach is consistent with general principles of environmental compliance and continuous improvement.

Nactarome Srl

The "Environmental protection and relations with the community" section of the **Nactarome Srl** *Code of Ethics* formalises the company's environmental-protection principles within its broader ethical and governance framework. The document commits the company to protecting the environment through the identification, assessment, and mitigation of environmental risks associated with its activities, while ensuring compliance with applicable environmental legislation and recognised good practices. The document further establishes commitments relating to employee awareness activities on environmental topics, as well as maintaining dialogue with environmental authorities. Its general objective is to maintain a controlled and compliant approach to environmental risk management and environmental performance. The *Code* also refers to applicable environmental-management arrangements.

Nactis Flavours

The *Environmental Policy* defines **Nactis Flavours** general environmental management principles, with the main objective of minimising the environmental impact of its activities and products. The document states that environmental considerations are integrated into long-term strategies and corporate initiatives, and that environmental protection is embedded within the company culture. The policy further introduces a value-chain-related dimension by stating that, where suppliers and contractors are considered suitable and equivalent, preference is given to those demonstrating measures to limit their environmental impact. The policy applies to Nactis Flavours' own operations and extends, where relevant, to suppliers and contractors. It is aligned with general environmental compliance requirements and the continuous improvement logic consistent with environmental management system practices, such as ISO 14001 referenced in the broader Nactis Flavours' framework.

Plantex

Plantex's *Environmental Policy* (in French "Politique environnementale") formalises the company's commitment to reducing the environmental impacts associated with its activities, with particular attention to energy consumption and contribution to climate-change mitigation. The policy includes actions aimed at reducing natural gas and electricity consumption, improving the energy performance of equipment, buildings and utilities, modernising infrastructure and increasing the use of renewable energy sources. Its general objectives are to reduce the environmental footprint linked to energy use, optimise operational practices and monitor progress through performance indicators within a multi-year continuous-improvement approach. The policy primarily applies to Plantex's own operations.

Royal Buisman

During 2025, **Royal Buisman** maintained an *Environmental Policy* that formalises the company's commitment to climate-related matters, for which it specifically refers to the reduction of natural-gas consumption and the progressive electrification of production processes through investment in new and more energy-efficient equipment. The policy applies to the company's own operations and its implementation is supported through operational monitoring, periodic review of environmental performance, employee training and awareness activities, and management oversight of environmental improvements. Although the policy does not explicitly reference international climate frameworks, it reflects recognised environmental-management principles.

2.2.2 Actions

E1-5

Nactarome implemented several climate and energy-related actions across its legal entities during 2025, combining operational-efficiency measures, renewable-energy projects, greenhouse-gas-management initiatives and infrastructure-improvement programmes aimed at reducing energy consumption, limiting greenhouse-gas emissions and strengthening environmental performance across production and support activities. These actions were generally integrated into broader environmental-management frameworks and mainly concerned the Group's own operations, including manufacturing processes, utilities, buildings, logistics and site infrastructure. To complement these operational mitigation efforts with a comprehensive understanding of value-chain impacts, the Group advanced its carbon accounting capabilities by calculating corporate Scope 3 greenhouse gas emissions for the 2025 cycle.

Calaf Nuances

Calaf Nuances continued implementing energy-efficiency and fuel-consumption optimisation initiatives within the framework of its ISO 14001-certified EMS. The actions focused on improving energy management across production processes and supporting infrastructure through continuous monitoring of electricity and fuel use, operational-efficiency measures and progressive replacement of conventional lighting systems with LED technology.

By 2025, approximately 71% of the long-term LED replacement programme initiated in 2017 had been completed. The company also monitored and sought to reduce gasoil consumption associated with operational activities and continued implementing measures aimed at improving overall energy management within production operations. In parallel, the company continued benefiting from the installation of a new vibrating sieve (K-600 LLEAL), which became fully operational following its implementation in 2024. The equipment was introduced to improve process performance, reduce electricity consumption, enhance operational efficiency and strengthen worker safety within specific production activities. Looking ahead, Calaf Nuances plans additional actions under its ISO 14001 framework, including a Management Review scheduled for June 2026 covering energy consumption, emissions, resource use and improvement opportunities, as well as renewable-energy and infrastructure projects such as the planned installation of solar panels.

Nactarome Ltd

Nactarome Ltd implemented several climate-related initiatives during 2025 aimed at improving emissions management, supporting renewable-energy use and strengthening low-carbon operational practices. The company completed an organisational greenhouse-gas footprint assessment and Carbon Reduction Plan in collaboration with Carbon Neutral Britain, covering Scope 1 emissions from stationary and mobile combustion sources, mains gas consumption, company vehicles and refrigerant losses, Scope 2 emissions from purchased electricity and selected Scope 3 categories including business travel, staff commuting, homeworking, inbound and outbound deliveries, waste and water use. The assessment established a structured emissions baseline and supported the identification of future reduction opportunities and carbon-management actions. Building on this work, Nactarome Ltd offset 433.59 tCO_2e through the Carbon Neutral Britain Climate Fund portfolio and obtained Carbon Neutral Britain Certification for the period April 2025 to March 2026 using carbon credits issued under internationally recognised programmes such as the Verified Carbon Standard and Gold Standard. At operational level, the company also maintained renewable-electricity sourcing arrangements and on-site renewable-energy systems across several sites, including solar photovoltaic installations at Alderley Hatchery, MSH and Clevedon Unit 11 with installed capacities of 38 kW, 16.8 kW and 58 kW respectively. Additional energy-efficiency measures included the use of energy-efficient appliances, energy-saving devices, continuous energy monitoring and the heating of office facilities through ground-source heat pumps.

Nactarome NV

Nactarome NV implemented and maintained several operational initiatives aimed at improving energy performance and reducing emissions associated with site operations and mobility activities. The company operated an on-site solar photovoltaic installation at the Schoten site to generate renewable electricity for own consumption and reduce reliance on grid electricity, thereby contributing to the reduction of Scope 2 emissions. The investment required capital expenditure, with the first instalment of the project amounting to more than EUR 30.000 in 2025. In parallel, Nactarome NV continued the electrification of its company vehicle fleet through the operation of six electric company cars supported by dedicated charging infrastructure, contributing to lower-emission mobility solutions and reduced fossil-fuel consumption linked to company transport activities. The company also identified several future actions planned from 2026 onwards, including the insulation of hot-water pipes within production and administrative areas to reduce heat losses and improve energy efficiency.

Nactarome Srl

Nactarome Srl continued implementing a multi-year operational-consolidation programme focused on centralising production and operational activities around the Concorezzo facility while preparing for the planned relocation of activities currently carried out at the Gessate site. The initiative forms part of a broader programme aimed at improving process control, reducing operational fragmentation, optimising infrastructure and utilities management and strengthening environmental monitoring and operational efficiency. The Concorezzo facility includes modernised infrastructure equipped with advanced environmental-monitoring, safety and energy-efficiency systems. Alongside the consolidation programme, Nactarome Srl implemented several energy-efficiency and renewable-energy initiatives at the Zibello site. These included the revamping and cleaning of ventilation and extraction systems, the progressive replacement of obsolete machinery motors with higher-efficiency equipment, optimisation of operating schedules for electrically powered extruders and the implementation of systems aimed at reducing furnace start-up times and associated methane consumption. During 2025, the company also completed the installation and commissioning of a photovoltaic system with a capacity of approximately 670 kWp to support renewable-electricity generation for own operational use and reduce dependence on externally supplied electricity.

Plantex

Plantex maintained an operational-efficiency programme focused on improving the energy performance of industrial equipment, utilities and infrastructure across its own operations. The programme included the optimisation of industrial processes, integration of monitoring and control tools for better energy-management practices and the gradual replacement or upgrading of equipment with more energy-efficient technologies. These ongoing measures support the reduction of electricity consumption, lower indirect greenhouse-gas emissions and improved operational efficiency while contributing to the objectives established under the company's *Environmental Policy* regarding energy reduction and continuous environmental improvement.

Royal Buisman

Royal Buisman implemented several climate-related actions centred on energy reduction, process electrification and renewable-electricity sourcing. During 2025, the company continued the pilot and technical preparation phase of its multi-year gas-reduction and process-electrification programme at the Zwartsluis production site. The programme is designed to reduce gas consumption per kilogram of end product through optimisation of process heating, technical upgrades and development of the third kettle project. 2025 activities included pilot testing, factory and site acceptance testing (FAT/SAT), engineering activities, supplier coordination and technical preparation for future commissioning phases expected to continue into 2026. The programme is intended to improve energy efficiency, reduce energy intensity and lower greenhouse-gas emissions associated with production operations. In parallel, Royal Buisman purchased Guarantees of Origin (GOs) for EU wind electricity as part of its renewable-electricity procurement strategy supporting the management of market-based Scope 2 emissions associated with purchased electricity.

2.3 Metrics and targets

E1-6

Within the Group, the approach to climate-related targets varies across legal entities, with a combination of operational efficiency objectives and formalised GHG reduction pathways.

Calaf Nuances	**Calaf Nuances** has established an operational energy-efficiency target within its ISO 14001 EMS, aimed at achieving an approximate 10% improvement in environmental performance, including reductions in energy consumption and associated greenhouse gas emissions. This target is pursued through ongoing initiatives such as the progressive replacement of conventional lighting with LED systems, optimisation of fuel consumption, and equipment and infrastructure upgrades, as well as planned renewable energy developments. The target is defined as a relative efficiency improvement applied to own operations, covering both fuel-related Scope 1 emissions and electricity-related Scope 2 emissions.
Nactarome Ltd	**Nactarome Ltd** has defined a structured and ESRS-aligned climate target framework through its Carbon Reduction Plan, which establishes an absolute emissions reduction target of 50% by 2030 compared with a 2023 baseline (430.56 tCO_2e), and a long-term objective of achieving Net Zero by 2050. The target covers Scope 1, Scope 2 and selected Scope 3 emissions under an operational control approach and is supported by a defined emissions trajectory, methodological framework based on ISO 14064-1 and the GHG Protocol, and external validation through recognised carbon accounting standards. In addition, the company maintains an annual carbon neutrality objective linked to the offsetting and certification of residual emissions.
Nactarome NV, Nactarome Srl, GEUS, Nactis Flavours and Royal Buisman	At **Nactarome NV**, **Nactarome Srl**, **GEUS**, **Nactis Flavours** and **Royal Buisman**, climate-related effectiveness is tracked through a combination of operational indicators and environmental governance processes. These include monitoring of energy consumption (electricity and natural gas), renewable energy generation where applicable, emissions-related data collection, internal audits, management review cycles, legal compliance monitoring, and project-level tracking of energy efficiency initiatives such as equipment upgrades, electrification projects and process optimisation measures. Some entities also complement these mechanisms with structured carbon accounting exercises or participation in external reporting frameworks (e.g. EcoVadis), supporting progressive development of emissions baselines and future target-setting readiness.

2.3.1 Energy consumption and mix

In the two-year period 2024–2025, Nactarome's total **energy consumption** increased overall +6,27%. The energy mix remained predominantly non-renewable, with fossil fuels accounting for 78% of total energy consumption in 2024 and 79% in 2025. Renewable fuels, including biomass, are currently not used in core operations.

In 2025, Nactarome achieved a structural increase in its **renewable energy** consumption driven by strategic changes in its electricity procurement mix. Specifically, a larger share of purchased electricity was sourced directly from renewable energy contracts backed by certified Guarantees of Origin (GOs). While renewable electricity volumes had already been tracked and reported during 2024, the absence of contractual GO certificates in the prior period meant that those volumes could not be formally accounted for as renewable energy under reporting standards; the 2025 procurement updates successfully resolved this limitation, reflecting a formalised progress in the Group's energy transition.

The 2025 increase in **non-renewable energy** consumption was mainly driven by the consolidation of four new legal entities.

Natural gas remained the primary non-renewable energy source, representing approximately 97% of non-renewable energy use in 2025. Natural gas is primarily used for heating and production processes at Nactarome Srl. At Nactis Flavours, gas consumption is also influenced by production levels of coffee extract and building heating requirements, with colder winter conditions in 2025 likely contributing to the observed increase.

Within the non-renewable energy mix, **gasoline** consumption recorded a significant year-on-year increase (+ 59%), mainly driven by fleet-related changes and operational expansion across several entities. At Nactarome Srl, gasoline consumption reached 6,455.30 litres in 2025, of which 4,356.765 litres were related to hybrid gasoline vehicles, reflecting the progressive transition towards mixed-energy mobility solutions. At Calaf Nuances, the increase is primarily explained by the addition of two new sales representatives (introduced in September and December 2024 respectively), both equipped with company cars, resulting in higher fuel demand. Similarly, Nactis Flavours reported a shift towards mixed energy consumption, with increased reliance on both electricity and gasoline. At Nactarome Ltd, gasoline consumption increased since 2024 due to the introduction of petrol-hybrid vehicles for employees with higher business travel mileage.

Conversely, **diesel** consumption decreased significantly (-39%) at Company level, reflecting a structural transition away from diesel-powered vehicles. This reduction was particularly pronounced at Nactis Flavours, where diesel consumption declined by around 70%, mainly due to the replacement of several fleet vehicles and the nearcomplete phase-out of diesel in favour of hybrid and electric alternatives, with further electrification expected in 2026.

LPG consumption is linked to Nactarome Ltd, where it is used to heat process water in cleaning operations. LPG is stored in a large on-site tank and is refilled only occasionally when necessary.

Electricity consumption increased from 11,920.43 MWh in 2024 to 12,371.53 MWh in 2025, corresponding to a rise of approximately 4%. This growth is primarily attributable to increased production activity, fleet electrification, and expanded operational capacity across several sites. At Royal Buisman, the increase in electricity consumption was driven by the introduction of the company's first electric vehicle and the procurement of Guarantees of Origin (GOs) for wind-generated electricity. At Nactarome NV, electricity consumption rose by 6.6%, driven by the adoption of an electric vehicle fleet with on-site charging infrastructure, the activation of an additional evening shift in the blending department (2:00–10:00 PM, five days per week), an additional Friday shift in the industrial department, and an overall 7% increase in production of energy-intensive products.

Limited on-site **renewable electricity generation** is in place through photovoltaic systems operated by Nactarome Srl at its Gessate and Concorezzo sites in Italy. These systems contribute to on-site electricity production and support the reduction of fossil fuel use and related GHG emissions. A reduction of approximately 100 MWh was recorded due to a system disruption at the Concorezzo plant, attributable to weather conditions. During 2025, Nactarome Srl also installed photovoltaic panels on the rooftops of the Zibello plant, increasing on-site renewable electricity generation capacity. Similarly, Nactarome Ltd benefited from the operationalisation of rooftop solar PV systems at its Clevedon facilities, with energy generation data becoming fully available in 2025 for the first time, improving the accuracy of self-generated renewable energy reporting.

Overall, despite the increase in total energy consumption, the Company's **energy intensity ratio** decreased from 2023 to 2025. In particular, Nactarome's energy intensity, calculated as total energy consumption (MWh) divided by net revenues (k€), decreased from 0.27 in 2023 to 0.26 in 2024 and further to 0.22 in 2025.

E1-7

Energy Consumption (MWh)	2023	2024	2025
Total consumption of non-renewable fuels	**42,956.96**	**43,044.96**	**46,039.87**
	81%	**78%**	**79%**
Coal	0.00	0.00	0.00
Gasoline	1,014.51	338.38	688.83
LPG	0.08	13.53	11.76
Natural gas	41,381.71	41,737.27	44,672.01
Diesel	560.67	955.79	667.26
Total consumption of renewable fuels	**0.00**	**0.00**	**0.00**
	0%	**0%**	**0%**
Biomass (including the organic part of waste fuels)	0.00	0.00	0.00
Total consumption of electricity	**10,233.39**	**11,920.43**	**12,371.53**
	19%	**22%**	**21%**
Purchase of electricity	9,846.85	11,540.28	11,988.77
of which from renewable sources - From third parties	2,076.71	3,265.36	8,289.47
of which from non-renewable sources - From third parties	4,771.37	4,693.63	527.38
of which from nuclear sources - From third parties	2,998.77	3,581.29	3,171.92
	6%	6%	5%
Self-generation of electricity	386.55	380.15	382.76
of which produced by solar photovoltaic plants	386.55	380.15	382.76
Total energy consumption	**53,190.36**	**54,965.39**	**58,411.39**

2.3.2 Gross Scopes 1, 2, 3 and Total GHG emissions

Nactarome aims to reduce greenhouse gas (GHG) emissions and contribute to climate change mitigation across its operations. In 2025, GHG emissions trends remained broadly aligned with the Company's overall energy consumption profile and operational perimeter.

Scope 1 emissions increased compared to 2024, primarily due to the integration of newly acquired legal entities into the reporting boundary. **Scope 2 location-based** emissions also increased by 46% year-on-year, mainly reflecting operational growth and changes in energy demand across specific production sites.

Despite this increase in energy consumption, Nactarome's **Scope 2 market-based** emissions decreased by approximately 78% compared to 2024. This reduction was primarily attributable to changes in the electricity procurement mix: during 2025, a larger share of purchased electricity was sourced from renewable energy supported by Guarantees of Origin (GOs), enabling the application of lower market-based emission factors under the GHG accounting methodology. By contrast, although renewable electricity data had been reported in 2024, the absence of GOs meant that the related electricity volumes could not be treated as renewable for market-based accounting purposes, resulting in higher reported Scope 2 market-based emissions in the previous year.

Nactarome's **emission intensity**, calculated as Scope 1 and Scope 2 GHG emissions divided by net revenues, showed an overall decreasing trend over the reporting period. The market-based emission intensity decreased from 0.06 in 2023 to 0.05 in 2024 and further to 0.03 in 2025, reflecting a significant reduction in emissions associated with purchased electricity, which is supported by the increasing use of renewable electricity procurement mechanisms and energy efficiency initiatives across the Group. The location-based emission intensity also decreased from 0.06 in 2023 to 0.05 in 2024 and remained stable at 0.05 in 2025.

E1-8

Total GHG emissions (tCO_2e)	2023	2024	2025
Direct GHG emission (Scope 1)	8,656.82	8,689.33	8,735.62
Energy indirect GHG emissions (Scope 2-Market Based)	2,341.71	2,360.57	509.52
Energy indirect GHG emissions (Scope 2-Location Based)	2,185.72	2,570.94	3,765.45
Total GHG emissions (Market Based)	**10,998.53**	**11,049.90**	**9,245.14**
Total GHG emissions (Location Based)	**10,842.54**	**11,260.27**	**12,501.07**

Scope 3 GHG emissions (tCO_2e)	2025
Category 1 Purchased goods and services	104,443.61
Category 2 Capital goods	2,754.55
Category 3 Fuel and energy-related activities not included in Scopes 1 and 2	2,451.86
Category 4 Upstream transportation and distribution	2,941.13
Category 5 Waste generated in operations	263.05
Category 6 Business travel	290.08
Category 7 Employee commuting	996.64
Category 8 Upstream leased asset	0.01
Category 9 Downstream transportation	1,490.38
Category 12 End-of-life treatment of sold products	27.69
Total Scope 3	**115,659.01**

Total Scope 1, 2 and 3 emissions (tCO_2e)	2023	2024	2025
Scope 1 GHG emissions	8,656.82	8,689.33	8,735.62
Scope 2 GHG emissions (Market Based)	2,341.71	2,360.57	509.52
Scope 2 GHG emissions (Location Based)	2,185.72	2,570.94	3,765.45
Scope 3 GHG emissions	-	-	115,659.01
Total emissions (Market Based)	**10,998.53**	**11,049.90**	**124,904.15**
Total emissions (Location Based)	**10,842.54**	**11,260.27**	**128,160.08**

Methodology notes

Nactarome carried out a quantification of the greenhouse gas inventory following a methodology aligned with the GHG Protocol and based on the application of an activity data–based approach. The legal entities included in the Group's GHG inventory are consistent with the reporting scope of the 2025 Sustainability Statement. In fact, operational boundaries include entities acquired during 2025, for which emissions have been accounted for only from the date of consolidation into the Group. Adopting the financial control consolidation method, the company reports 100% of the emissions from activities over which it has operational control, i.e. the authority to introduce and implement operational and environmental policies.

To ensure robustness, comparability, and relevance of results, the emission factors used to convert consumption and activity data into emissions expressed in CO_2 equivalent, were selected on a priority basis from internationally recognised databases, governmental authorities, peer-reviewed scientific literature, Life Cycle Assessment (LCA) studies, and carbon footprint inventories developed by independent research institutions. Emission factors were sourced from databases and references such as Ecoinvent (version 3.12), Agribalyse (version 3.2), DEFRA 2025, and ABI 2025. Where physical activity data were not available or incomplete, a spend-based approach was applied through Environmentally Extended Input-Output (EEIO) models, which link economic flows (i.e. monetary expense) to environmental impacts along supply chains. Spend-based-emission factors were sourced from the database provided by the Eurostat Consumption-based Accounting Tool (2022), and, where applicable, complemented by factors from the US EPA "Emission Factors for Greenhouse Gas Inventories" (2022).

This approach is considered suitable for preliminary analyses of relevant emission sources and for estimating the order of magnitude of emissions.

Carbon removals and purchase carbon credits were excluded from Nactarome's 2025 emissions calculation and reporting boundary. However, Nactarome Ltd offset 433.59 tCO_2e at legal entity level through the Carbon Neutral Britain Climate Fund portfolio and obtained Carbon Neutral Britain Certification for the period April 2025 to March 2026, using carbon credits issued under internationally recognised standards, including the Verified Carbon Standard and the Gold Standard.

Scope 1. Direct emissions

Scope 1 emissions include direct emissions from stationary sources (natural gas, LPG, petrol for heating generators) and mobile sources (gasoline, petrol, LPG consumed by the company's vehicle fleet), as well as direct fugitive emissions (fluorinated gases used in the refrigeration units).

Emission factors for Scope 1 categories are primarily sourced from the DEFRA database, including those applied to stationary and mobile combustion activities, while Global Warming Potential (GWP) values for refrigerants are derived from both IPCC and DEFRA databases.

Scope 2. Indirect emissions from purchased energy

Scope 2 emissions include indirect emissions associated with electricity purchased and consumed from the grid, the GHG Protocol provides two alternative and complementary methodological approaches:

- **Market-Based approach:** emission quantification reflects the characteristics of the energy purchased by the organisation, based on contractual instruments or environmental tracking mechanisms (e.g. Guarantees of Origin). Under this approach, the share of electricity purchased from certified renewable sources is considered with a zero-emission factor, while the remaining share is multiplied by the emission factor of the national residual mix, which represents the generation mix net of the portions already covered by certification.
- **Location-Based approach:** emission quantification is based on the average emission intensity of the energy grids where consumption takes place, primarily using the average emission factor of the generation mix of the relevant grid.

For the calculation of Market-Based emissions, the portion of purchased electricity covered by Guarantees of Origin (which has an emission factor equal to zero) has been excluded. The remaining electricity consumption has been multiplied by the emission factors corresponding to the country in which each legal entity operates, as provided by the 'ABI Guidelines 2025' database. For the Location-Based calculation, the share covered by Guarantees of Origin is not distinguished, and the reference database used is the 'ABI Guidelines 2025'.

Scope 3. Indirect emissions along the value chain

Fiscal year 2025 is the first Scope 3 baseline year. The results are intended to identify the order of magnitude of value-chain emissions and the main emission hotspots, particularly purchased goods and services, and should not yet be interpreted as a year-on-year reduction performance indicator.

Scope 3 greenhouse gas emissions are generated indirectly by Nactarome upstream and downstream of its operations, outside the company's boundaries.

Category 1 – Purchases of natural raw materials

All emissions within this category are attributable to the upstream production of goods and services purchased by the organisation during the reporting period. These include emissions associated with raw material extraction and processing, manufacturing, transformation, and the supply of goods and services such as, by way of example, components, water, office paper, professional services, IT services, cleaning services, and other outsourced activities, where such emissions are not already accounted for under Scope 1 or Scope 2.

Emissions for this category were calculated following a hierarchical calculation strategy, as outlined below:

1. **Activity-based approach**: where physical quantity data were available, emissions were calculated by applying material-specific emission factors sourced from the Ecoinvent 3.12 and Agribalyse 3.2 databases to the quantities of purchased goods (e.g. tonnes of raw materials, water, packaging).
2. **Scientific literature and technical proxies**: where no suitable emission factors were available in the referenced databases, values derived from scientific literature were used, selecting factors with the highest degree of similarity to the products considered and applying a conservative approach. In some cases, technical proxies were applied by assimilating products to comparable items available in LCA databases (e.g. wheat starch assimilated to corn starch), based on similarities in production processes or product characteristics.
3. **Spend-based approach**: for categories for which physical quantity data were not available, emissions were estimated using monetary emission factors derived from recognised databases (Eurostat 2022 and EPA "Emission Factors for Greenhouse Gas Inventories"), applied to expenditure values. For purchased services, emission factors were assigned to the economic category of each service, classified under the relevant NACE code, with each factor representing the average GHG emissions associated with the production and provision of the service per unit of expenditure.

Category 2 – Capital goods

This category includes emissions from assets such as electronic devices (e.g. mobile phones and laptops), furniture, machinery, infrastructure, vehicles, and buildings.

Emissions were calculated using a mixed approach. Specifically, where activity data in physical units were available (e.g. number of devices purchased), an activity-based approach was applied, using product-specific emission factors sourced from the Ecoinvent 3.12 database (IPCC 2021 method). For the remaining categories, emissions were calculated using a spend-based approach, grouping capital goods by the corresponding NACE category and multiplying the expenditure by emission factors derived from the IO-Eurostat 2022 database.

Category 3 – Fuel and energy-related activities

All emissions within this category are attributable to upstream activities related to the production, extraction, processing, and transportation of fuels and energy purchased and consumed by the organisation, which are not already accounted for under Scope 1 and Scope 2. These emissions include, by way of example, emissions associated with electricity and fuel production, as well as transmission and distribution losses along energy networks.

Emissions were calculated by multiplying the reported consumption values (natural gas, LPG, electricity, diesel, and gasoline) by the appropriate emission factors. Specifically, for fossil fuels (gasoline, diesel, and natural gas), WTT – fuels emission factors provided by DEFRA 2025 were used, while for electricity consumption, WTT – UK electricity emission factors, also provided by DEFRA, were applied.

Category 4 – Upstream transportation and distribution

All emissions within this category are attributable to third-party transportation and distribution activities of goods purchased by Nactarome during the reporting period, which are not directly controlled by the company. These include inbound logistics flows, such as the transportation of raw materials, ingredients, semi-finished products, and packaging materials from suppliers to Nactarome's sites, as well as storage and handling activities carried out at third-party warehouses and logistics hubs.

For Nactarome Srl, Nactarome Ltd, Nactarome NV, Nactis Flavours, and Calaf Nuances sites, emissions were calculated using an activity-based approach. In the absence of detailed information on the transport modes used, logistics flows were preliminarily classified based on geographic distance and shipped weight, according to specific assumptions.

After calculating the ton-kilometers (t-km) travelled by each transport mode, emissions were estimated using emission factors from the Ecoinvent 3.12 database, excluding upstream flows related to the production of transport vehicles and related infrastructure.

For GEUS, Claremont, Plantex, and Alfaterna sites, emissions were estimated using a proxy approach, by rescaling the results obtained for the Aromata (former entity of Nactarome Srl) and Nactis Flavours sites based on production volumes (tonnes). FoodTaste was instead estimated proportionally based solely on the results of the Nactis Flavours site.

For the reporting year, Royal Buisman site was excluded from the calculation perimeter due to the lack of primary data and the inability to apply representative proxies. Furthermore, for sites acquired during 2025, emissions were further prorated based on the period of effective inclusion within the consolidation perimeter, as follows: Alfaterna (from October 15th), Claremont (from September 3rd), GEUS (from September 11th), and Plantex France (from October 16th).

Category 5 – Waste generated in operations

The totality of emissions in this category is attributable to waste treatment and disposal activities related to waste generated by the organisation's operations during the reporting period, where such activities are carried out by third parties. These include, by way of example, emissions associated with landfill, incineration, recycling, composting, and other waste management processes.

The quantity of waste generated is classified based on data provided by waste management operators and then multiplied by the emission factors from the DEFRA 2025 database.

Category 6 – Business travels

This category estimates emissions from transportation by Group employees for business-related activities. A specific emission factor is applied according to the type of transport used (plane, train, car, etc.) and the number of kilometers travelled.

In 2025, business travel included plane, train, tram, and car journeys. Based on the kilometers travelled by each transport mode, emissions were calculated using an activity-based approach, applying emission factors from the Ecoinvent 3.12 database and excluding upstream flows related to the production of transport vehicles and associated infrastructure.

Category 7 – Employee commuting

All emissions within this category are attributable to employees daily commuting between their place of residence and their workplace during the reporting period, using modes of transport that are not owned or controlled by the organisation.

Emissions were calculated using data collected through a questionnaire, which included information on the type of transport mode used (walking, bicycle, electric bicycle, bus, train, car—gasoline, diesel, LPG, natural gas, hybrid, electric—motorbike, scooter, and other specified modes). For car commuting, additional information was collected on vehicle size (small, medium, large) and EURO emission class. Data were also gathered on daily commuting distance and the number of days per week spent on site.

Total emissions calculated based on questionnaire responses were divided by the number of unique respondent IDs for each site to derive the tonnes of CO_2eq values to be allocated to employees who did not respond to the questionnaire, thereby estimating emissions for the entire employee population. Emissions were calculated by multiplying travel distances by transport-related emission factors from the Ecoinvent 3.12 database (excluding upstream flows related to vehicle and infrastructure production), assuming zero emissions for employees using company cars (as these are already reported under Scope 1 – mobile emissions) and for those commuting on foot, and for those participating in car sharing as passengers.

For sites acquired during fiscal year 2025, emissions were further prorated based on the period of effective inclusion within the reporting perimeter, in line with the acquisition date.

Category 8 – Upstream leased assets

All emissions within this category are attributable to the use of leased, rented, or operationally hired assets that are not owned or controlled by the organisation, where such assets are not already included under Scope 1 or Scope 2. Buildings used during the reporting period are also included.

During the reporting period, Calaf Nuances is the only entity reporting emissions attributable to this category. These emissions arise from the use of a spray dryer (Newcospray spray dryer), for which energy consumption was quantified at 30 kWh.

Emissions were calculated using an activity-based approach, applying the emission factor related to the European residual electricity mix, as provided by the AIB, to the measured energy consumption.

Category 9 – Downstream transportation

All emissions within this category are attributable to third-party transportation and distribution of products sold by the organisation during the reporting period, which are not directly controlled by the company. These include outbound logistics activities, such as transportation to end customers, as well as storage activities at third-party warehouses.

For the Nactarome Srl, Nactarome Ltd, Nactarome NV, Nactis Flavours, emissions were calculated using an activity-based approach. In the absence of detailed information on the transport modes used, logistics flows were preliminarily classified based on geographic distance and shipment weight, according to specific following assumptions. Ton-kilometers (t·km) were estimated and emission factors from the Ecoinvent 3.12 database were applied, excluding upstream flows related to the production of transport vehicles and associated infrastructure.

For the GEUS, Claremont, Plantex, and Alfaterna sites, emissions were estimated using a proxy approach, by rescaling the results obtained for the Aromata and Nactis Flavours sites based on production volumes (tonnes).

For the Calaf Nuances site, the proxy was developed based on the results of the Aromata site, while FoodTaste was derived from the results of Nactis Flavours.

The Royal Buisman site was excluded from the calculation perimeter for the same reasons described under Category 4, namely the lack of primary data and the inability to apply representative proxies.

Category 12 – End-of-life treatment of products

All emissions within this category are attributable to activities related to the treatment and disposal of products sold by the organisation at the end of their life cycle. These include emissions associated with collection, recycling, energy recovery, incineration, and landfill disposal.

For Nactarome Srl, the quantity of waste generated was assumed to be equal to the quantity of packaging purchased under Category 1, as it was considered representative of the volumes placed on the market and subsequently disposed of, based on the equivalence between quantities consumed and sold. In the absence of site-specific data, the end-of-life treatment of packaging was assumed in accordance with the national average waste management mix, as reported by ISPRA (Source: ISPRA, *Rapporto Rifiuti Urbani 2025*).

For all other entities, calculations were based on data provided by waste management operators, namely the amount of waste generated (in tonnes) and the corresponding material types and applying the emission factors from the DEFRA 2024 database.

Exclusions

Following the materiality assessment and in line with the activities carried out by Nactarome, the following Scope 3 categories were excluded as they were deemed not applicable or not relevant.

Category 10 – Processing of sold products

All emissions within this category are attributable to the transformation, assembly, or processing activities undergone by products sold by the organisation during the reporting period, when such activities are carried out by third parties and are not directly controlled by the company.

Nactarome produces intermediate products that are further processed by external parties. Based on the technical assessment conducted with each legal entity, no energy-intensive downstream processing activities were identified. In addition, the collection of data on the energy consumption associated with the processing of sold products is limited by the low availability of downstream data and by the difficulty of allocating such data specifically to Nactarome's products. This is also because Nactarome's products generally represent only a minor share, in terms of mass, of the final products sold to end-users. For these reasons, the category is deemed not relevant.

Category 11 – Use of sold products

Category 11 includes emissions generated during the use phase of products sold to customers. Nactarome's products, which mainly consist of flavours, extracts, and ingredients intended to be incorporated into finished food products, are considered 'passive' from an energy perspective, as their use does not result in direct greenhouse gas emissions. As a result, this category is considered not relevant.

Category 13 – Downstream leased assets

Category 13 includes emissions arising from the use of assets owned by the organisation and leased to third parties. Nactarome does not engage in operational leasing activities involving owned tangible assets.

Category 14 – Franchising

Category 14 includes emissions generated by franchise activities that are not included under the organisation's Scope 1 and Scope 2. Nactarome does not operate under a franchising model. Subsidiaries and local facilities fall within the consolidation perimeter, and their related operational emissions are already included under Scope 1 and Scope 2.

Category 15 – Investments

Category 15 includes emissions associated with investments, including equity holdings and other financial assets owned by the company. This category is not applicable to Nactarome, as the company does not hold financial investments or significant equity interests that would generate material emissions in accordance with the GHG Protocol.

3. ESRS E2 Pollution

3.1 Impact, risk and opportunity management

IRO-1

Nactarome did not yet have a single Group-wide standalone **pollution** management framework in 2025. Pollution-related risks were managed through local environmental policies, legal compliance controls, wastewater and air-emission monitoring, chemical-management procedures, hazardous-substance handling controls, waste-management arrangements and corrective-action processes.

The principal pollution-related impact identified concerns the potential release of hazardous and/or toxic substances into water within the upstream supply chain beyond legal limits, including impacts linked to purchased goods and transport activities. To address this impact, Nactarome's entities apply supplier controls, environmental compliance checks, operational monitoring and pollution-prevention measures across their own operations and, where relevant, selected upstream activities.

ESRS			IROs		
Topic	Sub-topic	Sub-sub-topic	Impact	Risk	Opportunity
E2 Pollution	Pollution of water		Release of hazardous and/or toxic substances into water in the upstream supply chain beyond legal limits (e.g. goods and transport)		

3.1.1 Policies

E2-1

Nactarome is committed to addressing pollution across its various legal entities through a range of policies and practices, in addition to measures that reflect a commitment to environmental protection and compliance with applicable legislation.

Calaf Nuances, Claremont and GEUS

Calaf Nuances operates under an ISO 14001-certified *Environmental Management System* (EMS), focusing on pollution prevention through operational controls, monitoring, and corrective actions. **Claremont** emphasises adherence to food safety regulations, integrating robust policies to monitor product quality risks, thereby indirectly mitigating pollution-related impacts across its supply chain. **GEUS** promotes pollution prevention at local, regional, and national levels through its *Environmental Management Policy*, which embeds environmental considerations into business decisions.

Nactarome Ltd

Nactarome Ltd addresses pollution-related matters through its broader *Environmental Policy*, which, although not specifically dedicated to pollution prevention and control, includes commitments and operational measures relating to environmental compliance, thereby contributing to the management and mitigation of pollution-related environmental impacts associated with the company's activities.

Nactarome NV, Nactarome Srl

Nactarome NV integrates pollution prevention into its operations at the Schoten site, ensuring compliance with environmental legislation and promoting continuous improvement in environmental performance. **Nactarome Srl** provides a qualitative framework for pollution management through its *Code of Ethics*, emphasizing risk prevention and compliance, while extending its principles to upstream activities.

Nactis Flavours

Nactis Flavours employs an *Environmental Policy* that encompasses pollution prevention as part of its broader environmental management approach. The policy ensures compliance with applicable environmental legal requirements and promotes the reduction of environmental impacts through operational decision-making. It establishes a general commitment to continuously prevent pollution and embeds continuous improvement through the monitoring of selected operational parameters, including utility consumption and waste generation. This is supported by awareness-raising activities and employee involvement in environmental protection practices.

Plantex

Plantex has established a formal *Pollution Prevention Policy*, creating a structured framework for managing pollution risks across its operations and supply chain. The policy addresses multiple environmental aspects, including atmospheric emissions, effluents, waste generation and accidental discharges, as well as the management of hazardous substances across operational activities. The policy applies to Plantex's own operations, including production sites, equipment, processes, storage areas, laboratories and maintenance activities, and extends where relevant to parts of the upstream and downstream value chain where pollution-related impacts can be influenced. The policy establishes core principles for implementation, including identification and prioritisation of pollution sources, application of source-reduction measures, operational controls, preventive maintenance, emergency preparedness and response, as well as incident monitoring and corrective action management. Governance is embedded through alignment with applicable regulatory requirements, HSE risk management principles and recognised environmental management practices.

Royal Buisman

Lastly, **Royal Buisman** has developed a comprehensive *Emergency Plan* to manage pollution risks effectively, providing a response framework for potential incidents that may affect the environment and operational continuity. The plan is relevant to pollution management as it provides an emergency response and incident management framework covering scenarios in which incidents could affect people, the site, the environment, or business continuity. The plan's main objectives include protecting people inside and outside the company premises, rescuing individuals on site, preventing and limiting environmental damage, minimising economic losses, and containing and managing the effects of a calamity. It applies to all on-site areas and covers the crisis team, the BHV organisation, and the role of employees during emergency situations. The plan references the *Arbowet* Art. 15, *Wet Milieubeheer*, *Wet Verontreiniging Oppervlaktewateren*, and BRZO/ARIE guidelines, thereby aligning with Dutch environmental and occupational safety legislation. Developed in consultation with the local fire brigade and water authorities, the plan aims to protect employees, neighbouring communities, and the environment. The full plan is stored on site and shared with emergency services, while summaries and emergency contact details are visibly displayed throughout the facility. Annual drills and incident reviews are conducted to evaluate and continuously improve its effectiveness[2].

2 For further information about environmental policies, please see § Policies in Chapter ESRS E1 Climate change; whereas for further information about Nactarome Srl's Code of Ethics, please see § Policies in Chapter ESRS G1 Business conduct.

3.1.2 Actions

E2-2

Nactarome has implemented a comprehensive array of actions to address pollution prevention and management. These initiatives can be categorised into several thematic areas, showcasing the proactive measures taken to mitigate environmental impacts across its legal entities.

Calaf Nuances

In the domain of air and emissions control, **Calaf Nuances** has made significant advancements by enhancing its environmental infrastructure. This includes the optimisation of its wastewater treatment systems and the maintenance of emission control systems, which encompass ongoing sludge management practices and operational oversight. The initiatives focused on improving air and water emissions control at the site level. A future action planned for May–June 2026 involves the design and upgrade of a mixing machine mouth integrated with a high-efficiency filtration system. This upgrade aims to significantly reduce airborne particles generated during production activities and improve overall air quality in production areas. Furthermore, it is expected to minimise resource usage related to cleaning activities, thereby supporting the objectives of the ISO 14001 EMS, particularly in pollution prevention and continuous improvement.

Nactarome Ltd, Nactarome NV

Nactarome Ltd has adopted ATEX-rated fume extraction and filtration systems in designated hazardous substance handling areas. This equipment captures harmful vapours and particulates at the source, thereby enhancing operational safety and contributing to pollution prevention efforts. The implementation involves both capital expenditures for equipment acquisition and ongoing operational costs for maintenance services. Meanwhile, **Nactarome NV** has conducted targeted air emissions monitoring and dust measurement campaigns at its Schoten production site. These activities aim to quantify particulate emissions and identify their potential sources, providing a technical foundation for the identification and implementation of corrective measures to prevent air pollution. Planned improvements in wastewater management are also underway, designed to reduce risks associated with unintended discharges, thereby enhancing control over wastewater flows.

Nactarome Srl, Nactarome Ltd

In terms of hazardous substance management, **Nactarome Srl** has established a structured chemical substances management system compliant with REACH/CLP regulations. This system includes thorough risk assessments, the implementation of safe working practices, and spill-response protocols to mitigate the risk of accidental releases of hazardous materials. The expected outcomes are a reduced likelihood of spills and improved containment measures, thereby minimizing potential contamination of water, soil, and workplace environments. **Nactarome Ltd** has maintained robust hazardous substance management controls through COSHH and DSEAR-related procedures, which encompass spill kits and documented response protocols. These measures effectively minimise risks associated with chemical spills and uncontrolled exposure.

Nactarome Srl, Plantex, Royal Buisman

With respect to wastewater and effluent management, **Nactarome Srl** operates a biological wastewater treatment system designed to reduce pollutant loads before discharging into public sewer systems. This ongoing operational measure, implemented prior to 2025, is crucial for ensuring compliance with discharge requirements and improving the quality of treated effluents. **Plantex** has embarked on a targeted programme to strengthen operational controls over effluents, involving a thorough reassessment of discharge points and the optimisation of wastewater treatment parameters. This initiative aims to limit pollutant loads and reduce the likelihood of accidental pollution events. **Royal Buisman** has carried out wastewater quality assessment activities, including monitoring discharge volumes and pollution loads associated with its production activities. This programme enhances understanding and control over wastewater-related environmental risks, aligning with the company's pollution prevention objectives.

Calaf Nuances, Royal Buisman

Finally, in the realm of operational controls and employee training, **Calaf Nuances** has invested significantly in both capital and operational expenditures to bolster its emission control initiatives, reflecting a strong commitment to continuous environmental performance improvement. **Royal Buisman** has updated its operational controls governing the unloading of hazardous substances, ensuring that safety procedures are rigorously followed to minimise the risk of accidental releases. Employee training and supervision are pivotal to the effectiveness of these controls, ensuring that all personnel are well-equipped to handle hazardous materials safely.

3.2 Metrics and targets

E2-3

Most Nactarome legal entities had not established formal pollution targets for 2025. In particular, Claremont, GEUS, Nactarome Ltd, Nactarome NV, Nactarome Srl and Nactis Flavours did not define quantified pollution-reduction targets. Pollution-related matters were instead managed through operational controls, environmental-management practices and legal-compliance mechanisms.

Claremont, GEUS, Nactarome Ltd, Nactarome NV, Nactarome Srl, Nactis Flavours, Calaf Nuances

Across these entities, pollution prevention and control were generally monitored through operational and compliance-based approaches, including wastewater and emissions controls, hazardous-substance management, spill-response arrangements, waste-management procedures, supplier controls, environmental reporting and monitoring of environmental aspects and impacts. **Claremont** additionally relies on environmental incident escalation procedures and trade-effluent authorisations as compliance mechanisms. **GEUS** tracks pollution-related performance through operational controls linked to hazardous waste management, supplier documentation and legal compliance. **Nactarome Ltd** monitors effectiveness through operational review meetings and procedures aimed at preventing uncontrolled releases to air, water and soil. **Nactarome NV** manages pollution-related risks through structured waste, water and wastewater management systems, while **Nactarome Srl** monitors performance through legal-compliance reviews and operational environmental controls. **Nactis Flavours** addresses pollution management through environmental monitoring, legal compliance and operational environmental-management practices, including controls linked to wastewater, emissions and chemical handling. **Calaf Nuances** established an operational environmental-improvement target linked to pollution prevention and environmental performance. The target focuses on qualitative and relative improvements in pollution control within production activities and is integrated into the company's ISO 14001 environmental management framework. Progress is monitored through operational environmental indicators, wastewater-performance monitoring and continuous-improvement mechanisms.

4. ESRS E3 Water and marine resources

4.1 Impact, risk and opportunity management

IRO-1

Nactarome hasn't adopted a Group-wide standalone **water and wastewater** management framework in 2025. Water-related risks, particularly those associated with water discharges and regulatory compliance, were managed through local environmental compliance frameworks, wastewater treatment and monitoring systems, discharge authorisations, maintenance activities, and corrective-action processes.

The principal water-related risk identified for 2025 concerns the potential exposure to sanctions, operational restrictions or reputational impacts resulting from violations of, or non-compliance with, applicable water discharge regulations. This risk is primarily associated with wastewater generation and discharge from production, cleaning and operational activities within own operations. To manage this exposure, Nactarome's entities implement wastewater-treatment processes, trade-effluent controls, discharge-quality monitoring, water-balance assessments, operational maintenance procedures and environmental compliance reviews. These measures are complemented by continuous monitoring of discharge parameters, internal environmental controls and periodic assessments intended to support ongoing compliance with applicable legal and permit requirements and to strengthen the prevention of water contamination risks across the Group.

ESRS			IROs		
Topic	Sub-topic	Sub-sub-topic	Impact	Risk	Opportunity
E3 Water and marine resources	Water	Water discharges		Sanctions due to violations and non-compliance with water discharge regulations	

4.1.1 Policies

E3-1

Nactarome addresses water and marine resources through broader environmental-management frameworks implemented across its legal entities. These frameworks integrate commitments relating to environmental protection, regulatory compliance, pollution prevention, operational monitoring and the efficient use of natural resources, including water management and wastewater control where relevant to site operations.

Calaf Nuances, GEUS, Nactarome Ltd, Nactarome NV, Nactarome Srl, Nactis Flavours, Plantex, Royal Buisman

Calaf Nuances manages water-related aspects through its ISO 14001-certified *Environmental Management System* (EMS), which includes commitments linked to water use, wastewater discharge and continuous environmental improvement. **GEUS**, **Nactarome Ltd** and **Nactarome NV** address water and resource-management topics through their *Environmental Policies*, embedding environmental considerations into operational decision-making, resource-efficiency practices and legal-compliance processes. **Nactarome Srl** manages water-related environmental risks through the environmental-protection principles set out in its *Code of Ethics*, including risk prevention, emergency management and continuous monitoring of environmental performance. **Nactis Flavours** integrates water and environmental-impact considerations into its *Environmental Policy* through commitments relating to legal compliance, environmental protection, utility-consumption monitoring and continuous improvement practices. **Plantex** and **Royal Buisman** also address water-resource management through broader environmental policies focused on reducing environmental impacts, improving operational efficiency and strengthening environmental-performance monitoring within their own operations[3].

3 For further information about environmental policies, please see § Policies in Chapter ESRS E1 Climate change; whereas for further information about Nactarome Srl's Code of Ethics, please see § Policies in Chapter ESRS G1 Business conduct.

4.1.2 Actions

E3-2

Nactarome has implemented a set of actions aimed at improving water management, efficiency and the control of water-related impacts across its legal entities. These initiatives reflect a combination of operational efficiency measures, monitoring activities, infrastructure improvements and compliance-driven controls, applied primarily within own operations and aligned with broader environmental management systems and policies.

Calaf Nuances, Claremont

In the area of water-use efficiency and process optimisation, **Calaf Nuances** continued the progressive reduction of water consumption through the phase-out of a water-intensive reactor process. The action involves the gradual replacement and removal of equipment requiring significant cooling water use, with implementation ongoing throughout 2025 and expected completion in 2026. This measure is intended to reduce water consumption, decrease wastewater generation and improve overall resource efficiency, while contributing to the objectives of the ISO 14001 EMS. **Claremont**, in parallel, has planned the ongoing review of its environmental aspects and impacts assessment, including water use, discharge and resource consumption, as part of its corrective action process. This activity is intended to strengthen the identification and monitoring of water-related risks within its Newcastle-under-Lyme operations and ensure continuous updates in line with operational changes.

GEUS, Nactarome Ltd

In terms of operational water management, **GEUS** implemented structured water-use controls for cleaning, disinfection and hygiene activities within its own operations. These controls include the use of food-grade materials, controlled distribution systems and backflow prevention measures, ensuring safe and hygienic water use while reducing risks of contamination. **Nactarome Ltd** carried out a location-based water-risk assessment for its UK sites using recognised tools such as the WRI Aqueduct Water Risk Atlas and WWF Water Risk Filter, complemented by operational measures aimed at reducing water consumption in cleaning processes through low-water technologies and process optimisation. In addition, trade effluent controls and discharge consents ensure compliant and controlled wastewater release into public sewer systems.

Nactarome NV

Nactarome NV implemented both behavioural and technical water efficiency actions at the Schoten site. These include a water awareness and communication initiative directed at promoting responsible water use among employees, as well as the installation of a closed cooling circuit in hammer mill operations, enabling water recirculation and reducing freshwater intake. These measures are intended to improve operational water efficiency and strengthen resource-conscious behaviour across production activities.

Royal Buisman

Royal Buisman carried out comprehensive wastewater quality assessment and water-balance monitoring activities at its Zwartsluis site. These include sampling, discharge measurement and pollution-load analysis, supporting improved visibility and control over wastewater streams and enabling the identification of potential deviations in discharge quality.

4.2 Metrics and targets

E3-3

Most Nactarome legal entities had not established formal water targets. Water-related matters were instead managed through legal-compliance mechanisms, environmental-management practices and site-level monitoring activities.

Claremont, GEUS, Nactarome Ltd, Nactarome NV, Nactarome Srl, Nactis Flavours, Royal Buisman

In particular, Claremont, GEUS, Nactarome Ltd, Nactarome NV, Nactarome Srl, Nactis Flavours and Royal Buisman, generally monitored the effectiveness of water-related policies and actions through operational and compliance-based mechanisms, including wastewater-quality analyses, trade-effluent controls, water-balance monitoring, discharge monitoring systems, environmental reporting, internal audits and environmental management review processes. **Claremont** additionally relies on environmental aspects and impacts assessments, whistleblowing escalation routes and post-2025 trade effluent authorisations to strengthen water-related compliance oversight. **GEUS** monitors water-related performance through annual accredited water-quality verification, wastewater discharge controls and hygiene-related operational procedures. **Nactarome Ltd** tracks effectiveness through water-risk assessments, operational water-use reviews, wastewater testing, trade-effluent consent compliance and production cleaning controls designed to minimise avoidable water use. **Nactarome NV** manages water-related performance through structured monitoring of water flows, wastewater streams and operational water balances. **Nactarome Srl** monitors water-related risks through wastewater-treatment operations, pH and conductivity controls, environmental performance indicators and legal-compliance reviews, while **Nactis Flavours** tracks effectiveness through operational wastewater-management practices, effluent-treatment controls and environmental monitoring processes. **Royal Buisman** monitors wastewater quality, pollution loads and discharge conditions through laboratory analysis, water-balance calculations and environmental reporting mechanisms.

Calaf Nuances

Calaf Nuances adopted a structured operational target related to water management. Within the ISO 14001 Environmental Management System framework, the company defined a voluntary relative target of approximately 10% improvement in water efficiency and reduction of water consumption associated with production activities, cooling systems and wastewater generation. The target is supported by process optimisation initiatives, including equipment modifications and wastewater-management improvements, and is monitored through internal water-consumption and wastewater-generation indicators.

4.2.1 Water consumption

Water management is a key element of Nactarome's environmental strategy, aimed at reducing water withdrawals and improving operational efficiency through optimised processes and continuous monitoring. In 2025, **total water withdrawals** increased by 16% (from 125,252 m^3 to 145,035 m^3). This increase is primarily attributable to the expansion of the reporting perimeter following the consolidation of four newly acquired legal entities, which accounted for approximately 23% of total water withdrawals.

In addition, in 2025, Nactarome Ltd recorded an increase in water withdrawals compared to the previous reporting period because of the expansion of operational facilities from five to nine buildings, resulting in higher domestic water consumption (e.g., sanitary facilities), as well as construction-related water use during site development activities. Higher production volumes (+20% over the last two years) also contributed to increased water use for washdowns and cleaning activities between production batches.

On the other hand, Nactarome Srl's decrease in total water withdrawals compared to 2024 is particularly interesting. In Gessate, this reduction was mainly driven by lower production volumes associated with the progressive phase-out of chemical synthesis activities, as well as by improved cooling efficiency following the implementation of a more efficient cooling system. In Concorezzo, lower withdrawals resulted from a change in procurement and production processes, whereby certain products that previously required on-site washing are now purchased pre-processed, reducing washing activities. In Zibello, water withdrawals decreased across all production lines and extruders due to process optimisation in cleaning operations, now concentrated into approximately five production campaigns per year. The majority of withdrawn water is used in production processes.

Finally, although no water-withdrawal restrictions were in place in Catalonia during 2025 — unlike in previous reporting periods — Calaf Nuances recorded a reduction in water withdrawals compared to 2024, reflecting continued attention to water-management practices within its operations.

E3-4

Water consumption (m3)[4]	2023	2024	2025
Total water withdrawals	**127,013.00**	**125,252.00**	**145,035.00**
in areas with water stress	1,009.00	905.00	709.00

4 Water discharge are not recorded across most legal entities, as production processes generally do not involve significant water use or continuous process-water discharge streams. Consequently, water consumption is not currently reported (under the ESRS methodology water consumption is defined as water withdrawals minus water discharges). Only Alfaterna, Nactarome Srl (Former AromataGroup), Plantex, Royal Buisman monitor water discharge.

5. ESRS E5 Resource use and circular economy

5.1 Impact, risk and opportunity management

IRO-1

Nactarome addresses **resource use and circular economy** through a group-wide operational and environmental-management approach focused on improving resource efficiency, reducing material consumption, promoting reuse and recovery practices, and strengthening responsible sourcing across its operations. Across the Group, resource-use and circular-economy considerations are integrated into broader environmental, quality, food safety and operational frameworks, supported by process optimisation measures, material efficiency initiatives, packaging optimisation practices, and continuous improvement actions. The Group's legal entities implement operational controls aimed at enhancing the efficient use of raw materials and packaging, reducing overall resource intensity, and improving the monitoring and management of material flows within production and supporting activities.

The principal resource-use and circular-economy-related risk identified concerns potential production disruptions, cost volatility or loss of competitiveness linked to challenges in sourcing essential ingredients, including risks associated with scarcity of raw materials, extreme weather events, geopolitical tensions and supply-chain instability. To address these risks, Nactarome entities apply a combination of procurement controls, supplier approval and monitoring processes, raw-material traceability systems, operational stock and production-planning mechanisms, packaging and resource-efficiency controls, and waste-management practices designed to improve resource optimisation and strengthen supply resilience across their operations and upstream value chain.

ESRS			IROs		
Topic	Sub-topic	Sub-sub-topic	Impact	Risk	Opportunity
E5 Resource use and circular economy	Resources inflows, including resource use			Production disruptions, volatility costs or loss of competitiveness due to challenges in sourcing essential ingredients (e.g. scarcity, extreme weather events, geopolitical tensions)	

5.1.1 Policies

E5-1

Nactarome's legal entities address resource use and circular economy through a combination of environmental-management systems, operational procedures, waste-management controls and broader environmental or ethical policy frameworks. Across the Group, the various policies and procedures support waste prevention, resource-efficiency practices, waste segregation, recycling and recovery activities, while promoting compliance with applicable environmental legislation and continuous improvement of environmental performance. Although the maturity and level of formalisation differ between entities, the overall approach reflects a common focus on responsible resource management, operational efficiency and reduction of environmental impacts associated with materials, packaging and waste streams.

Calaf Nuances

Calaf Nuances manages resource use and circular-economy topics through its ISO 14001-certified *Environmental Management System* (EMS), which incorporates procedures and operational controls related to waste prevention, segregation and disposal, monitoring of resource consumption, compliance with waste and packaging regulations, and continuous environmental improvement. The framework supports the reduction of waste generation, the efficient use of raw materials and packaging, and the promotion of circular-economy practices where operationally feasible within the company's own operations.

GEUS

GEUS addresses resource use and circular economy through its broader *Environmental Management Policy*, supported by operational procedures governing waste management, food-waste prevention and equipment and waste-container management. The framework promotes environmental protection, regulatory compliance and continuous improvement, while operational procedures establish structured waste segregation, management of municipal, packaging and hazardous waste streams through authorised operators, monitoring of food-waste quantities and causes, and technical requirements for waste containers aimed at preventing contamination between material streams. Together, these measures support the management of resource use, waste flows and operational environmental impacts within GEUS's own operations.

Nactarome Ltd

Nactarome Ltd addresses resource-use and circular-economy matters through its *Environmental Policy*, which establishes commitments related to environmental protection, responsible operational practices and reduction of environmental impacts. The policy requires environmental considerations to be integrated into new activities and processes and promotes recycling or alternative use of waste materials wherever possible, thereby supporting waste prevention and resource-efficiency objectives within the company's own operations.

Nactarome NV

Nactarome NV integrates resource-use and circular-economy considerations into its *Environmental Policy*, which commits the company to efficient use of natural resources, including raw materials and water, reduction of environmental impacts through process optimisation, and proper segregation, management and disposal of waste streams. The policy also promotes recycling and material recovery practices where feasible, contributing to waste prevention, resource efficiency and responsible material management across production, cleaning, material-handling and supporting activities at the Schoten site.

Nactarome Srl

Nactarome Srl manages resource-use and waste-related matters through a broader operational and compliance-based framework supported by the *Code of Ethics*, particularly the section on environmental protection and relations with the community, together with procurement, quality, environmental and waste-management controls. The framework promotes environmental protection, legal compliance, risk prevention, environmental emergency management, supplier awareness and continuous monitoring of environmental performance. These principles are complemented by operational controls covering supplier selection and purchasing practices, material handling and storage procedures, waste segregation and management arrangements, use of authorised waste operators, food-safety and quality controls aimed at reducing non-conforming products and material losses, and corrective-action processes. Accordingly, the company's 2025 approach to resource use and circular economy remained primarily operational and risk-management driven.

Nactis Flavours

Nactis Flavours addresses resource-use and circular-economy matters through its *Environmental Policy*, which defines the company's environmental-management principles and commitment to minimising the environmental impact of its activities and products. The policy promotes compliance with environmental requirements, integration of environmental considerations into long-term strategies and corporate culture, prevention of pollution, reduction of waste, limitation of resource use and reduction of environmental impacts in infrastructure and installation-renewal projects. The policy also incorporates an upstream dimension by favouring suppliers and contractors capable of demonstrating measures to reduce environmental impacts where suppliers are otherwise equivalent. Continuous improvement is applied to measurable parameters such as utility consumption and waste streams, supported by employee awareness and involvement in environmental protection initiatives. The policy primarily applies to Nactis Flavours' own operations while also extending, where relevant, to suppliers and contractors.

Plantex

Plantex's *Environmental Policy* establishes commitments aimed at reducing the environmental footprint of industrial activities through operational-efficiency and environmental-management measures. The policy addresses energy efficiency for utilities and equipment, reduction of waste generation at source, selective waste segregation, recycling and recovery of waste streams, and employee awareness-raising on environmental practices. These commitments support responsible resource use, waste prevention and recovery activities within Plantex's operations, while the scope also extends, where relevant, to waste-management activities performed through external service providers responsible for waste collection, recycling and recovery.

Royal Buisman

Royal Buisman maintained its dedicated *Waste Management Procedure* ("Afvalstromen") during 2025, providing a structured operational framework for the segregation, collection and transfer of waste streams in an environmentally responsible manner. The procedure establishes separate management routes for cardboard and paper, archive material, residual waste, chemical waste and fermentation waste, requiring waste segregation at source and dedicated collection and disposal arrangements. Paper and cardboard from raw materials and packaging activities are separately collected, confidential archive material is managed through specialised destruction services, chemical waste is transferred through authorised processors in line with legal requirements, and rejected products or raw materials are transferred for fermentation to enable energy recovery rather than disposal through residual waste streams. Through these measures, the procedure supports responsible waste handling, resource recovery and reduction of waste sent to disposal, contributing to operational resource-efficiency and circular-economy practices within Royal Buisman's own operations[5].

5.1.2 Actions

E5-2

Nactarome implemented a broad range of operational actions during 2025 to support resource efficiency, waste reduction, recycling and circular-economy practices across its legal entities. These initiatives focused on strengthening waste-management systems, improving packaging and material efficiency, enhancing reuse and recovery practices, and increasing operational control over resource inflows and waste streams. Collectively, the actions contributed to reducing waste generation, improving traceability and segregation of waste streams, supporting recycling and recovery activities, and strengthening compliance with applicable environmental and packaging regulations.

Calaf Nuances

Calaf Nuances implemented several initiatives linked to packaging management, waste reduction and regulatory compliance. The company integrated its packaging-management processes into the ENVALORA extended producer responsibility system (SCRAP) in line with Royal Decree 1055/2022 on packaging and packaging waste. This action included the engagement of authorised external service providers and the alignment of internal reporting and packaging-management procedures to strengthen traceability and regulatory compliance for packaging waste. In parallel, the company conducted training and awareness initiatives relating to waste management, selective waste collection and environmental compliance. Calaf Nuances also initiated the implementation of its 2024–2028 waste reduction plan, which includes waste-stream analysis, waste-minimisation measures and integration of waste-reduction objectives into operational practices. As part of this initiative, the digitalisation of manufacturing orders eliminated paper-based documentation for approximately 4,350 production orders during 2025, reducing paper consumption and associated waste generation. Additional actions planned from 2026 onwards include improving waste segregation processes, increasing the proportion of waste streams sent to recycling facilities and evaluating production-related waste generation in connection with the future SAP implementation.

5 For further information about environmental policies, please see § Policies in Chapter ESRS E1 Climate change; whereas for further information about Nactarome Srl's Code of Ethics, please see § Policies in Chapter ESRS G1 Business conduct.

GEUS

GEUS continued to apply operational controls supporting reuse and waste prevention through its *Wooden Material Management Procedure*. During 2025, EURO pallets continued to be managed as returnable packaging under a one-to-one exchange system covering incoming goods and outgoing deliveries. Pallets were systematically inspected for cleanliness, structural integrity and suitability prior to reuse in production and storage activities, while damaged or unsuitable pallets were segregated and disposed of appropriately. The action supports resource efficiency and waste prevention by extending the useful life of wooden pallets and reducing waste generation associated with damaged materials within GEUS's logistics, storage and production operations.

Nactarome Ltd

Nactarome Ltd implemented several operational measures aimed at supporting waste reduction, recycling and packaging optimisation. Office paper waste was recycled, while factory waste was managed through external waste contractors responsible for sorting and recycling materials where operationally feasible. In addition, bulk IBC containers were returned to suppliers for cleaning and refilling through supplier-managed return systems, supporting the reuse of packaging materials and reduction of packaging waste. The company also maintained packaging-specification and packaging-management controls designed to improve recyclability and reduce unnecessary material use. Packaging formats and weights were reviewed across multiple product formats, including IBCs, HDPE containers, cardboard boxes, bag liners, pallets and shrink wrap, with site documentation confirming the use of recyclable packaging formats and optimisation of packaging sizes to reduce environmental and transport impacts where possible. Together, these actions support waste prevention, material recovery, packaging recyclability and resource-efficiency objectives within Nactarome Ltd's operations.

Nactarome NV

Nactarome NV initiated the planning of several resource-efficiency and circular-economy actions intended for progressive implementation from 2026 onwards. Planned initiatives include optimisation of waste segregation, recycling and recovery practices to reduce waste sent to disposal and improve material efficiency, development of a structured resource-use and circularity monitoring framework introducing indicators on material use, waste generation and recycling performance, and actions to improve material-use efficiency within production processes through reduction of raw-material losses and optimisation of operational material handling. These planned actions aim to strengthen operational resource-efficiency levers and improve circularity practices within the Schoten site operations.

Nactarome Srl

Nactarome Srl maintained operational waste-management and resource-control actions across the Concorezzo and Gessate perimeter. The main ongoing action concerned the segregation, classification, storage and transfer of hazardous and non-hazardous waste streams through authorised waste-treatment providers. The controls covered waste generated from production, maintenance and laboratory activities, including packaging waste, off-specification products, distillation residues, exhausted herbs, hazardous liquid waste and raw materials exceeding supplier-defined expiry periods. Waste streams were segregated by type, stored in dedicated containers or areas and managed through authorised operators with supporting environmental documentation. These measures contributed to improved waste traceability, compliant waste handling and increased recovery or recycling opportunities where technically feasible. In parallel, the company initiated a broader review of resource-use and waste-management controls linked to the planned relocation of Gessate activities and operational consolidation around the Concorezzo site. The review includes assessment of waste segregation, hazardous waste management, packaging and material flows, waste-contractor arrangements and recovery opportunities in light of the future operational reorganisation.

Nactis Flavours

Nactis Flavours implemented several actions focused on process optimisation, raw-material efficiency and waste management. The company continued to improve ERP and operational information systems in line with the Nactarome Core Model, supporting process optimisation, production-cost analysis, harmonisation of practices across sites and rationalisation of raw-material use. These actions strengthened operational control over raw-material inflows, production planning and process efficiency, contributing to improved resource management and reduced operational inefficiencies. In parallel, Nactis Flavours implemented a refined waste-sorting park and compaction system at the Yssingeaux site. Dedicated sorting streams and waste containers were introduced for multiple waste fractions, including industrial waste, soiled packaging, paper and cardboard, PET bottles and other recyclable materials. The site also implemented compaction equipment for plastic and cardboard waste streams, improving storage efficiency, reducing waste volumes and supporting preparation of waste for recycling and recovery. These actions contributed to improved waste segregation, enhanced recovery potential and stronger operational control over waste-management practices.

Plantex

Plantex implemented a targeted initiative to improve waste recovery through the recycling of selected disposable personal protective equipment (PPE), including disposable caps, masks, overshoes, sleeves and beard covers. Instead of being disposed of through conventional waste routes, these materials were redirected into a dedicated recycling stream and transformed into promotional objects. The initiative contributed to reducing residual waste volumes and increasing material recovery rates, while also supporting employee awareness and engagement regarding waste reduction and recycling practices within operational activities.

5.2 Metrics and targets

E5-3

Most Nactarome legal entities had not established formal ESRS-aligned resource use and circular economy targets for 2025. In particular, GEUS, Nactarome Ltd, Nactarome NV, Nactarome Srl, Nactis Flavours and Royal Buisman did not define quantified, outcome-oriented and time-bound targets relating to resource use, waste reduction, recycling performance or circularity indicators. Resource-use and circular-economy matters were instead managed through operational controls, waste-management practices, continuous-improvement mechanisms and environmental-management procedures.

GEUS, Nactarome Ltd, Nactarome NV, Nactarome Srl, Nactis Flavours, Royal Buisman

Across these entities, effectiveness was generally monitored through operational and compliance-based approaches, including waste segregation and traceability systems, authorised waste-treatment arrangements, packaging-management controls, production and quality controls, raw-material monitoring, recycling and recovery practices, food-waste prevention measures and internal environmental-management reviews. **GEUS** monitors effectiveness through procurement and stock optimisation practices, food-waste monitoring, structured waste segregation and returnable packaging systems. **Nactarome Ltd** tracks performance through hazardous and non-hazardous waste records, packaging specifications, packaging-weight controls and operational recycling and recovery arrangements. **Nactarome NV** manages resource-use and waste-related matters through operational monitoring of waste streams, recycling and recovery processes, and procedures linked to material, packaging and cleaning activities, while planned actions from 2026 onwards may support the future development of more structured circular-economy indicators. **Nactarome Srl** monitors effectiveness through waste-flow tracking, waste classification and documentation controls, segregation and storage verification activities, environmental-performance indicators, annual environmental programmes, internal audits, non-conformity management and management-review processes. **Nactis Flavours** manages resource-use and circular-economy topics through operational process optimisation, ERP and raw-material management systems, waste-reduction and valorisation practices, supplier expectations and raw-material control procedures, including controls over received raw-material lots and product conformity. **Royal Buisman** monitors effectiveness through operational waste-management and quality-control processes, including structured waste-stream segregation, dedicated waste-treatment arrangements, and the transfer of rejected products and raw materials for fermentation and energy recovery rather than residual disposal.

Calaf Nuances

Calaf Nuances established a voluntary operational target linked to resource efficiency and waste reduction within its own operations. The target supports the objectives of the ISO 14001 Environmental Management System and focuses on improving waste-management practices, reducing operational waste generation, optimising material use and supporting process digitalisation measures aimed at reducing resource consumption, including paper use. The company defined an operational improvement objective of approximately 10% in resource efficiency and waste reduction, monitored through internal environmental indicators, waste-monitoring systems and packaging-related regulatory reporting mechanisms.

5.2.1 Resources inflows

E5-4

The overall weight of **production materials purchased** increased from 60,276 tonnes in 2024 to 60,714 tonnes in 2025. This increase was primarily driven by business expansion and variations in procurement volumes across the different raw material categories. The main materials purchased during the reporting period included flour, ingredients, cheese and yeast.

Several categories, including ingredients, essential oils, internal, molecules and extracts, recorded year-on-year increases in purchased volumes. Conversely, other categories such as flours, cocoa, spices and herbs, fruits and vegetables decreased compared to 2024, reflecting changes in product mix and production requirements across the Company's operations.

In addition to production materials, the Company purchased 4,991.08 tonnes and 14,565.23 units of packaging materials during 2025.

Belgium feedstock materials is classified as by-products generated from other production processes because it mainly originates from soy, rapeseed and other cereals.

Main production materials bought by weight (metric tonnes, t)	2023	2024	2025
Flour	**33,245**	**33,774**	**32,405**
Ingredients	9,548	6,246	9,395
Grains & sweeteners	5,620	4,764	7,015
Belgium feed stock	4,417	7,572	4,843
Savory/Salt	2,031	1,977	2,040
Colours	1,736	1,881	1,206
Uncategorised	-	1,462	1,054
Spices & herbs	862	710	651
Coffee	485	421	401
Iprona distribution	-	370	391
Internal	-	181	347
Molecules	169	170	278
Essential oils / Oleoresins	197	186	192
Flavour	187	264	177
Fruits & vegetables	188	184	155
Extracts	71	45	95
Vanilla	30	43	51
Cocoa	-	27	18
Fish	381	-	-
Total weight of the main production materials bought	**59,167**	**60,276**	**60,714**

5.2.2 Resources outflows

In 2025, the total amount of **waste generated** increased by 5%, in line with the overall rise in production volumes and the consolidation of newly acquired legal entities. Waste generation levels across existing legal entities remained broadly stable year-on-year.

The increase in waste diverted from disposal to recovery is mainly linked to composting activities at Nactarome NV and contributions from Nactis Flavours.

The increase in hazardous waste directed to disposal is primarily attributable to Nactarome Srl. At the Gessate site, the change in operational activities, including the progressive phase-out of chemical synthesis, led to higher volumes of hazardous waste compared to 2024. This increase was partly driven by the disposal of legacy materials previously stored in warehouses. In addition, certain chemical wastes originating from Concorezzo, such as residues from sample production, were also managed through the Gessate site. These wastes may be directed either to recovery or disposal, depending on the availability of authorised treatment facilities managed by the appointed intermediary. The majority of waste generated at Gessate consists of liquid waste streams, often classified as hazardous. As a result of the phase-out of chemical synthesis activities, a further reduction in overall waste volumes is expected in 2026.

At Royal Buisman, increases in waste generation are primarily driven by the periodic collection and bulk disposal of waste streams rather than changes in operational activity. This operational practice results in variability across reporting periods, with higher volumes recorded in 2023, lower volumes in 2024, and an increase again in 2025. On average, the site generates approximately 150 metric tonnes of waste per year.

The amount of waste for which the final treatment destination is currently unknown includes batteries from Nactis Flavours and a small amount of waste generated at Calaf Nuances.

E5-5

Resource outflows (tonnes, t)	2023	2024	2025
Total amount of waste from its own operations	**8,552.20**	**9,574.00**	**10,052.32**
The total amount of waste diverted from disposal, with a breakdown between	**3,506,05**	**3,778.46**	**3,617.37**
Non hazardous waste	3,418.31	3,669.99	3,559.17
preparation for reuse	0.04	0.00	20.46
recycling	1,517.70	1,669.95	267.02
other recovery operations	1,900.57	2,000.04	3,271.68
Hazardous waste	87.74	108.47	58.19
preparation for reuse	82.18	99.35	0.72
recycling	5.04	6.06	0.07
other recovery operations	0.52	3.06	57.40
The total amount of waste directed to disposal, with a breakdown between	**5,046.15**	**5,795.54**	**6,433.97**
Non hazardous waste	607.56	1,820.13	1,885.70
Incineration	338.63	127.56	95.63
Landfill	133.88	138.12	266.90
other disposal operations	135.05	1,554.45	1,523.17
Hazardous waste	4,438.59	3,975.41	4,548.27
Incineration	7.45	8.25	37.44
Landfill	0.00	0.00	0.00
other disposal operations	4,431.14	3,967.16	4,510.83
Total amount of non-recycled waste	**5,046.15**	**5,795.54**	**6,433.97**
	59%	**61%**	**65%**
The total amount of waste for which the final destination is unknown	-	-	0.98
	0%	0%	0%

Social Information

6. ESRS S1 Own Workforce

6.1 Impact, risk and opportunity management

SBM-3

Nactarome's approach to managing impacts, risks, and opportunities concerning its **own workforce** is grounded in the promotion of safe, fair, and inclusive working conditions across all legal entities. The Group's strategy addresses key dimensions of secure employment and working conditions by fostering the economic security of employees through permanent employment contracts, monitoring compensation policies to align with market standards, and sustaining employee satisfaction with working hours. To enhance physical and mental well-being, Nactarome leverages health support tools and services, such as additional health insurance, which actively mitigate operational risks related to workplace accidents and potential subsequent reputational damage.

Furthermore, the Group is committed to equal treatment and opportunities for all, with dedicated governance and operational monitoring designed to proactively prevent negative impacts such as gender pay gaps for equal work or discrimination against female employees regarding access to top positions and career development. Training and professional development programmes are systematically implemented across entities, with maturity varying by site, to expand employee skills and capabilities. Finally, compliance frameworks and data protection controls address other work-related rights by mitigating the risk of violating employees' privacy due to potential data leakage or loss. Through these integrated systems, Nactarome manages its material workforce impacts and risks, enhancing social performance and workplace engagement across the entire organisational perimeter.

ESRS			IROs		
Topic	**Sub-topic**	**Sub-sub-topic**	**Impact**	**Risk**	**Opportunity**
S1 Own workforce	Working conditions	Secure employment	Economic security of employees through permanent employment contracts		
S1 Own workforce	Working conditions	Working time	Employee satisfaction with working hours		
S1 Own workforce	Working conditions	Adequate wages	Economic security of workers due to alignment of compensation and incentive policies with the market		
S1 Own workforce	Working conditions	Health and safety	Improvement of employees' physical and mental well-being through health support tools and services, such as additional health insurance	Reputational damage due to workplace accidents involving employees	

ESRS			IROs		
Topic	**Sub-topic**	**Sub-sub-topic**	**Impact**	**Risk**	**Opportunity**
S1 Own workforce	Equal treatment and opportunities for all	Gender equality and equal pay for work of equal value	Discrimination against female employees in accessing top positions and/or career development opportunities		
S1 Own workforce	Equal treatment and opportunities for all	Gender equality and equal pay for work of equal value	Gender pay gap for equal work		
S1 Own workforce	Equal treatment and opportunities for all	Training and skills development	Development of employee skills and capabilities through training and professional development programmes		
S1 Own workforce	Other work-related rights	Privacy	Violation of employees' right to privacy due to data leakage and/or data loss		

6.1.1 Policies

S1-1

Nactarome addresses own-workforce matters through a progressively harmonised group-wide framework of labour, health and safety, human-resources and employee-development policies and procedures implemented across its legal entities. During 2025, the Group further strengthened its approach to social matters through the update and formalisation of several policies and operational frameworks relating to occupational health and safety, working conditions, equal treatment, training, skills development, employee dialogue and workplace wellbeing. These policies collectively aim to promote safe and healthy working environments, fair and non-discriminatory employment practices, continuous professional development and compliance with applicable labour and occupational-health legislation across the jurisdictions in which the Group operates.

Calaf Nuances

Calaf Nuances manages own-workforce topics through internal occupational health and safety and training policies designed to promote safe working conditions, employee competence, operational awareness and continuous improvement across its activities. During 2025, the company maintained and further positioned its *Preventive Policy on Occupational Risk* as the main framework governing occupational health and safety management within the organisation. The policy formalises Calaf Nuances' commitment to the prevention of occupational risks, the continuous improvement of workplace safety conditions and the promotion of employee involvement, awareness and training on health and safety matters. It establishes a structured Prevention Plan defining responsibilities, resources and operational measures aimed at identifying, preventing and mitigating workplace risks across the organisation. The policy contributes to protecting employees' physical integrity, reducing occupational risks and promoting a safety-oriented organisational culture integrated into day-to-day operations and management processes. The policy applies to all employees and operational activities carried out by Calaf Nuances. The policy also reinforces principles of respectful and non-discriminatory working conditions and supports employee participation in workplace safety management through awareness and training activities. The framework is aligned with applicable national occupational health and safety legislation.

In addition to occupational health and safety management, Calaf Nuances maintains a structured *Training and Competence Framework* aimed at ensuring that employees possess the knowledge and competencies necessary to perform their activities safely and effectively while supporting operational quality and continuous improvement objectives. Through these activities, the company seeks to strengthen operational compliance, reinforce food-safety culture and reduce risks linked to operational errors or insufficient employee awareness. The Training and Competence Framework applies primarily to employees involved in production and laboratory activities, while indirectly supporting all operational functions through competence-development and awareness mechanisms. The framework is aligned with internationally recognised food-safety principles and standards, including FSSC 22000 requirements and HACCP methodologies.

Claremont

Claremont operates under a dedicated, standalone *Sexual Harassment Policy* designed to ensure a workplace entirely free from sexual harassment and victimisation. Grounded in UK legal requirements, the policy formally acknowledges the company's preventative duty. It establishes a strict zero-tolerance approach, stipulating that any form of sexual harassment or victimisation is unlawful and will not be tolerated. This mandate extends beyond internal operations to encompass all work-related contexts, including business travel, corporate events, social functions, and professional digital interactions on social media. The policy applies universally across own operations, covering all employees, officers, consultants, self-employed contractors, casual and agency workers, volunteers, and interns. Furthermore, explicit guidance is provided to managers on mitigating and handling harassment perpetrated by either internal staff or third parties. The policy is strictly focused on sexual harassment and victimisation. While it acknowledges that harassment based on other protected characteristics (such as age, disability, or race) is equally prohibited, these aspects, alongside broader dignity-at-work arrangements, are managed through separate frameworks.

GEUS

GEUS governs its own workforce through a comprehensive *Ethical Business Policy* that establishes core ethical and labour principles across all own operations, including production sites, offices, and R&D facilities. The policy serves as a foundational framework for working conditions, equal treatment, and human rights. For the internal workforce, it guarantees freely chosen employment, safe and hygienic working conditions, and the payment of a decent living wage. Furthermore, it safeguards fundamental labour rights, including freedom of association, the right to collective bargaining, and a strict prohibition of harsh or inhumane treatment. In addition, the policy directly mitigates negative workforce impacts by enforcing zero tolerance for violence, discrimination, and corruption. Ultimately, the policy is designed to ensure human rights compliance, foster employee well-being and engagement, and provide a secure, inclusive working environment for all employees.

In addition to the policy, the *Ethical Code of Business Conduct* also protects and regulates GEUS's own workforce, without exclusions. The Code reinforces workforce equality and strictly prohibits any form of discrimination or harassment, whilst ensuring the absolute protection of employee privacy. In terms of working conditions, the *Code* mandates a safe and healthy environment, detailing specific procedures for protection against fires, accidents, and hazardous substances, alongside comprehensive health and safety training and sanitary standards[6].

Nactarome Ltd

The corporate policies governing **Nactarome Ltd**'s own workforce remain fully relevant for 2025, serving as the foundation for managing material ESRS S1 topics. This comprehensive framework addresses working conditions, secure employment, working hours, health and safety, gender equality, equal pay, training, and employee privacy.

The protection of the health, safety, and welfare of employees, contractors, and visitors is embedded at the core of all operational practices through the *Health and Safety Policy*. Committed to a proactive safety culture and compliant with UK statutory frameworks (such as the *Health and Safety at Work Act*), the policy mitigates critical risks including work at height, hazardous substances (COSHH), manual handling, noise, vibration, and lone working. Implementation relies on continuous risk assessments, safety training, and independent specialist audits.

In its *Occupational Stress, Mental Health, and Wellbeing Policies*, Nactarome Ltd operates integrated frameworks to prevent, identify, and manage work-related stress while reducing the stigma surrounding mental health conditions, recognizing that mental well-being is vital to long-term workforce sustainability.

Backed by the corporate Performance Planning Review (PPR) process, these initiatives facilitate active employee dialogue and workload evaluations. Support measures include access to trained Mental Health First Aiders, an anonymised Employee Assistance Programme (EAP), and return-to-work protocols. The management team encourages open reporting of stress factors to HR or line managers without fear of reprisal.

Enforcing a rigorous commitment to fairness, diversity, and inclusion across all employment stages, from recruitment to career progression, the *Equal Opportunity Policy* strictly prohibits direct or indirect discrimination based on any protected characteristic. Overseen by the Directors and aligned with the *Equality Act*, its scope extends to job applicants, contractors, and volunteers, directly supporting equal pay for work of equal value. This is closely integrated with the family-friendly *Shared Parental Leave (SPL) Policy*, administered by the HR Manager. The SPL framework permits eligible parents to flexibly share childcare responsibilities during the first year, promoting gender equality in caregiving and boosting employee retention.

The *Sexual Harassment Policy* establishes a definitive zero-tolerance approach to sexual harassment and victimisation, reinforcing compliance with UK preventative legal duties. Applying universally to all staff, consultants, casual workers, and interns, the policy addresses misconduct both within the workplace and in broader work-related contexts, such as business travel, corporate functions, and professional social media use. Whistleblowers and witnesses are actively supported through secure reporting lines, and substantiated breaches trigger disciplinary actions up to and including summary dismissal.

Grounded in UK and EU GDPR principles, the *Data Protection Policy* governs the lawful, fair, and transparent processing of employee data to eliminate risks associated with data leakage or privacy violations. Managed by the Operations Director (acting as Data Protection Manager), compliance is enforced via robust technical access controls — including restricted access to confidential information within the PeopleHR system — encryption, mandatory staff training, and the explicit communication of data subject rights (such as access, rectification, and deletion).

6 For further information about GEUS's documents, please see § Policies in Chapter ESRS G1 Business conduct.

Nactarome NV

In alignment with its core commitment to ethical conduct and social responsibility, **Nactarome NV** places the well-being, development, and engagement of its employees at the centre of its operational management. The company maintains a safe, inclusive, and respectful work environment through open communication channels, regular training, and strict compliance with all applicable labour regulations. In 2025, this commitment was formalised and strengthened through the implementation of dedicated operational policies.

The *Workplace Regulations* ("Arbeidsreglement") establish a clear, structured framework governing general employment conditions and workplace behaviour across all own operations. Applying universally to Nactarome NV's entire internal workforce without exclusions, this document explicitly defines working conditions, statutory working hours, absence and leave rules, and internal organisational structures. Furthermore, it outlines employee rights and obligations, protective measures, and clear disciplinary procedures. The policy is grounded strictly in Belgian labour legislation.

The *Anti-discrimination and recruitment guidelines*' primary intention is to ensure objective, transparent, and non-discriminatory candidate evaluation throughout all recruitment processes and hiring decisions. By enforcing fair assessment criteria, the policy actively promotes equal opportunities across the company's own operations. The framework is based on the foundational principles of regional equal treatment legislation, with no explicit references to third-party international standards.

The *Belonging / Diversity & inclusion guidelines* complement the recruitment framework by embedding equity into daily operations. This policy is specifically designed to support and cultivate a positive, inclusive workplace culture that champions diversity, inclusion, and respectful workplace behaviour. Applying to the entire internal workforce, the guidelines actively enhance employee well-being and psychological safety. In line with the entity's other operational guidelines, this document focuses on internal workplace dynamics.

Nactarome Srl

Nactarome Srl governs its own workforce across its Italian sites through an integrated framework of sector-level collective agreements, internal regulatory codes, and site-specific operational procedures. This cohesive management framework ensures strict compliance with Italian and European statutory regulations, directly supporting material own workforce topics such as secure employment, working conditions, fair remuneration, health and safety, diversity, and social dialogue.

The *Employee Handbook* ("Regolamento Aziendale") provides the operational workforce with a structured, internal policy framework governing day-to-day discipline, site etiquette, and administrative compliance across the Concorezzo and Gessate sites. This policy defines standard daily working hours, shift-working configurations, reception hours, and monthly attendance flexibility. It mandates that employees perform duties with diligence, maintaining decorum, hygiene, and mutual respect toward colleagues and third parties (such as visitors and suppliers). Key provisions cover overtime recording, absence documentation, business travel, and the proper, work-restricted use of company IT assets and phones. It explicitly outlines disciplinary consequences for non-compliance and enforces strict workplace rules regarding smoking, alcohol, and drug use.

The *Occupational Health and Safety Risk Assessment Framework* ("Documento di Valutazione dei Rischi" – DVR) forms the core technical shield protecting the physical well-being of the workforce at the Concorezzo and Gessate facilities, alongside operations at the former IPAM business unit. Fully aligned with Italian Legislative Decree 81/2008, this operational framework relies on a structured system of risk analyses by workstation, tracked via a regularly updated incident database monitoring accident frequency and severity trends. The resulting data guides preventative controls, including mandatory health surveillance, first aid protocols, emergency response management, ergonomic workplace improvements, and the provision of Personal Protective Equipment (PPE). At former IPAM sites, this framework ensures the successful integration of a highly diverse team — including a significant proportion of workers holding valid residence permits (primarily from India and Africa) — guaranteeing them equal treatment and equal access to career and skills development.

Nactis Flavours

Nactis Flavours strengthened and formalised several own-workforce policies and procedures during 2025. The company applies the *French National Collective Agreement for the Chemical Industry*, which establishes the labour framework governing working conditions, remuneration, working time, leave entitlements, training, employee representation and social dialogue across its French sites. The agreement contributes to the management of own workforce topics relating to secure employment, adequate wages, working time, equal treatment and training, while implementation is overseen by the HR function through employment administration and employee-relations processes.

Occupational health and safety are managed through the *Quality, Food Safety, Occupational Health, Environment and Societal Engagement Policy* and through the updated *2025 NACTIS Group Policy*. The framework identifies "the safety of people and their working conditions" as a strategic priority and aims to improve quality of working life, protect employees from occupational risks and strengthen prevention measures. The policy is supported by workplace-accident monitoring, exposure assessments, workstation risk analyses, safety action plans, employee training and continuous monitoring through the CSE (i.e., Social and Economic Committee). It also includes measures relating to chemical-risk prevention, manual-handling improvements, personal protective equipment and occupational-risk awareness. The framework applies to Nactis Flavours' own operations and employees across its French sites and is aligned with applicable French occupational-health and safety legislation[7].

Employee development and training are further governed through the *Procedure for Skills, Training and Awareness*, formalised in September 2025. The procedure defines the rules for implementing the company's skills-development plan and monitoring employee competencies. It supports the identification of training needs through annual and professional interviews, manager consultation and operational requirements, followed by the preparation and implementation of training plans. The procedure aims to strengthen employee competencies, improve awareness of customer and regulatory requirements and support performance improvement within the company's quality and environmental management systems. The framework applies to all Nactis Flavours employees and is validated by the HR Director.

Nactis Flavours also manages working conditions, equal treatment and employee wellbeing through its *Working Conditions, Equal Treatment and Employee Development Framework*. This framework combines HR procedures, grievance mechanisms, training and development processes, employee dialogue mechanisms and compliance with French labour-law requirements relating to non-discrimination, professional equality and harassment prevention. During 2025, the company also promoted the *Code of Conduct Guide* ("Guide du savoir-être"), an internal behavioural guide aimed at fostering respectful communication, collaboration, professionalism and positive workplace conduct. The framework applies across the company's French operations and workforce.

7 For further information about the policies, please see § Policies in Chapter ESRS S4 Consumers and end-users.

Plantex

Plantex formalised its *Occupational Health and Safety (OHS) and Risk Prevention Policy / Framework* ("Politique / dispositif de santé et sécurité au travail (SST) et de prévention des risques") during 2025. This occupational health and safety framework establishes a structured prevention system aimed at preventing workplace accidents, protecting employee health and reinforcing a prevention culture on site. The policy includes safety rules applicable across production, logistics, technical and office areas, mandatory use of personal protective equipment according to operational risks, prevention activities and procedures for higher-risk operations and external contractors. The framework applies both to employees and to contractors operating on site through formalised prevention arrangements and operational requirements. It is aligned with applicable French occupational-health and safety legislation and prevention principles relating to risk assessment, employee information, training activities and emergency measures.

Royal Buisman

Royal Buisman manages workforce-related matters through its *Occupational Health and Safety Policy* ("Arbobeleid"), which aims to provide a pleasant, safe and healthy working environment for employees and considers safe working conditions a prerequisite for high-quality and food-safe production. The policy defines responsibilities for management, employees and the prevention officer regarding the implementation and application of occupational-health and safety measures. Employees are required to comply with safety instructions, report hazards and interrupt work in situations involving immediate danger to health or safety. The policy includes periodic RI&E (i.e., Risk Inventory & Evaluation) assessments, action plans for identified risks, onboarding and refresher training, incident reporting, emergency-response arrangements, HSE audits and the use of personal protective equipment. Workplace-safety matters are discussed through regular work meetings, HSE meetings and employee meetings, while the company cooperates with occupational-health services for sickness management, reintegration and preventive medical examinations. Safety procedures and instructions are integrated into the internal quality-management system and communicated through training and awareness activities. The framework applies to Royal Buisman's own operations, employees, temporary workers, agency workers and contractors.

6.1.2 Engagement with own workforce and workers' representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy

S1-2

Nactarome orchestrates employee engagement, grievance handling, and impact remediation through a combination of structured social dialogue, regulatory compliance, and localised participatory programmes across its operating entities. Rather than relying on static channels, the Group's entities use formal corporate frameworks and dedicated worker-representative bodies to capture employee insights and address workplace needs.

Direct engagement with the workforce and its representatives is grounded in established local labour structures and iterative feedback loops. At Nactarome Srl, a cornerstone of direct participation is the **Ambassadors Project**, a voluntary initiative that engages employees in cross-functional working groups to co-design operational and organisational improvements. This participatory framework successfully resolved 20 distinct workplace topics in 2025, and its completion rate is structurally embedded as a target within the company's performance bonus system. Social dialogue is further reinforced by the 2025–2028 renewal of the Italian *National Collective Labour Agreement (CCNL) for the Chemical-Pharmaceutical Industry*, which anchors corporate industrial relations in safety, inclusion, and sustainable development. Similarly, Nactis Flavours deployed a collaborative approach to build its **Quality of Working Life (QVT) Plan 2025–2026**. Developed with joint input from management, a dedicated group of employees, and the Social and Economic Committee (CSE), the QVT framework focuses on work-life balance, stress management, and workplace ergonomics, feeding employee expectations directly into corporate action plans. On an operational level, Nactarome Ltd uses quarterly town hall meetings led by senior management alongside regular updates via the **PeopleHR** platform to maintain continuous transparent communication.

To gather insights from potentially vulnerable or marginalised groups, entities leverage objective operational data and macro labour frameworks. Nactis Flavours tracks and protects equity by formally monitoring its annual **gender equality index** — achieving a high score of 93/100 in its latest assessment — and submitting its annual disability declaration in accordance with French national statutory obligations (Law No. 87-517). Across all entities inclusive workplace protections are governed by overarching principles of non-discrimination embedded within localised internal rules, general recruitment procedures, and the sector-level provisions of applicable collective bargaining agreements.

Formal **grievance mechanisms** and secure reporting pathways are universally available across the Group, enabling workers to escalate concerns confidentially. Nactarome Srl operates a formal whistleblowing mechanism compliant with Italian Legislative Decree No. 24/2023 under its *Model 231* governance framework, allowing employees to report misconduct, legal violations, or breaches of the *Code of Ethics*. Nactis Flavours provides a dedicated online whistleblowing portal that supports confidential and anonymous submissions, backed by structured timelines for HR compliance review and investigation. This is mirrored by Nactarome NV's utilization of the digital Parrot whistleblowing tool and Nactarome Ltd's statutory *Grievance Policy* and procedure embedded within its *Employee Handbook*, which features a confidential suggestion box monitored monthly by senior management[8].

In cases where an entity causes or contributes to a negative workforce impact, the Group's general approach to remedy focuses on prompt containment, root-cause investigation, and procedural updates to prevent recurrence. Responsibility for remediation is assigned directly to internal functions — primarily HR, legal, compliance, and HSE — under executive oversight. Corrective measures are scaled according to the nature of the impact, ranging from operational adjustments and targeted employee training to legal remediation, disciplinary action, or justified financial compensation.

6.1.3 Actions

S1-3

To ensure a cohesive and resilient workforce strategy across its entire operational footprint, Nactarome orchestrates its sustainability agenda through a combination of overarching corporate initiatives and targeted local measures. The journey begins with two foundational, Group-level frameworks designed to standardise workforce governance and formalise employee engagement mechanisms across the entire organisation.

These centralised pillars establish the consistent ethical and operational baseline that guides each individual legal entity. Downstream, subsidiaries independently execute site-specific actions tailored to their precise legal, cultural, and operational contexts. Ranging from the digital transformation of HR workflows and the reinforcement of contractually mandated social protection to major capital investments in workplace safety infrastructure, these combined efforts translate corporate policies into daily practice.

8 For further information about grievance mechanisms, please see § Policies in Chapter ESRS G1 Business conduct.

Together, they secure fair working conditions, protect employee well-being, and mitigate occupational risks across all Group facilities.

The development of a **Group-Level Workforce Governance Framework** entails the creation of a comprehensive, formalised structure to govern material workforce topics across the entire Nactarome organisation. This collective initiative focuses on enhancing core areas such as working conditions, equal treatment, professional training, and employee engagement. In practice, the action will drive an increased alignment of workforce policies across all manufacturing sites and offices, ensuring a consistent ethical and operational baseline. Crucially, this framework introduces structured monitoring mechanisms and standardised KPIs to track policy effectiveness. The scope of this action is group-wide, with a progressive, phased implementation at the site level. In line with the Group's corporate sustainability roadmap, the timeframe for the initial structuring and roll-out is set for the short to medium term, commencing from 2026 onwards.

Nactarome designed the progressive formalisation of **Workforce Engagement and Feedback Mechanisms** to strengthen social dialogue and improve transparency regarding employee needs. This action involves the systematic development of structured tools and processes to enhance active employee engagement and formalise the collection of internal workforce feedback. By implementing these dedicated communication channels, the company aims to secure greater operational visibility on workforce-related topics, culture, and well-being. The scope of this initiative is group-wide, ensuring that the methodologies developed centrally are deployed effectively at the site level. The timeframe dictates a progressive development and implementation phase, scheduled to begin from 2026 onwards.

The **strengthening of cybersecurity and data-protection management** represents an intensive prevention and remediation framework developed to enhance digital security during 2025. This action is directly relevant to the Group's employees as it actively safeguards their privacy rights and protects sensitive workforce records against unauthorized data leakage or loss. Building upon containment, technical analysis, and remediation protocols, the Company is continuously reinforcing its technical and organisational security measures. The operational scope covers legal entities' entire digital processing environment, corporate databases, and internal functions, alongside interfaces with the broader Group IT infrastructure. Ongoing developments focus on the tightening of identity access controls, continuous system hardening, enhanced supplier data governance, and the delivery of advanced cybersecurity awareness training for all personnel.

Claremont

To ensure continuous compliance with evolving statutory demands and to enhance internal operational efficiency, **Claremont** has structured a series of targeted initiatives for deployment throughout 2026. These measures focus on robust policy communication and the digital transformation of internal human resource management. The planned issue of updated *Employee Handbook* and HR policy framework entails a comprehensive consolidation and communication of the rules, policies, and procedures governing the internal workforce, including permanent, temporary, and fixed-term employees. Scheduled for rollout over the course of 2026, this updated framework will cover critical HR topics, including disciplinary and grievance procedures, equal opportunities, dignity at work, anti-bribery and corruption, modern slavery awareness, and the prevention of child labour in alignment with ETI Base Code principles. The primary objective is to strengthen the clarity, consistency, and accessibility of workforce rules and employee rights, ensuring greater alignment with both UK employment law requirements and Nactarome Group expectations.

The planned automation and strengthening of HR procedures through PeopleHR focuses on the digital optimisation of core administrative workflows and data controls. The initiative will establish more structured HR process flows, enhance the accuracy and consistency of digital HR records, and secure direct employee access to personal HR information. The scope of this implementation covers Claremont's entire internal workforce, optimizing key operational areas such as electronic employee records, automated absence management, digital return-to-work documentation, policy acknowledgement tracking, and management review workflows. Set for execution between April and December 2026, the expected outcomes include improved traceability, efficiency, and data control across all HR data systems.

Nactarome Ltd

Nactarome Ltd has deployed an integrated suite of operational, structural, and digital initiatives across its UK sites. The Health and Safety induction, onboarding and mandatory training framework actively maintained a structured integration process for all new starters throughout 2025. This comprehensive process encompasses corporate HR and health and safety inductions, site tours, department-specific introductions, and targeted technical or operational training tailored to job roles and associated risk profiles. This framework covers Nactarome Ltd's entire own workforce across its UK operations. Financed through internal operating expenditure and management time, its primary outcomes include a consistent onboarding standard, heightened risk awareness, and enhanced control of workplace operational hazards. While related costs are captured under standard personnel and training operating expenses, they are not separately quantified for this disclosure.

The Performance Planning Review process and employee development dialogue operated as a formalised workforce management and feedback mechanism during 2025. This initiative provides a structured platform for evaluating employee achievements against corporate values, reviewing core accountabilities, identifying operational efficiencies, and mapping personal development opportunities. Crucially, the dialogue includes dedicated assessments regarding occupational stress concerns, directly supporting the company's internal stress and mental health policies. Completed records are electronically signed and centralised within the PeopleHR platform. The scope applies universally to the company's own workforce, using internal administrative resources and management hours. This continuous dialogue secures clearer role expectations, improves bidirectional communication, and aligns individual professional objectives with broader business priorities.

The absence management, return-to-work and PeopleHR monitoring initiative governed employee attendance and occupational well-being protocols throughout 2025 via the corporate *Employee Handbook* and PeopleHR infrastructure. The procedure mandates that line managers and employees digitally document all sickness records. For any absence exceeding seven calendar days, a formal return-to-work interview is systematically conducted and recorded alongside necessary fit notes. To ensure an early identification of potential attendance or health concerns, Nactarome Ltd uses the Bradford Factor calculation, triggering management reviews where specific thresholds are met. This system covers the full internal workforce, supporting the fair application of working conditions and the consideration of reasonable workplace adjustments. Financed via standard HR platform and administrative budgets, the process directly underpins the company's Health and Safety, Occupational Stress, and Mental Health and Wellbeing policies.

The refurbishment and modernization of manufacturing, warehouse, and office facilities across UK sites consolidates three major capital expenditure projects finalised or advanced during 2025 to structurally elevate employee working conditions and preventative health and safety.

- First, the company completed the full refurbishment of the Unit 11 production facility at the Clevedon Head Office, investing over 2 million pounds to establish modernised production environments, reduce workplace risks, and improve physical production flows.
- Second, the Unit 12 facility at Clevedon underwent an extensive £109,380 refurbishment spanning office accommodations, supply chain areas, and warehouse spaces, running from 2025 into early 2026 to harmonise internal facility standards and optimize administrative and logistics environments.
- Third, a dedicated £362,597 project at the Alderley site completed the refurbishment of its production environment alongside the installation of a new 1-tonne blender, successfully increasing capacity, ensuring operational redundancy in the event of breakdowns, and enhancing localised emergency evacuation arrangements.

Cumulatively, these physical upgrades represent a total capital allocation of £3,227,441, recognised as fixed assets within the financial statements. The combined initiatives successfully mitigate operational risks, improve employee retention, and deliver a safer, more efficient physical workspace for operations, warehouse, and office personnel.

The automation of HR procedures represents a strategic digital initiative scheduled for implementation between April and December 2026. The project entails upgrading the corporate HR platform licensing to introduce fully automated workflow streams across the company's own workforce. By replacing manual administrative practices, this upgrade is designed to enhance overall HR process efficiency, ensure rigid consistency in the handling of employee-related records, and strengthen internal control compliance with statutory UK employment law and Nactarome Group procedural expectations.

Nactarome NV

In order to reinforce its social compliance, protect workforce well-being, and future-proof its internal operational standards, **Nactarome NV** has structured a comprehensive framework of workforce actions transitioning from immediate governance updates to multi-year strategic prevention. The implementation of updated workplace regulations ("arbeidsreglement") and formalisation of HR procedures represents a major operational consolidation completed in 2025. This integrated initiative established an updated *arbeidsreglement* alongside a formalised suite of core human resource procedures. Together, these documents define clear working conditions, workplace conduct expectations, disciplinary rules, and robust employee rights and protections across the entire organisation. Furthermore, the formalised framework introduces structured guidelines for non-discrimination in recruitment, standardised interview procedures, and dedicated absenteeism and employee support protocols. The scope of this initiative encompasses all Nactarome NV personnel and lifecycle management processes. By uniting these structural controls, the company secures increased transparency in employment conditions, strengthens the prevention of workplace discrimination, and guarantees high consistency and fairness in internal decision-making.

The implementation of additional employee health and safety measures was actively carried out during 2025 to elevate physical safety standards across operations. Backed by detailed incident analysis, internal monitoring, and proactive risk identification, this initiative led to the deployment of targeted preventive controls within the operational environment. The scope covers the company's own workforce and physical facilities, driving a measurable reduction in workplace hazards, the continuous improvement of localised safety conditions, and the consolidation of an internal, preventive safety culture.

The development of policy on psychosocial aspects at work is a critical well-being initiative scheduled for rollout in 2026. This dedicated policy focuses on the identification and mitigation of psychosocial risks within the internal workforce. The framework will formalise structured methodologies for stress and workload management, enhance overall workplace well-being, and establish rigid guidelines for the prevention of behaviour behavior or workplace harassment, creating a supportive and balanced professional environment.

The *Development of AI usage policy* constitutes a forward-looking governance framework planned for implementation in 2026. This initiative entails the creation of a formal corporate policy regulating the use of artificial intelligence tools across internal business processes. The policy will outline precise guidelines for responsible and ethical AI utilisation, incorporate critical data protection and confidentiality considerations, and establish clear employee awareness and compliance requirements to mitigate digital and operational risks.

The implementation of prevention plan (2026–2030) represents Nactarome NV's long-term strategic commitment to occupational health and safety. Set for progressive deployment from 2026 to 2030, this structured, multi-year plan focuses on the systematic identification and mitigation of emerging workplace risks. By embedding continuous improvement mechanisms directly into core operational processes, the plan ensures that safety protocols evolve dynamically alongside manufacturing technologies, securing an optimised and highly protected operational environment for the entire workforce over the turn of the decade.

Nactarome Srl

Nactarome Srl has developed a coordinated series of workforce initiatives spanning occupational health, continuous training, and data privacy. The health surveillance, welfare and supplementary health support framework represents a long-standing workforce initiative actively maintained throughout 2025. On a contractual level, supplementary healthcare is provided to eligible employees and their family members through FASCHIM, the national supplementary healthcare fund for the chemical industry under the applicable collective labour agreement (CCNL). This contractually mandated welfare baseline was further improved starting from January 2025 through enhanced fund benefits designed to maximize preventative care. The scope of this ongoing initiative covers all eligible Nactarome Srl personnel within the Concorezzo and Gessate perimeters. Operationally funded through internal HR and HSE resources, alongside mandatory employer contributions, the initiative actively secures the protection of employees' physical health, ensures legal compliance, and confirms fitness for work.

The E-learning platform constitutes an educational and compliance initiative launched at the tail end of 2025. This digital project involved the acquisition and initial deployment of a centralise learning management platform designed to deliver flexible, standardised training content to the workforce across the Concorezzo and Gessate sites. The platform's educational modules bridge mandatory compliance requirements and professional development, covering critical operational areas such as workplace safety alongside essential soft skills and transversal competencies (including team communication, problem-solving, and project management). The initiative directly supports the company's internal *Code of Ethics*, its *Regolamento Aziendale*, and the workforce-development pillars reinforced by the 2025–2028 CCNL text. Financially, approximately €15,000 has been allocated across 2025 and 2026 to fund the launch, implementation support, and platform licensing, with a similar financial magnitude of €15,000 projected for future renewal cycles. With the infrastructure established in late 2025, the main rollout, user activation, and formal tracking of completion data remain the primary focus moving forward.

Nactis Flavours

Nactis Flavours has rolled out a comprehensive portfolio of social and operational initiatives that bridge strategic well-being programmes and technical preventative measures in order to cultivate a supportive working environment, strengthen corporate cohesion, and address localised health and safety risks. The *Quality of Working Life Plan 2025–2026* represents a multi-dimensional strategy developed and launched in 2025 with direct collaboration from a representative panel of managers, the Social and Economic Committee (CSE), and employee groups. Grounded in the corporate principle that workplace quality directly drives team performance, well-being, and social cohesion, the plan spans several internal operational layers. Practical actions deployed in 2025 or scheduled for rollout in 2026 include mental health first-aid certification for eight internal referents, dedicated health check-up support for personnel exposed to CMR (carcinogenic, mutagenic, or reprotoxic) products, site-level well-being initiatives, and specialised stress management workshops. To optimize everyday working conditions, the plan also introduces potential employee concierge services, outdoor meal facilities, shared social events, role-exchange programmes, a "Nac'Sport" employee community, and the modernization of common spaces. Concurrently, the framework mandates specific managerial commitments regarding respectful behaviour, active feedback, team rituals, and autonomy. Managers are required to conduct regular safety and ergonomics tours with their team members and ensure that 100% of annual employee performance interviews are completed by March 31. The scope covers all Nactis Flavours sites, with effectiveness monitored via an anonymous QR-code-based survey planned for 2026 alongside continuous HR tracking and social dialogue with the CSE.

The improvement of workstation extraction / aspiration and chemical risk prevention is a technical safety initiative structured following precise exposure measurements and dedicated safety discussions conducted in 2025. Set for implementation throughout 2026 and ongoing periods, this operational project focuses on upgrading physical extraction and aspiration systems at targeted workstations to mitigate risks associated with dust, diacetyl, and other harmful airborne chemical exposure hazards. In tandem with equipment upgrades, the initiative involves a scheduled series of supplementary exposure measurements at the Furdenheim facility, paired with mandatory employee training and awareness campaigns regarding the rigorous and correct utilization of respiratory protective masks. The scope directly covers own manufacturing operations, focusing entirely on high-risk production environments to prevent occupational illness and ensure an optimised physical workspace.

The formalisation of the skills, training and awareness procedure constitutes a structural governance framework enacted in September 2025. This formalised procedure dictates how the corporate skills development plan is systematically constructed, validated, communicated, implemented, and monitored across the entire organisation. The process loop maps training requirements extracted directly from professional employee interviews, manager insights, and HR compilations, which are then subject to executive management validation and formal CSE consultation. The framework also secures a standardised method for recording training completion and assessing pedagogical effectiveness over time. The scope applies universally to all Nactis Flavours employees, supporting skills development and reinforcing the corporate policy commitment to robust training for occupational risk prevention. Financially, internal tracking from December 2025 CSE minutes noted that unused training funds from the previous cycle will be strategically reinvested to expand the 2026 operational training plan.

The health insurance employer contribution increase and maintenance of employee social protection represents a significant social welfare enhancement executed in 2025. Under this initiative, Nactis Flavours restructured its complementary health insurance premium split, increasing the employer-funded portion from a 70/30 baseline to an 80/20 split, thereby reducing the direct financial cost burden on personnel. Confirmed through the January 2025 CSE consultation minutes, this adjustment was successfully enacted on the back of positive corporate performance, allowing the company to fully absorb and maintain health and provident contribution rates despite a broader, highly unfavorable macroeconomic context in external healthcare costs. The scope encompasses all employees covered by the collective healthcare scheme, directly supporting the objective of improving the physical and mental well-being of the internal workforce through advanced social protection tools and economic security.

Royal Buisman

With the purpose of maintaining competitive and equitable working conditions, strengthen internal operational discipline, and promote a culture of mutual respect, **Royal Buisman** has structured its workforce initiatives around continuous remuneration reviews and the comprehensive update of its core corporate governance documents. The 2025 wage review and salary increase process represents a key operational initiative executed throughout 2025 focusing on employee remuneration and salary administration. The primary objective of this process was to maintain compensation alignment with internal salary structures, localised market dynamics, and inflation-related macroeconomic developments. By updating base remuneration frameworks, the initiative directly supports the material topic of adequate wages and the enhancement of the economic security of the internal workforce. The scope of this process encompassed all of Royal Buisman's own employees, requiring dedicated personnel-cost allocations and internal HR and payroll administrative resources.

The 2026 update of the *Code of Conduct* is a strategic governance project scheduled for deployment over the course of 2026. This comprehensive revision is highly relevant to the company's employees as it further formalises corporate expectations regarding respect for people, regular employment standards, fair pay, and maximum working hours. Additionally, the updated text delivers reinforced technical guidelines on occupational health and safety, non-discrimination in the workplace, appropriate workforce behaviour, conflicts of interest, and the strict protection of sensitive company information. The scope of this modernized policy applies universally to Royal Buisman's own workforce and its relevant business relationships, establishing an updated ethical and operational baseline for internal and external interactions.

The 2026 update of the *Household Regulations* constitutes a practical operational initiative planned for execution during 2026 to update day-to-day workplace rules. This structural update continues to formalise and communicate essential site protocols governing site access, working hours, breaks, and mandatory quality and hygiene procedures. Crucially, it clarifies rules regarding the provision and correct usage of work clothing, safety shoes, hearing protection, and other specialised personal protective equipment (PPE). The regulations also define administrative procedures for sickness and occupational incapacity, emergency response configurations, access to external confidential counsellors, and the utilization of corporate communication boards for employee questions or operational suggestions. The scope of this framework covers Royal Buisman's entire internal workforce, extending to visitors, contractors, and relevant third parties present on site to guarantee a safe and highly structured manufacturing environment.

6.1.4 Actions to address material negative impacts

To address identified risks concerning gender equality, pay equity, and data privacy across its entities, Nactarome combines rigorous operational reviews with targeted institutional frameworks to prevent and mitigate negative impacts on its workforce. Rather than relying solely on standard legislative compliance, the Group's entities deploy active mechanisms designed to cultivate a respectful workplace culture and safeguard employee data integrity.

In the realm of **equal opportunities and career progression**, active mitigation is driven by structured, transparent human resource practices. Claremont has instituted a formal zero-tolerance *Sexual Harassment Policy* that incorporates clear reporting lines and structured, mandatory investigation protocols to protect employee dignity. On the operational front, both Claremont and Nactarome Ltd use objective, role-based criteria for recruitment and internal advancement, ensuring that skills, experience, and suitability take precedence over subjective evaluations. This is closely mirrored by Nactis Flavours, which has digitalised its professional pathway reviews using the Javelo platform since 2024. This tool enhances the traceability of career development discussions and ensures that skills development plans are balanced fairly between genders.

Regarding **pay equity**, legal entities use market-driven benchmarking and continuous auditing to address the risk of gender-related wage disparities. Nactis Flavours stands out for its proactive approach: following a comprehensive external salary benchmarking exercise conducted in 2024, the company committed to correcting identified wage gaps throughout 2025 to establish an equitable, market-aligned compensation structure across all functions in France. Similarly, Claremont and Nactarome Ltd apply annual salary review processes that evaluate role requirements, internal consistency, and external market contexts to prevent discrepancies for equivalent positions.

The Group's response to **data privacy and security risks** highlights a robust framework for incident remediation and prevention. Following a local IT security and data exfiltration incident in June 2025, the company further strengthened its cybersecurity posture by adopting a multi-vendor security model in line with industry best practices. In particular, a comprehensive EDR/XDR ecosystem has been introduced and is currently being implemented over the 2025–2026 period, including access risk assessment, robust password protection and zero-trust authorisation approach. The full implementation program began in Q3 2025 and is scheduled for completion during 2026. These enhancements have been introduced in addition to the already established NDR platform, which had been progressively extended over previous years to cover the entire infrastructure.

To ensure these efforts deliver meaningful outcomes, effectiveness is tracked dynamically through multiple operational channels. Legal entities use anonymous grievance mechanisms — such as the digital Parrot whistleblowing tool at Nactarome NV, anonymous complaint boxes monitored monthly by a dedicated Commissioner for Worker Dignity at GEUS, and structured HR escalation pathways — to identify and resolve workplace concerns before they escalate. By blending technical data monitoring with active social dialogue, the Group continuously strengthens its oversight, driving a progressive formalization of its impact-remediation framework.

6.2 Metrics and targets

S1-4

Within the Group, the approach to own-workforce targets varies significantly across legal entities, with a distinction between highly structured, quantified multi-year frameworks and localised operational tracking systems.

Nactis Flavours

Nactis Flavours has established the most comprehensive, formalised portfolio of social and operational targets, setting distinct quantitative metrics, historical baselines, and interim milestones. In alignment with the material topic of secure employment, the entity has committed to increasing the proportion of employees on open-ended contracts in France to 90% by 2026, progressing from an 82% baseline in 2023 through an intermediate milestone of 88% achieved in 2025. Workforce development is governed by a relative quantitative target to ensure 100% employee access to annual training and development programmes by 2030, supported by intermediate milestones of 85% by 2025 and 90% by 2026; tracking mechanisms indicate robust execution, with 347 trainees completing 1,466.4 training hours across 2025. To enhance working conditions and employee engagement, the entity aims for a relative satisfaction rate of at least 85% regarding working hours in internal quality of working life (QVT) surveys, rising from a 78% baseline in 2023. This is paired with concrete managerial commitments, such as completing 100% of annual performance interviews by March 31. Operational safety is managed through an absolute target of maintaining a minimum of 100 consecutive days without workplace accidents across its production facilities, including Bouafle, Furdenheim, Lieusaint, Morangis, and Yssingeaux. Finally, data privacy is secured under a strict absolute objective of maintaining zero personal data leakage or loss incidents, governed via extensive GDPR processing records and specialised legal monitoring.

Nactarome Srl

Nactarome Srl uses a target framework structured around its voluntary employee-engagement and continuous-improvement models. The entity successfully established and achieved an absolute operational target within its cross-functional Ambassadors Project, completing exactly 20 employee-led working groups focused on workplace safety, organisational structures, and infrastructure modernization during the 2025 cycle. Reflecting its formalised nature, this metric was measured from a zero baseline and directly integrated as a target within the entity's performance-related employee bonus framework.

Claremont, GEUS, Nactarome Ltd, Nactarome NV, Royal Buisman, Calaf Nuances

Conversely, at **Claremont**, **GEUS**, **Nactarome Ltd**, **Nactarome NV**, **Royal Buisman**, and **Calaf Nuances**, formal targets — i.e., incorporating specific quantified milestones, reference years, or standardised KPI methodologies — have not been adopted. Instead, these legal entities track own-workforce performance through established internal HR workflows, general non-discrimination guidelines, and occupational compliance controls. Performance is monitored via localised mechanisms including health and safety accident logs, monthly management trend reviews, statutory payroll audits, and training compliance matrix tracking. Furthermore, entities such as GEUS and Nactarome NV use the upcoming deployment of 2026 quality objectives, internal grievance reviews, and future pay-transparency measures to prepare their underlying internal governance structures for progressive target-setting readiness.

6.2.1 Characteristics of the undertaking's employees

The number of **Nactarome's employees** increased significantly, rising from 560 employees in 2024 to 746 employees in 2025, mainly as a result of the acquisition and integration of four new legal entities during the reporting period. The workforce composition remained broadly consistent with previous years, with men continuing to represent the majority of employees, largely due to production roles being predominantly filled by them.

The vast majority of employees continued to be employed on a permanent basis, reflecting Nactarome's commitment to maintaining a stable and highly skilled workforce capable of ensuring operational continuity, preserving know-how, and supporting the integration of newly acquired entities. Full-time employment also remained predominant across the Group.

Despite the significant increase in the overall workforce, the **turnover rate** decreased from 16% in 2024 to 12% in 2025. This reduction reflects improved workforce stability across the Company.

S1-5

The number of employees	2023	2024	2025
Total employees, by gender	**540**	**560**	**746**
Women	185	192	251
	34%	34%	34%
Men	355	368	495
	66%	66%	66%

Characteristics of employees, by gender	2023	2024	2025
Permanent employees	**519**	**534**	**704**
Women	178	186	239
	34%	35%	34%
Men	341	348	465
	66%	65%	66%
Fixed term employees	**21**	**26**	**42**
Women	7	6	12
	33%	23%	29%
Men	14	20	30
	67%	77%	71%
Full-time employees	**481**	**513**	**644**
Women	141	155	213
	29%	30%	33%
Men	340	358	431
	71%	70%	67%
Part time employees	**59**	**47**	**102**
Women	44	37	38
	75%	79%	37%
Men	15	10	64
	25%	21%	63%

Employees who left the organisation	2023	2024	2025
Total employees	540	560	746
Total employees who left the organisation during the reporting period	78	90	90
Turnover rate	**14%**	**16%**	**12%**

6.2.2 Characteristics of non-employee workers in the undertaking's own workforce

The Company's reliance on **non-employee workers** increased significantly in 2025, reaching a total of 36 non-employee workers, mainly driven by the expansion of the Company following the acquisition and integration of four new legal entities during the reporting period. This increase reflects the broader operational structure of Nactarome and the need for additional flexible workforce solutions to support integration activities, operational peaks, and specialised projects.

The overall increase is largely driven by short-term contracts accounted for 13 individuals, primarily within Plantex, reflecting the need for additional workforce flexibility.

S1-6

Characteristics of non-employee workers	2023	2024	2025
Total number of non-employees in the own workforce	**13**	**21**	**36**
Self-employed	4	5	5
	31%	24%	14%
Temporary agency worker	1	6	9
	8%	29%	25%
Contractors	0	2	2
	0%	10%	6%
Consultant	3	3	3
	23%	14%	8%
Agents	3	2	4
	23%	10%	11%
Business Development Representative (BDR)	2	3	0
	15%	14%	0%
Short-term contracts ("Interim")	2	3	13
	15%	14%	36%

6.2.3 Collective bargaining coverage and social dialogue

Collective bargaining agreements cover 77% of employees, including all employees working in countries where such arrangements are commonly in place. Exceptions apply to Nactarome Ltd, which does not have its own collective bargaining agreement, as the local legal entities from which it originated—Create Flavours and Taste Connection—were of limited size prior to their merger into Nactarome; to Royal Buisman, which maintains its own separate agreement; and to Claremont.

S1-7

Collective bargaining agreements	2023	2024	2025
Total number of employees	540	560	746
Employees covered by collective bargaining agreements	434	450	575
	80%	**80%**	**77%**

6.2.4 Diversity metrics

In 2025, the total number of **top management members** increased to 59, following a prior decrease in 2024. However, female representation declined to 22% (13 members), indicating a widening gender gap at top management level despite overall expansion of the leadership structure.

S1-8

Diversity among the members of legal entities' governance structure	2023	2024	2025
Total top management level members	**52**	**46**	**59**
Women	15	14	13
	29%	**30%**	**22%**
Men	37	32	46
	71%	**70%**	**78%**

6.2.5 Adequate wages

In 2025, all Nactarome's employees were paid an **adequate wage**.

S1-9

Adequate wages	2025
Total number of employees	746
Ratio	1
Total number of employees which are paid an adequate wage	**746**
	100%

6.2.6 Social protection

In 2025, 99.9% of Nactarome's employees were covered by **social protection**. Only one employee at Calaf Nuances was not covered by the applicable social protection frameworks due to the position held (i.e., agent).

S1-10

Employees covered by social protection	2023	2024	2025
Number of employees covered by social protection	540	560	745
	100%	**100%**	**99.9%**

6.2.7 Persons with disabilities

In 2025, employees belonging to **Protected Categories** increased slightly to 16 in absolute terms, while their share of the total workforce decreased to 2%, reflecting the overall growth in headcount. This indicates overall stability in absolute terms, with a slight reduction in proportional representation due to workforce expansion.

S1-11

Vulnerable categories	2023	2024	2025
Total number of employees	540	560	746
Employees belonging to Protected Categories	17	14	16
	3%	**3%**	**2%**
Women	9	5	6
	53%	**36%**	**38%**
Men	8	9	10
	47%	**64%**	**63%**

6.2.8 Training and skills development metrics

During the two-year period 2024–2025, the percentage of employees participating in regular **performance and career development reviews** slightly decreased from 86% in 2024 to 78% in 2025. Participation remained balanced across genders, with 76% of women and 79% of men involved in regular review processes in 2025.

The decrease is also attributable to the integration of newly consolidated legal entities. At Claremont, no formal performance reviews have taken place since the acquisition of the business, as the entity is currently being integrated into the Company's review cycle, with the next formal review process scheduled for June 2026. Similarly, at GEUS, performance evaluations are primarily conducted through ongoing discussions with the Company's CEO and are therefore not formally registered. However, in 2025, all employees at GEUS received bonuses linked to work performance and results.

Total **training hours** increased from 5,441 hours in 2024 to 6,723 hours in 2025. Nevertheless, the average number of training hours per employee remained broadly stable, decreasing slightly from 10 hours in 2024 to 9 hours in 2025.

In particular, at Calaf Nuances, training hours decreased compared with the previous year because English language classes, which accounted for approximately 33 training hours per employee in 2024, were not held during 2025.

At the same time, at Nactarome Srl, in collaboration with the OPS Manager of the Zibello site (former IPAM), a micro-training programme was implemented in 2025 for production workers, focusing on occupational health and safety, personal protective equipment (PPE), and machinery safety. This initiative contributed to strengthening safety awareness and operational best practices at site level.

At Royal Buisman, total training hours more than doubled compared with the previous year, driven by additional training activities within the R&D department. Furthermore, one employee started a long-term training programme requiring 16 hours per week, which is expected to continue until 2027.

S1-12

Employees receiving performance and career reviews	2023	2024	2025
Total number of employees	540	560	746
Employees participating in regular performance and career development reviews	399	483	581
	74%	**86%**	**78%**
Women	135	167	192
	73%	**87%**	**76%**
Men	264	316	389
	74%	**86%**	**79%**

Average number of hours of training, by gender	2023	2024	2025
Total number of training hours	**4,681**	**5,441**	**6,723**
Women	1,523	1,428	1,620
Men	3,159	4,013	5,103
Average number of training hours	**9**	**10**	**9**
Women	8	7	6
Men	9	11	10

6.2.9 Health and safety metrics

In 2025, as in 2023 and 2024, 100% of the Company's own workforce was covered by a **health and safety management system**.

During the reporting period, the total number of hours worked by own workforce increased by 38% compared to the previous year, reflecting the expansion of the Company's operational activities. In this context, the number of work-related accidents also increased in line with higher operational exposure, resulting in a 16% increase in the rate of recordable work-related accidents compared to 2024, while remaining broadly consistent with the trend observed across previous reporting periods.

The main share of the reported incidents was concentrated within Nactis Flavours, which accounted for approximately 70% of the Company's total days lost to work-related accidents and work-related ill health in 2025. This was due to several cases linked to joint-related injuries, six of which resulted in absences exceeding 10 days, including two cases exceeding 50 days. In addition, and in accordance with applicable national regulations in France and Belgium, commuting accidents are classified and reported as work-related injuries.

Plantex accounted for approximately 12% of total days lost due to work-related accidents and work-related ill health. This outcome was primarily influenced by a single work-related accident that occurred in November 2024, with the affected employee returning to work in May 2025, thereby extending the number of lost days recorded during the reporting period.

Nactarome NV and Nactarome Ltd also recorded an increase in number of days lost to work-related accidents and work-related ill health compared to 2024, contributing to higher absence days during 2025. At Nactarome Ltd, incidents were mainly linked to manual handling activities and occupational dermatitis resulting from chemical exposure because of incorrect handling practices. At Nactarome NV, one commuting accident resulted in an absence exceeding 45 days. These incidents collectively contributed to the overall number of lost days during the reporting period.

Across the remaining legal entities, the number of days lost due to work-related injuries, work-related ill health and related fatalities remained broadly stable compared to 2024.

S1-13

Work-related injuries for employees	2023	2024	2025
Total number of own workers	540	560	746
Number of hours worked by own workers	856,085.39	984,877.37	1,356,077.64
Number of people covered by health and safety management system	540	560	746
	100%	100%	100%
Number of fatalities of own workers due to work-related accidents[9]	0	0	0
Number of fatalities of own workers due to work-related illnesses	0	0	0
Number of recordable work-related accidents	29	30	48
Rate of recordable work-related accidents	**33.88**	**30.46**	**35.40**
Number of cases of recordable work-related ill health, subject to legal restrictions on the collection of data	7	5	2
Number of days lost to work-related injuries and fatalities from work-related accidents[10]	195	119	-
Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health for own employees	-	-	1,049

9 The following 2023 data do not include Royal Buisman: number of fatalities of own workers due to work-related injuries and illnesses, number of fatalities of other workers operating at the company's sites, number and rate of recordable work-related accidents, number of cases of recordable work-related ill health, and number of days lost due to work-related injuries and ill health.
10 The 2023 data do not include Nactarome Ltd.
Data are not directly comparable with the figures below "Number of days lost to work-related injuries and fatalities resulting from work-related accidents, work-related ill health, and fatalities from ill health for own employees".

Number of work-related cases and days lost	2023	2024	2025
The number of cases involving work-related diseases that can be recorded, subject to legal restrictions on the collection of data from non-employees	0	0	0
The number of days lost due to injuries and deaths at work due to accidents at work, work-related illnesses and deaths as a result of illnesses of non-employees	0	0	0

6.2.10 Work-life balance metrics

Parental support was consistent across the organisation; all Nactarome's employee are entitled to take **family-related leave**, which includes maternity leave, paternity leave, parental leave and carers' leave.

S1-14

Parental leave	2023	2024	2025
Total number of employees	540	560	746
Employees entitled to parental leave for family reasons	540	560	746
	100%	**100%**	**100%**

6.2.11 Compensation metrics (gender pay gap and total compensation)

The **gender pay gap** remained broadly unchanged between 2024 and 2025, despite the expansion of the reporting perimeter following the inclusion of new entities.

Regarding internal pay equity, the total annual **remuneration ratio** increased from 2.49 in 2024 to 2.88 in 2025. This change is primarily attributable to an increase in the annual remuneration of the highest-paid individual, alongside a decrease in the median remuneration across the workforce.

S1-15

Gender pay gap[11]	2023	2024	2025[12]
Gender pay gap	**-2%**	**5%**	**5%**
Total annual rate of remuneration	**2.64**	**2.49**	**2.88**

11 The data do not include Nactarome S.p.A. and Alfaterna because they do not employ any women.
12 The data do not include Plantex

6.2.12 Incidents, complaints and severe human rights impacts

Nactarome opposes all forms of discrimination, harassment and inequality, striving to create a workplace where employees can thrive. As in the previous years, no incidents of discrimination, complaints, or serious human rights impacts were reported in 2025, and no related fines or penalties were incurred.

S1-16

Incidents, complaints and severe human rights impacts	2023	2024	2025
Total number of incidents of discrimination, including harassment in the reporting period, subject to relevant privacy regulations	0	0	0
Number of serious human rights incidents connected to its workforce in the reporting period, subject to relevant privacy regulations	0	0	0
Total amount of fines, penalties and compensation for damages as a result of the incidents above	**0**	**0**	**0**

7. ESRS S2 Workers in the value chain

7.1 Impact, risk and opportunity management

SBM-3

Nactarome manages **labour-related impacts in the upstream value chain** through a combination of entity-level policies, supplier qualification processes, contractual requirements, third-party assurance platforms and procurement controls. The level of formalisation differs across legal entities. Some entities have detailed value-chain worker safeguards, while other entities rely primarily on supplier qualification, contractual compliance requirements and broader business conduct controls.

The principal impact identified concerns the violation of labour-related rights of workers in the value chain, which encompasses risks associated with forced labour, child labour, human trafficking, and non-compliance with health and safety or fair wage standards among suppliers and contractors. To address these impacts and mitigate associated supply chain risks, Nactarome entities apply a combination of procurement controls, mandatory supplier codes of conduct, and structured qualification screening aligned with recognised ethical trade initiatives and international standards. In higher-exposure areas, these measures are reinforced by targeted vertical policies, explicit child labour prohibitions, and modern slavery due diligence workflows. Furthermore, the Group integrates sustainability considerations into supplier relationships through third-party assurance platforms, while providing multi-tier whistleblowing channels to enable external workers to safely report grievances, thereby strengthening value-chain resilience and protecting fundamental labour rights across its operations.

ESRS			IROs		
Topic	Sub-topic	Sub-sub-topic	Impact	Risk	Opportunity
S2 Workers in the value chain	Working conditions	• Secure employment • Working time • Adequate housing • Social dialogue • Freedom of association, the existence of works councils and the information, consultation and participation rights of workers • Collective bargaining, including rate of workers covered by collective agreements • Work-life balance	Violation of labour-related rights of workers in the value chain		

7.1.1 Policies

S2-1

Nactarome does not yet have one single Group-wide policy dedicated exclusively to workers in the value chain. In 2025, the topic was managed through a combination of entity-level policies and procurement governance tools. More formalised policy frameworks are evidenced at Nactarome Ltd and Plantex, while the remaining entities manage value-chain worker expectations through supplier qualification, contractual requirements, ethical sourcing expectations and the business conduct framework described in Chapter ESRS G1.

Nactarome Ltd

Nactarome Ltd safeguards human rights in its supply chain through a structured documentary framework that includes a specific *Modern Anti-Slavery Policy*, a *Child Labour Policy*, and a broader *Ethical Sourcing Policy*. The *Modern Anti-Slavery Policy* establishes the company's zero-tolerance stance toward forced labour and human trafficking, translating this principle into both internal operations and commercial relationships located primarily in the UK and Europe. This safeguard is realised through mandatory awareness initiatives for personnel, the integration of these guidelines into the *Employee Handbook*, and a strict due diligence process for suppliers during onboarding and monitoring, which enforces corrective actions or relationship termination in cases of non-compliance. To support this, the company extends the use of its confidential *Whistleblowing Policy* to customers and suppliers, enabling them to report any suspicions of exploitation. In parallel, the *Child Labour Policy* explicitly prohibits child labour across all geographies and supplier tiers where the company operates, basing its requirements on the UN Convention on the Rights of the Child and ILO Conventions No. 138 and 182. Suppliers and subcontractors are required, through the acceptance of General Purchasing Conditions, to maintain reliable age-verification records, cooperate with independent audits, and apply remediation mechanisms developed in collaboration with NGOs and local communities to protect the best interests of the children and safeguard their access to education. Complementing this framework, the *Ethical Sourcing Policy* binds suppliers of food products, raw materials, ingredients, and packaging to comply with local and international labour laws and full alignment with the Ethical Trading Initiative (ETI) Base Code, while promoting the use of ethical benchmarking platforms such as Sedex, SMETA, and EcoVadis to proactively reduce adverse human rights impacts upstream.

Plantex

On the French front, **Plantex** structures its relationship with the upstream value chain through its *Responsible Sourcing and Human Rights Policy – Supply Chain* ("Politique d'achats responsables et droits humains – chaine d'approvisionnement"). This policy aims explicitly to prevent, mitigate, and address potential violations of worker rights. It defines the minimum mandatory expectations that business partners must guarantee regarding legal compliance, working conditions, remuneration, health and safety, and the absolute absence of forced or child labour. Applied through a strictly risk-based approach, the policy focuses primarily on critical suppliers of raw materials, ingredients, packaging, and critical services, extending monitoring controls and corrective action plans directly to the production sites of partners subjected to audits. Monitoring and relevant operational escalation mechanisms formally exclude only non-critical or spot purchases representing very low risks, which nevertheless remain bound to standard contractual compliance requirements, thereby ensuring consistent coverage of social responsibility principles across the entire procurement perimeter.

7.1.2 Engagement with workers in the value chain, existence of channels for workers in the value chain to raise concerns or needs and approaches to remedy

S2-2

Nactarome establishes its engagement with workers across the upstream supply chain through indirect procurement-led mechanisms, structured supplier assurance frameworks, and contract-bound compliance expectations managed at the individual legal entity level. The Group acquires essential visibility into upstream working conditions, labour standards, and human rights practices by evaluating the compliance documentation and performance indicators of its suppliers. For instance, Nactarome Ltd actively encourages its suppliers to maintain formal memberships or demonstrate clear alignment with recognised **global ethical platforms**, specifically driving participation in Sedex and pushing for external SMETA (Sedex Members Ethical Trade Audit) third-party assessments where applicable. Furthermore, suppliers across the Group's network — including those partnering with Nactarome Ltd, Nactarome NV, Nactis Flavours, and Royal Buisman — are encouraged or contractually required to engage with EcoVadis or equivalent sustainability rating systems. The data obtained from these third-party platforms provides Nactarome with a reliable, indirect route to evaluate supplier performance regarding forced labour prevention, child labour restrictions, fair wages, working hours, and operational safety. These consolidated ethical insights are systematically embedded into core business decision-making processes, serving as a baseline for supplier approval, periodic performance reviews, and proactive risk-based supplier management.

Regarding the specific perspectives of **potentially vulnerable or marginalised groups** within the supply chain — such as women, migrants, temporary staff, or workers with disabilities — the Group does not operate separate, direct collection processes or dedicated consultation channels. Insight into the unique vulnerabilities or working conditions of these specific demographics is obtained solely through indirect means, specifically when external third-party social audits highlight specific worker-related breaches or systemic risks within a supplier's facility. Concurrently, no Global Framework Agreements (GFAs) or other formal labour agreements have been entered into with value chain worker representatives or transnational labour unions across any of the Group's operational perimeters.

The availability of operational **grievance mechanisms** and reporting channels follows a similar structure, relying heavily on supplier-level frameworks and broader business conduct interfaces. Nactarome does not maintain a dedicated, standalone grievance mechanism exclusively designed for external value chain workers; however, these workers are typically covered by their own employers' internal grievance procedures or equivalent workplace channels. To complement these, multiple legal entities across the Group maintain comprehensive whistleblowing policies and encrypted platforms — such as the Parrot and ParrotWB portals operated by Nactarome NV and Royal Buisman, and the localised whistleblowing frameworks at Nactarome Srl, Claremont, Plantex, and Nactarome Ltd — which explicitly accept risk escalations and compliance notifications from external third parties, including suppliers, contractors, and their respective employees. These direct channels allow external stakeholders to safely report severe misconduct such as human rights violations, modern slavery, bribery, fraud, or health and safety risks. The Group assesses the ongoing effectiveness of these channels by monitoring the volume of incoming reports, tracking external audit observations, and executing systematic compliance reviews[13].

7.1.3 Actions

S2-3

To effectively mitigate human rights risks and enhance labour standards across the value chain, Nactarome leverages a combination of targeted supplier-facing initiatives and internal capacity-building measures. Recognising that upstream workforce protection requires both rigorous contractual frameworks and informed procurement teams, the Group's legal entities are deploying structured actions designed to operationalise their social and ethical policies. These initiatives focus on tightening due diligence for high-risk labour categories, consolidating unified supplier expectations, and training internal procurement functions to actively identify and manage ESG risks within daily purchasing operations.

13 For further information about grievance mechanisms and whistleblowing policies or procedures, please see § Policies in Chapter ESRS G1 Business conduct.

Claremont	**Claremont** plans to strengthen the management of labour rights and ethical employment practices within its upstream value chain through the formalisation of supplier labour standards and ethical trade expectations applicable to relevant suppliers, contractors, service providers and agency labour providers connected to the company's operations. The framework is expected to define minimum expectations relating to working conditions, and is intended to be aligned, where applicable, with recognised ethical trade principles. In parallel, Claremont plans to strengthen supplier due diligence processes relating to modern slavery, forced labour, compulsory labour and child labour by establishing clearer supplier expectations and, where appropriate, obtaining supplier attestations regarding voluntary employment practices, workers' freedom of movement, retention of personal documentation and the prohibition of child labour. The actions will apply to relevant suppliers, with particular focus on agency labour providers, cleaning contractors and other service providers where labour-rights risks may be more directly connected to workforce arrangements.
Nactarome Ltd, Nactis Flavours	**Nactarome Ltd** and **Nactis Flavours** plan for 2026 to finalise a Responsible Sourcing and Supplier Code of Conduct intended to strengthen and consolidate the formalisation of sustainability-related expectations across their upstream value chain. The scope of the initiative will include suppliers of raw materials, ingredients, packaging materials and related goods and services supporting the companies' operations. The action is intended to provide a more consistent basis for supplier engagement and to support the integration of sustainability considerations into supplier relationships and procurement activities.
Nactarome NV	During 2025, **Nactarome NV** continued to strengthen internal capabilities relating to responsible sourcing through the provision of training on sustainable procurement practices for employees involved in procurement and supplier management activities. The training covered key principles of sustainable sourcing, the integration of environmental and social considerations into procurement decision-making processes, and the application of relevant procurement procedures. Through the development of employee knowledge and competencies, the initiative is expected to contribute to increased awareness of environmental, social and governance risks across the supply chain, and strengthened internal capacity to support responsible sourcing objectives.

7.2 Targets

S2-4

In 2025, Nactarome's legal entities had not established formal targets regarding workers in the value chain. The Group monitors and drives progress in this area through its existing policy frameworks, rigorous supplier qualification workflows, and continuous compliance reviews. The ongoing effectiveness of the Group's social and ethical supply chain measures is evaluated using standard compliance mechanisms. These include the systematic screening of supplier self-assessment questionnaires, the tracking of external third-party audit findings via platforms like SMETA and EcoVadis, and the continuous monitoring of whistleblowing channels for any upstream labour or human rights grievances. Through these operational oversight routines, Nactarome supports alignment with its core ethical standards and risk-mitigation objectives.

8. ESRS S4 Consumers and end-users

8.1 Impact, risk and opportunity management

SBM-3 Nactarome's strategic direction and business model interact directly with the interests and rights of **downstream consumers and end-users** by embedding rigorous product integrity, social inclusion, and digital trust across all legal entities.

The Group's primary focus centres on the personal safety of consumers and end-users, addressing the material impact of protecting customer health and safety through strict compliance with food quality standards. To systematically mitigate the operational and financial risks of sanctions, product liability, and severe reputational damage due to potential non-compliance with hygiene and food safety regulations, Nactarome leverages certified food safety management systems and standardised cross-functional checks throughout its production lines.

In terms of social inclusion, Nactarome's business model actively promotes equal access to its products and services for all customer categories by maintaining dedicated product lines and production scheduling tailored to religious constraints, as well as vegetarian and vegan lifestyles.

Finally, in relation to information-related impacts, Nactarome addresses digital rights and data security by proactively managing risks connected to the violation of consumer privacy rights due to data leakage or loss. Through GDPR-aligned governance and continuous technical monitoring of its IT environment, the Group works to secure its commercial perimeter and safeguard downstream information assets, ensuring long-term business resilience and stakeholder trust.

ESRS			IROs		
Topic	**Sub-topic**	**Sub-sub-topic**	**Impact**	**Risk**	**Opportunity**
S4 Consumers and end-users	Information-related impacts for consumers and/or end-users	Privacy	Violation of consumer privacy rights due to data leakage and/or data loss		
S4 Consumers and end-users	Personal safety of consumers and/or end-users	- Health and safety - Security of a person	Protection of customer health and safety through compliance with food quality standards	Sanctions and reputational damage due to non-compliance of products with hygiene and food safety regulations (e.g. HACCP)	
S4 Consumers and end-users	Social inclusion of consumers and/or end-users	Non-discrimination	Access to products and services for all customer categories (with religious constraints, vegetarians, vegans)		

8.1.1 Policies

S4-1

Nactarome recognises that ensuring product safety, quality, transparency and regulatory compliance is essential to protecting consumers and end-users and to maintaining long-term trust across the value chain. In this context, the Company has implemented policies, management systems and operational procedures designed to safeguard product integrity, support responsible communication and labelling practices, and ensure compliance with applicable food safety and customer requirements. These frameworks are primarily based on internationally recognised standards and certification schemes, including FSSC 22000, ISO 9001, HACCP methodologies and other sector-specific requirements, and are integrated into activities ranging from product development and raw material sourcing to production, distribution, traceability and customer communication.

Calaf Nuances

Calaf Nuances applied an integrated *Quality, Environmental and Food Safety Policy* designed to ensure that all its activities — from product development to production and delivery — meet the highest standards of quality, food safety, and environmental responsibility. The policy sets out key objectives, including: maintaining and improving quality, food safety, and environmental management systems. Specific attention is also dedicated to social inclusion and product accessibility through the development and supply of products adapted to specific dietary, cultural, and lifestyle requirements and maintaining product quality and integrity under Halal and Kosher certifications. The policy applies to all Calaf Nuances activities, such as R&D, production, quality control and to all employees involved in the value chain. To achieve these objectives, the company follows internationally recognised management system standards — ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 22000 / FSSC 22000 (Food Safety Management) — ensuring compliance with legal requirements and best industry practices.

Claremont

Claremont implemented its *Quality Policy Statement* as the core framework governing food safety, product quality, legality and integrity, with the objective of ensuring that safe and high-quality products are consistently delivered to customers and consumers. The policy is embedded within Claremont's quality management system and reflects an organisation-wide commitment to integrating customer and consumer requirements throughout the supply chain. In this regard, the policy supports the management of risks related to customer and consumer health and safety, with a primary

focus on food safety compliance and product integrity. The scope of the policy covers Claremont's own operations as well as relevant upstream supply chain activities, particularly in relation to the approval of suppliers, sourcing of ingredients and services, and the implementation of quality controls. Governance and implementation mechanisms include the establishment of quality objectives on an annual basis, continuous improvement of the quality management system, and the application of defined processes and procedures aimed at ensuring compliance with applicable legal and statutory requirements relating to food safety. The policy also includes provisions for reporting on food safety and quality performance to relevant stakeholders.

GEUS

GEUS maintained a *Food Safety and Quality System Policy*, which defines the company's commitment to the development, production, and distribution of high-quality and safe spice blends for the savoury snack industry. The policy is primarily focused on food safety, product quality, customer satisfaction, legal compliance, and the continuous improvement of the food safety management system.. The policy applies to the company's own operations and forms part of GEUS's broader food safety and quality management system. In addition, it refers to quality assurance activities across parts of the upstream and downstream value chain, including raw-material procurement, supplier relationships, customer partnerships and final product distribution. Implementation of the policy is supported through the maintenance and continuous improvement of the company's food safety management system. Management commits to operating the system in accordance with FSSC 22000 requirements, including ISO 22000:2018, ISO/TS 22002-1 and additional FSSC requirements, as well as HACCP principles and applicable legal obligations. Governance and oversight mechanisms include management reviews and continuous monitoring activities.

GEUS also adopted a *Customer Expectations Procedure* intended to support the systematic identification, assessment and fulfilment of customer requirements and product-related expectations associated with vegetarian, vegan, Halal and Kosher requirements, as well as customer requests concerning the absence of GMO ingredients, gluten, allergens or MSG. The procedure is designed to ensure that customer needs are recognised, understood and addressed throughout the product development and commercial process. It applies across GEUS's own operations involved in customer relationship management, product development, technical documentation and order management processes. Implementation is supported through the use of internal management system documents, as well as compliance with applicable legal and normative requirements.

Nactarome Ltd

Nactarome Ltd has established a *Food Safety and Quality Policy* as a core governance framework defining its approach to ensuring the safety, legality, authenticity and quality of its products in line with customer expectations and applicable regulatory requirements. The policy applies across the company's own operations and extends to selected upstream processes, in particular supplier approval and raw material risk assessment activities, reflecting the dependence of product integrity on incoming material compliance. The framework requires senior management to ensure the implementation of risk-based controls, verification activities and structured procedures aimed at maintaining compliance with applicable food safety standards and regulatory obligations. The policy is supported by a food safety and quality management system aligned with HACCP principles and recognised certification schemes, including BRCGS Food Safety Issue 9, held at the Clevedon and Alderley sites, and FSSC 22000 requirements. The Clevedon HACCP system is based on Codex Alimentarius principles, with explicit clarification that traded goods are excluded from the scope of BRCGS certification unless separately verified. The system includes preventive and corrective controls that are applied when deviations are identified. The company also holds Kosher and Halal certifications to support compliance with specific cultural and religious requirements of customer segments. In addition, it manufactures products suitable for vegan, vegetarian or meat-containing applications, with vegetarian and vegan integrity managed through segregation, production scheduling and cleaning controls where applicable.

Nactarome NV

Nactarome NV through its *Quality Policy*, aims to ensure customer satisfaction by delivering products and services that comply with applicable quality and food safety standards, as well as relevant legal requirements. The policy applies across all key stages of the Company's operations, covering product categories such as hydrolysed vegetable proteins, thermal processed flavours, and culinary blends intended for the food industry. It also extends to upstream value chain activities through defined supplier requirements relating to quality and food safety, and to downstream stages through the provision of products to B2B customers in the food industry, where end-user impacts are indirect but relevant in terms of product safety and regulatory compliance. Governance and implementation of the policy are overseen by top management, which ensures the allocation of adequate resources and the maintenance of effective communication channels to support the integrated management system. The system is certified under FSSC 22000 and is based on food safety management principles, including HACCP methodologies, which support structured hazard identification, risk management, and preventive controls across operations. It is aligned with applicable legal and food safety requirements and is complemented by references to broader ethical principles, including ILO and UN Ethical Trade guidelines where relevant.

Nactarome Srl

Nactarome Srl implemented a comprehensive *Quality and Food Safety Policy* to ensure the highest standards of product safety, quality, and reliability across all operations. The policy aims to achieve continuous improvement and innovation, focusing on customer satisfaction, product and process hygiene, and compliance with national and international food safety standards. Key objectives include maintaining and enhancing the effectiveness of the Food Safety Management System, and promoting a strong culture of quality and food safety. Main food safety risks addressed include contamination (foreign bodies, chemical, allergenic), temperature control, and traceability of raw materials and production processes. Risk management actions include staff training and awareness, inspection of incoming raw materials, planned equipment maintenance, product controls during production and before release, HACCP plan, and product recall procedures in case of safety risks. The policy applies to Nactarome Srl, covering the Concorezzo and Gessate perimeter where applicable, and the entire production value chain — from upstream procurement (supplier qualification and monitoring) to downstream customer delivery – ensuring reliability, safety, and traceability at every stage. Nactarome Srl complies with FSSC 22000 standards (Concorezzo, Gessate, and Vanzago sites) and relevant national and international legislation.

In addition, Nactarome Srl maintained a *Procedure for the management of critical product non-conformities, emergencies and possible product withdrawal / recall.* This procedure governs the management of critical technical or legal non-conformities related to product safety and quality. It defines the roles and responsibilities of the Crisis Committee - which is composed of corporate and site management representatives -, the conditions for initiating product recalls, and the process for communication with stakeholders and authorities. It applies to product situations that may involve unsafe or potentially unsafe products, including critical non-conformities affecting food safety or final consumer health. It ensures the identification, traceability, segregation, and recall of non-conforming products and provides guidance for handling customer damage claims. The procedure's effectiveness is verified through annual recall simulations conducted by the Crisis Committee.

Nactis Flavours

Nactis Flavours updated in 2025 its *Quality, Food Safety, Occupational Health, Environment and Societal Engagement Policy* (*"Politique Qualité, Sécurité des Aliments, Santé au travail, Environnement, Engagement sociétal")* that defines the company's strategic priorities in relation to product quality and food safety. The policy ensures high standards of product quality and authenticity through the maintenance of FSSC 22000 and the continuous improvement of HACCP-based food safety systems. The policy applies across all company operations, including its main production sites, and extends its relevance to customers, suppliers and distributors across the value chain. The QHSE framework is further operationalised through the *Company's Quality Management Manual* ("Cahier des charges Nactis"), based on HACCP methodology, which details the food safety and quality system governing the development and manufacture of flavours, aromatic compositions, molecules and aromatic specialties in liquid, emulsion and powder forms. The manual also reflects the company's customer-oriented approach, including the use of quality objectives and indicators related to customer satisfaction and continuous improvement. The system is aligned with applicable food regulations, including Regulation (EC) No 1334/2008 on flavourings and food ingredients with flavouring properties, and references recognised standards such NF V01-006.

Plantex

Plantex maintained a set of policies and operational procedures aimed at supporting product safety, regulatory compliance, customer protection and the reliable management of product-related information across its operations and value chain. Plantex's *Product and Consumer Safety Policy* ("Politique de sécurité des produits et des consommateurs") defines the principles and controls intended to ensure that products placed on the market comply with applicable regulatory requirements and internal quality and safety standards. The policy covers supplier and raw material qualification processes, process and quality controls, traceability measures, management of non-conformities, product risk assessments, including HACCP-based principles, as well as complaint handling and, where necessary, product withdrawal and recall procedures.

In parallel, the *Product Information and Responsible Labelling Policy* ("Politique de gestion des information produits et d'étiquetage responsable") establishes the framework governing the preparation, validation and communication of product-related information provided to customers and distributors. The policy covers ingredients, allergen declarations, storage conditions, recommendations for use, traceability information and technical documentation, with the objective of reducing risks associated with inaccurate or incomplete information and supporting the safe and informed use of products.

The *Consumer Complaints and Incident Management Policy* ("Politique de traitement des réclamations et gestion des incidents consommateurs") defines the processes for the receipt, assessment, investigation and resolution of complaints and incidents related to product quality, product safety and labelling or information issues. The policy includes root cause analysis procedures, corrective and preventive actions (CAPA) and escalation mechanisms where required, and is intended to support the monitoring and mitigation of product-related risks as well as continuous improvement in quality and customer protection practices.

Royal Buisman

Royal Buisman safeguards consumer health and product integrity through its certified Food Safety and Quality Management System. In 2025 the company maintained FSSC 22000 for the manufacturing of powdered and liquid caramelised sugar, caramelised sugar specialties and caramel colour E150a for the food and pet food industry. The certificate confirms compliance with FSSC 22000 version 6, including ISO 22000:2018, ISO/TS 22002-1:2009 and additional FSSC 22000 requirements. The certificate is applicable to the Zwartsluis site, covers food category CIV for processing of ambient stable products. In addition, for customer categories with specific religious or dietary requirements, Royal Buisman maintains relevant certification or product information where applicable. The system applies to all production processes and products. Preventive controls based on HACCP principles, supplier approval, traceability tests, and internal audits ensure that all products meet legal and customer food-safety requirements. The policy is displayed on site and shared with customers upon request, reaffirming Royal Buisman's commitment to safety, quality, and accountability across its value chain.

8.1.2 Engagement with consumers and end-users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy

S4-2 Within Nactarome, the strategy for identifying, managing, and remediating potential impacts on consumers and end-users is structurally shaped by its business-to-business (B2B) operating model. Because the Group's legal entities supply ingredients and formulations to industrial clients rather than selling directly to the public, engagement with downstream consumers is primarily conducted indirectly, utilising commercial customers, distributors, certification bodies, and third-party auditors as credible proxies for final user expectations. This collaborative ecosystem ensures that downstream considerations regarding product safety, chemical and allergen tracking, and dietary or religious requirements are systematically captured and addressed. The Group's engagement and insight-gathering activities rely on structured commercial, technical, and marketing touchpoints across its various entities, as well as active participation in major industry events like Food Ingredients Europe (FiE).

Nactis Flavours, Nactarome Srl

Nactis Flavours maintains a highly structured B2B engagement model integrated across its quality assurance, regulatory affairs, and R&D functions. The entity processes explicit customer specifications and technical briefs to capture market expectations, aligning its operations with robust certification frameworks such as FSSC 22000, IFS Broker, MSC, Organic, and Halal to address safety and religious dietary needs. Similarly, **Nactarome Srl** uses product-development discussions, formal documentation, and traceability requests to capture downstream consumer requirements. The company systematically addresses the needs of specific or potentially vulnerable consumer groups through standardised regulatory reviews, rigorous allergen assessments, and third-party certification schemes.

Calaf Nuances, Nactarome Ltd, Plantex, Claremont, GEUS, Nactarome NV

For other entities within the Group, market and customer insights are embedded within localised operational routines. **Calaf Nuances** captures evolving consumer trends through targeted regional sales meetings, customer workshops, and periodic marketing reviews. **Nactarome Ltd** structures its consumer assurance framework around premier certification schemes, including BRCGS Food Safety, Halal, and Kosher certifications, alongside strict customer-specific protocols such as the Marks & Spencer (M&S) approval process. **Plantex** conducts periodic customer satisfaction surveys and structured key-account review meetings, relying on its distributors and professional clients to transmit field feedback. For **Claremont**, **GEUS**, and **Nactarome NV**, engagement is managed through routine technical and commercial exchanges — including the provision of Safety Data Sheets (SDS) and Certificates of Analysis (CoA) — ensuring that compliance and consumer protection are maintained from raw material supply down to the final application.

Formal channels for raising concerns and reporting product-related issues are universally established across all legal entities through localised quality management systems (QMS) and complaint-handling procedures. Product non-conformities, quality deviations, or food safety risks are flagged indirectly via customer technical teams, commercial partners, or customer service contact points.

- At **Nactis Flavours** and **Claremont**, these inputs are processed directly through formal non-conformance reporting (NCR) workflows and customer complaint registries embedded within their respective QMS. **Nactis Flavours, Claremont**
- **Nactarome Srl** operates an integrated customer complaint procedure compliant with ISO, FSSC 22000, and HACCP controls, which requires every logged issue to be assessed, treated, and formally verified by its Quality Assurance function. **Nactarome Srl**
- **Nactarome Ltd** centralizes its reactive complaint logging and non-conforming product management through the specialised Agile Chilli digital platform. **Nactarome Ltd**
- **Plantex** uses a structured complaints handling mechanism that tracks registration, response times, and closure rates, while **Royal Buisman** provides an additional layer of security by granting clients access to the ParrotWB digital whistleblowing platform and an external mediator, ensuring an anonymous pathway to report potential breaches of product safety or ethical standards. **Plantex, Royal Buisman**

The effectiveness of these channels is monitored continuously across Nactarome through standardised operational indicators and corporate governance reviews. Legal entities track performance metrics such as complaint volumes and typologies, response and resolution times, corrective action closure rates, and the frequency of recurring root causes. These data streams are consolidated into periodic management reviews and food safety audit cycles to drive continuous process improvements and product reformulations.

Where actual or potential negative impacts on consumers or end-users are identified, the Group's approach to remedy focuses on immediate containment, thorough root-cause analysis, and robust corrective and preventive actions (CAPA) led by cross-functional technical teams. Depending on the severity of the impact, remediation measures include:

- Immediate product investigation, lot segregation, or batch quarantine;
- Target product reformulation, specification adjustments, or updates to allergen labelling;
- Supplier reassessments, raw material reviews, and internal staff retraining.

For critical product safety or integrity incidents, all entities maintain rapid-escalation procedures. At **Nactarome Srl**, **Nactarome NV**, and **Nactarome Ltd**, formalised recall and emergency management procedures dictate immediate communication with business partners and relevant national regulatory authorities. These emergency frameworks allow for the swift activation of internal Crisis Committees and the deployment of robust traceability controls to execute product withdrawal or recall protocols effectively, protecting downstream users and mitigating broader operational risks.

8.1.3 Actions

S4-3

Nactarome has implemented numerous actions to uphold the highest standards of product quality, safety, and customer satisfaction. These initiatives reflect a shared commitment to continuous improvement and regulatory compliance, ensuring that all products meet stringent safety and quality standards, fostering consumer trust and long-term business resilience.

Calaf Nuances, Royal Buisman, Nactarome Srl

To secure a solid baseline of consumer protection, the Group's legal entities systematically maintain integrated food safety and quality management frameworks. During 2025, **Calaf Nuances**, **Royal Buisman**, and **Nactarome Srl** managed specific product-level requirements to ensure transparency and accessibility for diverse consumer segments; this includes the ongoing maintenance of Halal and Kosher certifications at Nactarome Srl, alongside product reformulation initiatives at Calaf Nuances aimed at salt reduction and alternative protein applications. To ensure crisis readiness, structured recall simulations and traceability verification exercises were periodically conducted across the production and distribution chains.

GEUS

Beyond standard compliance workflows, **GEUS** successfully deployed a targeted workforce initiative in 2025 designed to embed operational competence and direct internal accountability into daily operations. This initiative centered on the comprehensive update and enforcement of the corporate *Management Decision on Employee Awareness of Food Safety* on 1 April 2025. Delivered by the internal food safety team, this framework mandates annual training for all personnel across production, storage, quality control, and logistics. Crucially, the framework moves beyond passive learning by establishing a proactive reporting loop: employees are required to directly report any suspected contamination or process deviations. This operational feedback loop is backed by workplace verifications and individual evaluation conversations with the production manager, successfully driving stronger adherence to protocols, reducing contamination risks, and reinforcing individual ownership across manufacturing and logistics.

Nactarome Ltd

Recognizing that safety is driven by organisational behaviour, **Nactarome Ltd** designed and executed a comprehensive *Food Safety and Quality Culture Development Plan*. This plan establishes a structured matrix of responsibilities, clear timescales, and review mechanisms across its sites to shift food safety from a compliance requirement to a shared cultural value. Supported by cross-functional meetings, management visibility initiatives, and confidential suggestion channels, a major milestone of the 2025 cycle was the launch of a digitized Food Safety Culture Survey. The survey captured detailed perceptions and behavioural data from employees across the Clevedon and Alderley / Kingswood sites, including dual-site personnel. The resulting insights are actively used to drive localised action planning, enhance employee confidence in reporting potential issues, increase senior management engagement, and reinforce preventive practices to systematically mitigate product safety incidents.

Alongside product quality and safety, the **Group** places a strategic focus on safeguarding information security across its commercial perimeter. To systematically manage and mitigate risks related to the handling of downstream user information, Nactarome relies on dedicated compliance structures and technical controls. In relation to the material negative impact concerning the violation of consumer privacy rights due to data leakage, during 2025 the Company implemented and maintained a set of actions aimed at preventing, mitigating, and addressing data protection risks within its operational environment. Following an IT security incident experienced during the reporting period the Company undertook a progressive strengthening of its data protection governance framework, including ongoing evaluation of IT systems and consideration of Company-level improvements to enhance resilience and control mechanisms over time. In relation to data protection, the Company also continued to apply GDPR-aligned requirements and operational controls governing data handling practices across relevant functions, supported by contractual and organisational measures designed to ensure compliance with applicable data protection obligations. The effectiveness of these actions is tracked through internal monitoring of IT system performance, incident follow-up processes, and oversight by IT and management functions, supporting continuous improvement in control adequacy.

8.2 Targets

S4-4

Across Nactarome, no targets related to consumers and end-users were formally defined. Accordingly, consumer and end-user matters are managed through structured quality, food safety, regulatory and information governance systems. Effectiveness is monitored through operational indicators such as complaint tracking and root-cause analysis, audit findings, certification outcomes, traceability exercises, product testing, customer feedback mechanisms and product quality and safety reviews, which collectively provide continuous oversight of consumer-related risks and performance.

Governance Information

9. ESRS G1 Business conduct

9.1 Impact, risk and opportunity management

SBM-3

Nactarome's business model interacts directly with the market and its upstream value chain through a corporate culture rooted in integrity, fairness, and strict legal compliance. This governance approach actively drives the promotion of ethical values among employees and toward the market, establishing a transparent operational environment across all legal entities.

In relation to **corruption and bribery**, the Group focuses on the prevention and detection of potential misconduct. Nactarome leverages a significant opportunity through the continuous growth in awareness and dissemination of a culture of ethics and anti-corruption among management, employees, business partners, and broader stakeholders. This is achieved through structured training, dedicated whistleblowing channels, and independent supervisory oversight to mitigate compliance risks and ensure organisational accountability.

Finally, this ethical framework shapes the **management of relationships with suppliers**. The Group ensures value-chain resilience by embedding sustainability and compliance criteria into procurement processes. Through the enforcement of mandatory supplier codes of conduct and structured qualification screening, often aligned with international standards, Nactarome systematically mitigates upstream risks while strengthening long-term stakeholder trust.

ESRS			IROs		
Topic	Sub-topic	Sub-sub-topic	Impact	Risk	Opportunity
G1 Business conduct	Corporate culture		Promotion of fairness and ethical values among employees and toward the market		
G1 Business conduct	Corruption and bribery	Prevention and detection including training	Growth in awareness and dissemination of a culture of ethics and anti-corruption among management, employees, business partners, and other stakeholders		

9.1.1 Policies

Corruption and bribery

G1-1

Nactarome addressed business conduct-related matters during 2025 through a combination of ethical policies, anti-bribery and corruption procedures, whistleblowing frameworks, organisational control models and business ethics practices implemented across all the entities. These policies establish a governance framework for business conduct across the Company's own operations and, where relevant, across business, particularly with respect to corporate culture, including anti-corruption and anti-bribery and the protection of whistleblowers, and the management of relationship with suppliers. Each legal entity has adopted a policy to manage these topics.

Calaf Nuances

Calaf Nuances maintained an *Ethical Policy* formalising the company's commitment to integrity, sustainability and responsible conduct across its business activities and stakeholder relationships. The policy is aligned with the Ten Principles of the United Nations Global Compact and includes commitments relating to human rights, labour standards, environmental protection and anti-corruption. The document establishes a zero-tolerance approach towards corruption, extortion and bribery and aims to promote ethical behaviour, compliance with legal and ethical standards, responsible decision-making and stakeholder trust. It applies across the company's own operations and extends to relationships with employees, suppliers, customers and external partners, with no formal exclusions identified.

Claremont

Claremont adopted in 2025 a *Whistleblowing Policy* designed to support the reporting and escalation of suspected wrongdoing, illegal conduct or unethical behaviour within the organisation. The policy reflects the company's commitment to conducting business with integrity and establishes procedures intended to encourage openness, accountability and the timely reporting of concerns. Reportable matters include legal or regulatory non-compliance, bribery, fraud, financial misconduct, environmental damage, health and safety concerns and deliberate concealment of wrongdoing. The framework includes confidentiality safeguards and protection against retaliation for individuals raising concerns in good faith. The policy applies to employees, officers, contractors, consultants, volunteers, agency workers and other covered persons within the company's own operations.

GEUS

GEUS through its comprehensive *Ethical Business Policy* establishes core ethical and labour principles across all own operations, including production sites, offices, and R&D facilities. The document addresses workforce risks by enforcing zero tolerance approach to violence, discrimination, and corruption. To secure a culture of mutual trust and transparency, the framework grants employees the right to report actual or suspected breaches of the Code. It features robust non-retaliation mechanisms that shield whistleblowers from sanctions or discrimination, thereby safeguarding the employees when raising legitimate concerns.

Nactarome Ltd

Nactarome Ltd has a Whistleblowing / *Protected Disclosure Policy* aimed at supporting integrity, transparency and accountability across the organisation. The policy encourages employees and other covered workers to report suspected misconduct, including bribery, fraud, facilitation of tax evasion, health and safety risks, food safety concerns, environmental damage and breaches of legal or professional obligations. Reporting channels include line management, HR representatives, management contacts and confidential reporting arrangements, including anonymous reporting mechanisms where applicable. The framework applies primarily to the company's own operations and covered workers, while also recognising that concerns may involve third parties, including suppliers and customers.

Nactarome Ltd also has an *Anti-Bribery and Corruption Policy* intended to prevent, detect and address bribery, corruption and improper payments across its operations and business relationships. The policy applies to employees, contractors, suppliers and associated persons, including agents, representatives and business partners operating in the UK and other jurisdictions where the company conducts activities. The policy further establishes due diligence requirements for significant business relationships and requires proportionate procedures intended to support compliance by suppliers and associated persons. It applies across own operations and relevant business relationships within the upstream value chain.

Nactarome NV

Nactarome NV, through its *Ethical Code of Conduct*, establishes the principles managing ethical behaviour, integrity, transparency and responsible business conduct across the organisation. The policy includes commitments relating to compliance with applicable laws and regulations, prohibition of corruption and bribery, fair working conditions, non-discrimination and responsible relationships with customers, suppliers and other stakeholders. The framework applies primarily to the company's own operations, employees and management, while also setting expectations for ethical conduct in business relationships across the value chain. The policy supports ethical decision-making and professional conduct and reflects generally recognised principles of legal compliance and responsible business behaviour, although no formal alignment with a specific international anti-corruption framework is explicitly stated.

Nactarome NV also maintained *Business Ethics Practices* procedures supporting the operational implementation of ethical conduct requirements across the organisation. The framework covers matters including conflicts of interest, confidentiality, responsible information management, ethical business interactions and compliance with legal and regulatory requirements. During 2025, the company continued strengthening implementation activities through updated guidance, training and awareness initiatives rather than through the introduction of new standalone policies. The framework applies to employees and management and supports the practical application of the principles established in the Ethical Code of Conduct.

In addition, Nactarome NV updated a formal W*histleblowing Policy* supported by the Parrot reporting platform and related reporting procedures. During 2025, the framework was strengthened through clarification of governance responsibilities, reporting processes and case-management arrangements. The system enables confidential reporting, protection against retaliation, structured investigation processes and follow-up of reported concerns relating to misconduct, unethical behaviour or non-compliance. The framework is accessible both to employees and external stakeholders through dedicated reporting channels and applies primarily to the company's own governance framework, while also supporting the escalation of concerns potentially linked to broader business relationships and value chain activities.

Nactarome Srl

The *Code of Ethics* of **Nactarome Srl** defines behavioural standards applicable to directors, managers, employees and collaborators and covers topics including legal compliance, anti-corruption principles, fair competition, conflicts of interest, supplier and customer relationships. The framework prohibits the offering or acceptance of gifts or benefits intended to improperly influence business decisions and requires relationships with public authorities, suppliers, customers and other third parties to be conducted fairly and transparently. The Code applies primarily to the company's own operations and business relationships and requires relevant third parties to be informed of its principles and expectations.

Nactarome Srl further maintained the *Organisational, Management and Control Model under Legislative Decree 231/2001*, intended to prevent offences that could give rise to administrative liability for the company. The framework includes risk mapping, governance arrangements and oversights responsibilities that are assigned to the Organismo di Vigilanza, which is responsible for monitoring the functioning and observance of the Model. The framework applies to directors, employees, collaborators, suppliers, commercial partners and other relevant counterparties within the company's governance perimeter.

In addition, Nactarome Srl has a *Whistleblowing Procedure* aligned with the requirements of Italian Legislative Decree 24/2023 implementing EU Directive 2019/1937. The procedure establishes internal and external reporting channels, confidentiality safeguards, anti-retaliation protections, procedural timelines and governance arrangements for the management and investigation of reported concerns relating to violations of the Model 231, the Code of Ethics or applicable legal provisions. The framework permits anonymous reporting where sufficiently substantiated and establishes requirements concerning acknowledgement of receipt, follow-up procedures, protection of involved persons and retention of related documentation. The procedure applies primarily to the company's own operations.

Nactis Flavours

Nactis Flavours maintained a *Business Integrity Policy* that defines the company's approach to conducting business lawfully, ethically and with high standards of integrity. The policy addresses key business conduct risk areas and includes provisions relating to reporting of irregularities, investigations, sanctions, compliance confirmation, monitoring and whistleblower protection. The policy applies globally to Nactis Flavours and its representatives, including employees and persons acting on its behalf, and extends to operations worldwide, including controlled joint ventures. The policy refers to applicable anti-bribery and corruption legislation, although no explicit alignment with specific international anti-corruption conventions or frameworks is formally stated.

In addition, Nactis Flavours maintained a *Commercial Ethics Charter* defining expected standards of conduct in business relationships and internal operations. The document establishes principles of fair dealing, integrity, transparency and professional conduct and covers topics including conflicts of interest, ethical marketing, protection of confidential information. The Charter applies to own operation and business partners. It applies to Nactis Flavours and its affiliated entities, with reference to compliance with applicable local laws and French legislation where relevant.

Nactis Flavours also maintained an *Ethical Code of Conduct* establishing ethical trading and social accountability principles applicable across its operations. The Code includes explicit commitments to integrity in business conduct, including a zero-tolerance approach to bribery and corruption, accurate recording of financial and accounting information, avoidance of conflicts of interest and protection of confidential information. The Code references international standards including ETI Base Code, BSCI Code of Conduct and SA8000, as well as relevant ILO and UN conventions, and applies across both own operations and parts of the upstream supply chain where supplier engagement is relevant.

Plantex

Plantex's formal ethics framework includes a defined *Ethical Charter* and a *Whistleblowing system*. The Ethical Charter establishes a zero-tolerance approach to corruption and influence peddling and sets out principles governing high-risk areas such as procurement, sales and administration of sales, management decision-making roles and any functions interacting with external counterparties such as suppliers, subcontractors, transport providers and intermediaries. The whistleblowing mechanism, described in the Plantex whistleblower guidance, provides a structured reporting channel (including online reporting) and ensures confidentiality and protection against retaliation for individuals reporting concerns.

Royal Buisman

Royal Buisman's *Code of Conduct* defines the ethical and professional standards that guide all business activities, ensuring integrity, transparency, and accountability across the organisation. The Code applies to all employees, and third-party collaborators and covers key areas such as anti-corruption, fair competition, data protection. Its objective is to ensure that all business practices comply with legal obligations, align with the company's values, and promote a culture of respect and responsibility. It reflects the company's commitment to respecting international human rights and labour standards, including the ILO core conventions, and to preventing any form of forced, child, or discriminatory labour. Compliance is reinforced through onboarding training, periodic communication campaigns, and inclusion of ethical principles in performance evaluations and supplier relationships. The Code is distributed to all employees and available via the company's intranet and noticeboards. Through these mechanisms, Royal Buisman ensures that ethical conduct is deeply embedded in its corporate culture and daily practice.

In addition, the Company's *Whistleblowing Policy* provides a formal and confidential mechanism for employees and stakeholders to report suspected misconduct, unlawful acts, or violations of the *Code of Conduct*. Its primary objectives are to promote transparency, safeguard integrity, and protect whistleblowers from retaliation. Reports can be submitted through internal or external channels, including the ParrotWB platform, which guarantees anonymity and data protection in compliance with EU Directive 2019/1937 and the General Data Protection Regulation (GDPR). The policy defines clear steps for the management of reports, including receipt, preliminary assessment, investigation, and closure, with the Whistleblowing Officer ensuring timely handling and impartiality. The Supervisory Body monitors the process and the effectiveness of corrective actions. Awareness and accessibility are ensured through internal communication campaigns, integration into the *Employee Handbook*, and visible postings in the workplace. Training sessions inform staff of their rights and responsibilities under the policy. The policy demonstrates Royal Buisman's commitment to ethical business management and its proactive stance against corruption, discrimination, and other forms of misconduct.

The *Cybercrime Policy* defines preventive and behavioural measures to protect Royal Buisman's digital infrastructure, sensitive data, and business operations from cybersecurity threats. It outlines the responsibilities of all employees and the IT Helpdesk in preventing, identifying, and responding to cyber incidents such as phishing, data breaches, or unauthorised access. The policy's objectives are to ensure confidentiality, integrity, and availability of information systems, while fostering a culture of cybersecurity awareness across the company. It establishes procedures for incident reporting, response coordination, and documentation, along with regular system monitoring and maintenance. The IT Helpdesk leads implementation and provides ongoing training and communication to enhance employee vigilance and compliance. The policy complies with relevant EU and Dutch regulations on data protection and cybersecurity and supports the company's obligations under the GDPR. Employees receive periodic awareness updates, and access to company systems is strictly controlled according to job functions. Through this policy, Royal Buisman strengthens resilience against digital threats and safeguards both operational continuity and stakeholder trust.

Management of relationships with suppliers

GEUS

GEUS defines the standard process for production through the *Regular Procurement of Raw Materials Procedure*. The procedure aims to ensure continuity of supply, optimise stock levels, and manage procurement-related risks. In particular, it addresses risks associated with the scarcity, volatility, and disruption of essential ingredient sourcing by ensuring coordinated involvement of Production, Logistics, Quality Control, and Management functions. It establishes supplier approval and monitoring controls, including at least annual supplier evaluations based on criteria such as quality, delivery performance, availability of documentation, communication effectiveness, and commercial conditions. The procedure also requires Quality Control verification prior to first-time purchases or in the event of supplier changes. In addition, it promotes proactive inventory management through defined procurement thresholds, designed to reduce the risk of stock shortages, delivery delays, or non-conforming materials. The procedure applies to GEUS's procurement, production planning, logistics, and quality control activities related to raw material supply, and therefore primarily addresses the upstream part of the value chain.

Furthermore, the *Extraordinary Procurement of Raw Materials Procedure* ensures that procurement activities are subject to minimum quality and food safety requirements, even under urgent conditions.

It requires the rapid collection and verification of essential supplier documentation to ensure compliance with internal standards and regulatory requirements. Any deviation from the standard approval process must be justified, documented, and approved by the relevant responsible functions. The procedure also ensures traceability of all emergency sourcing decisions, including supplier selection rationale and associated risk considerations. Finally, it reinforces coordination between Quality Control and Procurement to minimise operational and food safety risks during supply disruptions.

Nactarome NV

On 2025, **Nactarome NV** issued *a Sustainable Procurement Policy*, aimed at integrating environmental, social, and ethical considerations into supplier selection and supplier management processes. The policy introduces a *Supplier Code of Conduct*, establishes sustainability-related expectations for suppliers, and promotes environmental data collection initiatives, including information relating to packaging recyclability and recycled content. The overall objective of the policy is to strengthen responsible sourcing practices and progressively improve sustainability performance across the supply chain. The policy contributes indirectly to climate change mitigation by supporting supplier engagement, increasing visibility over resource use and materials, and promoting the collection of environmental information relevant to supply-chain impacts. The policy applies to selected categories within the upstream value chain, specifically suppliers of raw materials and packaging materials, which are currently identified as representing the most significant environmental impacts. Nactarome NV plans to progressively expand the scope of the policy in future years through a risk-based approach considering factors such as sector, geography, and supplier spend. The policy explicitly refers to several internationally recognised frameworks and principles, including the United Nations Global Compact, the OECD Guidelines for Multinational Enterprises, the International Labour Organization (ILO) Conventions, and the United Nations Sustainable Development Goals, particularly SDGs 8, 12, and 13.

Furthermore, to promote responsible business practices across its supply chain, Nactarome NV has adopted a *Supplier Code of Conduct* that defines ethical, social, and environmental requirements for all suppliers, subcontractors, and business partners. The Code mandates compliance with anti-bribery, anti-money laundering, and data protection laws, and upholds international standards on human rights, diversity, and workplace safety. It requires suppliers to prohibit forced and child labour, guarantee fair wages and working conditions, and actively pursue environmental protection through efficient use of resources and waste reduction. In addition, suppliers must comply with EU and local food safety regulations, hold certification under a GFSI-recognised standard, and ensure full traceability of ingredients and packaging materials. Compliance is monitored through regular audits and supplier evaluations, and adherence to the Code is a mandatory condition of collaboration.

Nactarome Ltd

Nactarome Ltd maintained an *Ethical Sourcing / Ethical Trading & Human Rights Policy* defining the company's approach to responsible and ethical sourcing practices. The policy includes business conduct-related requirements concerning supplier integrity, transparency in supplier relationships, compliance with anti-corruption legislation and disclosure of conflicts of interest or unethical behaviour. The framework also includes expectations relating to labour standards, modern slavery prevention, fair working conditions and respect for worker rights. The policy applies primarily to the upstream value chain, including suppliers of raw materials, ingredients, packaging and related services, and is implemented through procurement, supplier approval and supplier assurance activities. The document refers to recognised responsible sourcing and sustainability assessment frameworks, including the Ethical Trading Initiative Base Code, Sedex, SMETA and EcoVadis or equivalent sustainability rating systems.

Nactis Flavours

Nactis Flavours has established a *Supplier Code of Ethics* as part of its sustainable development policy to promote responsible business conduct across its value chain. The Code defines clear expectations for suppliers regarding social, environmental, and ethical performance, requiring them to integrate these principles into all production and distribution activities. Suppliers are expected to comply with applicable national laws, international human rights standards, and the fundamental principles and rights at work, including the prohibition of child and forced labour, non-discrimination, and respect for employee dignity. The Code sets specific commitments in key areas of responsibility. On the ethical side, it promotes integrity, transparency, and fairness in business practices, explicitly rejecting corruption and anti-competitive behaviour while ensuring protection of confidentiality and intellectual property. Environmental provisions require suppliers to identify and mitigate their impacts through emissions reduction, waste management and recovery, resource efficiency, and, where feasible, the use of renewable energy. Eco-design principles are encouraged to minimise product and packaging footprints. Social requirements focus on occupational health and safety through risk assessments, training, and performance monitoring, as well as on fostering diversity, social dialogue, and inclusion of people with disabilities. The policy applies to all suppliers and their subcontractors, ensuring that ethical and sustainability commitments extend throughout the upstream value chain. Monitoring mechanisms include performance indicators such as health and safety metrics and waste management data, supported by social audits and internal evaluation systems. Through this Code, Nactis Flavours aims to strengthen partnerships with responsible suppliers and contribute to local economic and social development while upholding the highest standards of integrity and sustainability.

Plantex

Plantex enforces its *Supplier Code of Conduct* to formalise the strict human rights and ethical commitments expected from its upstream partners. This policy defines mandatory standards across operations, explicitly addressing compliance with labour laws, the absolute prohibition of child labour and forced or compulsory labour, non-discrimination, decent working conditions, occupational health and safety, and respect for freedom of association and social dialogue mechanisms. The scope of this code applies universally to all Plantex suppliers, who are required to deploy these exact principles within their own operations, while an extension of these compliance obligations to subcontractors may be explicitly requested for high-risk or critical sourcing categories.

Royal Buisman

In 2025, **Royal Buisman** updated its *Supplier Code of Conduct* extends the company's ethical, social, and environmental principles throughout its supply chain. Based on the ETI Base Code and aligned with international conventions such as the UN Global Compact and ILO core labour standards, the Code establishes minimum requirements for suppliers in areas including human rights, working conditions, occupational health and safety, environmental protection, and anti-corruption. Suppliers are required to ensure compliance with applicable laws, prevent forced and child labour, respect freedom of association, prohibit discrimination, and provide safe and fair working environments. On the environmental side, they must minimise pollution, manage waste responsibly, and adopt resource-efficient practices. Suppliers are also expected to maintain transparent financial and business relationships and to reject any form of bribery or unethical conduct. Compliance with the *Supplier Code of Conduct* is a contractual obligation, and Royal Buisman reserves the right to conduct audits, request corrective actions, or terminate relationships in cases of non-compliance. The Managing Director and the Purchasing Department oversee its implementation, supported by the QHSE function for verification and monitoring. Through this policy, Royal Buisman promotes a responsible and sustainable supply chain built on trust, accountability, and shared ethical values.

9.1.2 Actions

G1-2

Corruption and bribery

Nactarome Srl, Nactis Flavours

Nactarome is continuously committed to maintaining the highest levels of professional integrity, preventing unethical business practices, and establishing secure internal mechanisms for detecting and escalating misconduct across all its operations. To prevent, detect, and respond effectively to allegations or incidents related to corruption or bribery, **Nactarome Srl** implements a highly structured anti-corruption framework. This architecture is based on its *Model 231* organisational and management system, the corporate *Code of Ethics*, and dedicated whistleblowing procedures, which collectively define clear, binding behavioural rules across all business activities and commercial relationships. This preventive system is supported by strict supervisory oversight via an independent supervisory body ("Organismo di Vigilanza" - OdV), rigorous internal disciplinary measures, and specific contractual safeguards, ensuring that any suspected breach of anti-corruption standards is appropriately investigated and sanctioned in accordance with applicable legal regulations and internal procedures. In parallel, **Nactis Flavours** systematically addresses potential breaches of anti-corruption and anti-bribery protocols through formalised reporting, rapid investigation, internal disciplinary, and corrective mechanisms designed to mitigate exposure to regulatory or legal risks.

Claremont, Royal Buisman

Internal monitoring and the availability of clear reporting channels are further established through localised operational routines across the Group's entities. For instance, **Claremont** continued to operate accessible Staff Suggestion Boxes and Confidential Reporting forms at its Silverdale site, establishing a safe workplace culture where employees and covered workers can raise concerns anonymously. To guarantee effective governance and visibility, these inputs are reviewed on a fortnightly basis by the Technical Manager, formally recorded within a dedicated Suggestion Box and Confidential Reporting Register, and systematically escalated to monthly senior management Executive Meetings, where all matters are formally assessed and actioned as appropriate. For internal monitoring, **Royal Buisman** tracked selected governance and compliance indicators — including confirmed corruption incidents, information-security breaches, and the volume of whistleblowing reports — using this aggregated data for internal oversight, performance tracking, and formal EcoVadis sustainability disclosures to provide transparent compliance evidence to external stakeholders.

Nactarome NV

To embed these corporate values directly into daily operations, **Nactarome NV** deployed interactive business ethics awareness sessions across its entire workforce and management during 2025. These targeted training activities focused on recognizing ethical risks in the workplace, providing practical guidance on how to address ethically sensitive situations, and reinforcing the specific behavioural expectations defined in the company's *Code of Conduct*, thereby supporting employees in applying appropriate judgment in day-to-day operational and business contexts.

Claremont, Royal Buisman

Looking ahead, multiple entities have designed strategic compliance roadmaps to be implemented from 2026 onwards to further develop their governance frameworks. **Claremont** has planned a structured anti-bribery, anti-corruption, and broader business ethics control framework to consolidate and clarify expectations regarding facilitation payments, kickbacks, gifts, and hospitality. Responding directly to a SMETA business ethics observation indicating that relevant policies had not been sufficiently communicated to employees in higher-risk positions, Claremont will simultaneously launch targeted business ethics training tailored for functions considered to have higher exposure to bribery and corruption risks, explicitly prioritizing senior management alongside personnel in finance, purchasing, procurement, logistics, and supplier-facing roles to improve prevention and risk detection. In parallel, **Royal Buisman** plans to formally update its *Code of Conduct* and *Whistleblowing Procedure* in 2026 to further clarify policies regarding conflicts of interest, fair competition, and data protection, while also rolling out comprehensive cybersecurity and information-security awareness training for all direct employees to actively reinforce its *Cybercrime Policy* and promote responsible information management practices against evolving cyber risks.

Management of relationships with suppliers

Calaf Nuances, Nactis Flavours, Plantex, Royal Buisman

Across the Group, legal entities extensively rely on procurement-based governance tools, contract-based compliance frameworks, and enhanced due diligence mechanisms to embed environmental, social, and governance (ESG) expectations within their upstream value chains. A widespread practice across the Group involves integrating sustainability and compliance criteria into supplier selection and approval processes through structured qualification and evaluation mechanisms. **Calaf Nuances** executes a rigorous Supplier Qualification and Approval Process based on screening questionnaires, systematic documentation reviews, and verification of certifications to evaluate compliance status prior to onboarding. Any identified supplier non-conformity is managed via a structured Corrective Action Management process, which enforces targeted requests, ongoing follow-ups, and periodic re-evaluations to ensure continuous adherence to the company's requirements. Similarly, **Nactis Flavours** conducts annual performance reviews to assess supplier adherence to defined ethical and sustainability expectations, while **Plantex** manages upstream relations through a dedicated *Supplier Code of Conduct* addressing environmental performance, resource efficiency, and workplace health and safety principles. **Royal Buisman** enforces its *Supplier Code of Conduct* as a mandatory business condition for all commercial interactions, explicitly reserving formal audit and verification rights in cases of supplier non-compliance to safeguard the integrity of its procurement network.

Nactarome Ltd

Within its procurement workflows, **Nactarome Ltd** maintains an advanced compliance framework governed by its *Ethical Sourcing / Ethical Trading & Human Rights Policy*, requiring the systematic completion of a Supplier Self-Audit Questionnaire and the collection of verification documentation, such as external audit reports and valid certifications. This process explicitly evaluates supplier suitability and supply risk against core ESG criteria, integrating strict expectations regarding honesty, ethical conduct, alignment with Ethical Trading Initiative (ETI) principles, modern slavery prevention, supply integrity, and product traceability. To promote upstream transparency, Nactarome Ltd actively encourages Sedex membership, drives participation in SMETA assessments, and uses external sustainability benchmarking via EcoVadis, applying strict internal review and delisting protocols for repeated non-compliance.

GEUS, Nactarome NV	To guarantee raw material integrity and product safety before onboarding, **GEUS** updated its supplier approval and documentation controls. The entity requires all suppliers of raw materials, packaging, and services to provide comprehensive technical specifications, analytical reports, and explicit declarations regarding contaminants or potentially hazardous substances, establishing a robust screening process that is systematically cross-referenced and validated through internal quality control analyses and compliance checks. Focusing on environmental sustainability and material transparency, **Nactarome NV** introduced structured supplier data-gathering processes targeting packaging and raw material partners. This procurement initiative requires suppliers to disclose detailed information on product recyclability and recycled content, establishing a data baseline intended to support sustainable procurement decisions and facilitate the future integration of circularity criteria into standard supplier evaluation metrics.
Claremont	Acknowledging specific opportunities for improvement identified through SMETA audit findings, **Claremont** has structured a procurement roadmap starting in 2026. This initiative will focus on strengthening its upstream ESG and ethical due diligence processes. By upgrading its supplier approval workflows and product information management systems, Claremont aims to achieve greater visibility over supply chain risks, enhance the traceability of evidence supporting product compliance and dietary requirements, and reinforce corrective follow-up mechanisms with external partners, thereby aligning procurement practices with the Group's long-term business conduct objectives.

Finally, Nactarome plans to implement several Group-level initiatives aimed at strengthening the integration of sustainability considerations within its upstream value chain. These initiatives include the development of a formal **Group Supplier Code of Conduct** and the integration of ESG criteria into supplier assessment processes, including aspects related to labour conditions, human rights, environmental compliance and business conduct, with the objective of improving visibility over sustainability-related risks within the supply chain and supporting more informed procurement decisions.

9.2 Metrics and targets

G1-3

Nactarome legal entities had not established formal ESRS-aligned business conduct targets. Business conduct matters were instead managed through policies, governance mechanisms, operational controls, supplier-management processes, whistleblowing procedures and management oversight arrangements. Across these entities, effectiveness was generally monitored through operational and compliance-based approaches, including supplier qualification and review processes, whistleblowing and confidential reporting mechanisms, supplier documentation and due-diligence controls, external audit findings, investigation and corrective-action procedures, disciplinary mechanisms, governance reviews and management reporting processes.

9.2.1 Confirmed incidents of corruption or bribery

In 2025, as in the previous year, no instances of active or passive corruption were identified across the Company. As a result, no related fines, sanctions, disciplinary actions, or contract terminations were recorded during the reporting period.

No confirmed incidents of active or passive corruption, related fines, sanctions, disciplinary actions or contract terminations were recorded in 2025. This outcome is considered alongside Nactarome's internal controls, whistleblowing procedures, governance mechanisms, compliance activities, and training when monitoring the business conduct framework.

G1-4

Convictions and fines	2023	2024	2025
The number of convictions	1	0	0
Amount of fines issued for violations of laws against anti-corruption and anti-bribery laws in euro	14,143.60	0	0

9.2.2 Metrics related to payment practices

The Company's **standard payment terms** range between 30 and 60 days, depending on the legal entity. For GEUS specifically, the standard payment terms for service suppliers are 17 days.

The percentage of payments made in line with these standard terms is 72%.

G1-6

Payment practices[14]	2025
Number of days of the standard payment terms, by raw material suppliers	30-60 days
Number of days of the standard payment terms, by services suppliers	17-60 days
Payments aligned with standard terms	72%

14 The data do not include Plantex

Appendix

IRO-2 – Disclosure Requirements included in the Sustainability Statement

ESRS Standard		Disclosure requirement		Paragraph
ESRS 2	Basis for preparation	BP-1	General basis for preparation of sustainability statements	1.1.1
		BP-2	Disclosures in relation to specific circumstances	1.1.2
	Governance	GOV-1	The role of the administrative, management and supervisory bodies	1.2.1
		GOV-2	Integration of sustainability-related performance in incentive schemes	1.2.2
		GOV-3	Statement on due diligence	1.2.3
		GOV-4	Risk management and internal controls over sustainability reporting	1.2.4
	Strategy	SBM-1	Strategy, business model and value chain	1.3.1
		SBM-2	Interests and views of stakeholder	1.3.2
		SBM-3	Interaction of material impacts risks and opportunities with strategy and business model, and financial effects	1.3.3
	Impacts, risks and opportunity management	IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	1.4.1
			Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement	1.4.2

ESRS Standard		Disclosure requirement		Paragraph
ESRS E1	Climate change	E1-1 E1-2 E1-3	Strategy	2.1
		IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	2.2
		E1-4	Policies related to climate change mitigation and adaptation	2.2.1
		E1-5	Actions and resources in relation to climate change policies	2.2.2
		E1-6	Targets related to climate change mitigation and adaptation	2.3
		E1-7	Energy consumption and mix	2.3.1
		E1-8	Gross Scopes 1, 2, 3 and Total GHG emissions	2.3.2
ESRS E2	Pollution	IRO-1	Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	3.1
		E2-1	Policies related to pollution	3.1.1
		E2-2	Actions and resources related to pollution	3.1.2
		E2-3	Targets related to pollution	3.2
ESRS E3	Water and marine resources	IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	4.1
		E3-1	Policies related to water and marine resources	4.1.1
		E3-2	Actions and resources related to water and marine resources	4.1.2
		E3-3	Targets related to water and marine resources	4.2
		E3-4	Water consumption	4.2.1
ESRS E5	Resource use and circular economy	IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	5.1
		E5-1	Policies related to resource use and circular economy	5.1.1
		E5-2	Actions and resources related to resource use and circular economy	5.1.2
		E5-3	Targets related to resource use and circular economy	5.2
		E5-4	Resource inflows	5.2.1
		E5-5	Resource outflows	5.2.2

ESRS Standard		Disclosure requirement		Paragraph
ESRS S1	Own workforce	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	6.1
		S1-1	Policies related to own workforce	6.1.1
		S1-2	Engagement with own workforce and workers' representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy	6.1.2
		S1-3	Actions and resources related to own workforce	6.1.3
		S1-3	Actions to address material negative impacts	6.1.4
		S1-4	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	6.2
		S1-5	Characteristics of the undertaking's employees	6.2.1
		S1-6	Characteristics of non-employee workers in the undertaking's own workforce	6.2.2
		S1-7	Collective bargaining coverage and social dialogue	6.2.3
		S1-8	Diversity metrics	6.2.4
		S1-9	Adequate wages	6.2.5
		S1-10	Social protection	6.2.6
		S1-11	Persons with disabilities	6.2.7
		S1-12	Training and skills development metrics	6.2.8
		S1-13	Health and safety metrics	6.2.9
		S1-14	Work-life balance metrics	6.2.10
		S1-15	Compensation metrics (pay gap and total compensation)	6.2.11
		S1-16	Incidents, complaints and severe human rights impacts	6.2.12

ESRS Standard		Disclosure requirement		Paragraph
ESRS S2	Workers in the value chain	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	7.1
		S2-1	Policies related to value chain workers	7.1.1
		S2-2	Engagement with workers in the value chain, existence of channels for workers in the value chain to raise concerns or needs and approaches to remedy	7.1.2
		S2-3	Actions and resources related to workers in the value chain	7.1.3
		S2-4	Targets related to workers in the value chain	7.2
ESRS S4	Consumers and end-users	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	8.1
		S4-1	Policies related to consumers and end-users	8.1.1
		S4-2	Engagement with consumers and end-users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy	8.1.2
		S4-3	Actions and resources related to consumers and end-users	8.1.3
		S4-4	Targets related to consumers and end-users	8.2
ESRS G1	Business conduct	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	9.1
		G1-1	Policies related to business conduct	9.1.1
		G1-2	Actions related to business conduct	9.1.2
		G1-3	Targets related to business conduct	9.2
		G1-4	Confirmed incidents of corruption or bribery	9.2.1
		G1-6	Metrics related to payment practices	9.2.2