Sustainability Report. 2025

Including a Sustainability Statement prepared in line with the Corporate Sustainability Reporting Directive.

Zeelandia

Table of **contents.**

Introduction.

A message from our CEO & CFO.

Building on our legacy, **learning as we go.**

Frans van Luijk
CEO
Peter van Wouwe
CFO

In 2025, Zeelandia continued to build on a long tradition of responsibility and craftsmanship. Last year marked our 125th anniversary, a milestone marked by the visit of His Majesty the King of the Netherlands to our headquarters in Zierikzee. An opportunity to share how we are preparing our company for the future.

This year, we took an important step in **strengthening transparency.** For the first time we publish a hybrid sustainability report, including a voluntary Sustainability Statement prepared in line with the European Corporate Sustainability Reporting Directive (CSRD). CSRD-compliant reporting will not be compulsory for Zeelandia until 2028, yet we chose to do this based on our conviction that **compliance is not our destination. Instead, it is the foundation we must build on.**

A key milestone was calculating Zeelandia's Corporate Carbon Footprint, helping us understand where our impact truly lies. In our conversations with customers, partners and suppliers, one message has become increasingly clear: **To have real impact, we must look beyond our own operations.** For Zeelandia, the bulk of our carbon footprint lies downstream, and this insight reinforces the responsibility we share across the value chain.

We also made significant progress towards meeting future CSRD requirements. Throughout the year, we have continued to deepen our understanding of our impact, by improving data collection and validation across the Group. Work that required genuine collaboration across functions and countries. While our dataset is not yet perfect, we are committed to improving quality year after year.

At the same time, we know that reporting will not solve the world's challenges. True impact comes from how we operate, not just how we disclose. That is why we have continued to embed Corporate Social Responsibility (CSR) into the way we work across our entire Group. We established a Group CSR team, fostered and encouraged learning across our operating companies and intensified cross-functional collaboration. All because we see sustainability as a value driver, a way to build stewardship, strengthen trust, and help shape the future of our sector.

Looking back, Zeelandia made meaningful strides in 2025. Not all the progress we aim for yet, but important progress nonetheless: greater transparency, enhanced compliance, clearer insight into our footprint, stronger internal collaboration, and a foundation for continuous improvement.

Frans van Luijk &
Peter van Wouwe

Gudrun Lemli
CSR Director

A message from our CSR Director.

Strong foundations, **moving forward.**

2025 was a year in which we built the structures that will guide our sustainability journey for years to come. Establishing our Group CSR team was a critical step; it gave us the structure and expertise to move towards a clearer, more disciplined way of working across our markets.

This hybrid Sustainability Report, which includes **our first Sustainability Statement prepared in line with the CSRD**, reflects that shift. Preparing this report clearly showed us what we already do well and where our processes still need strengthening. Some data was easier to gather than expected; other areas revealed gaps that we must close. This transparency is necessary. It allows us to improve with intention rather than working from assumptions, as it has given us a clear and honest baseline for the years ahead.

Another significant step forward was completing **Zeelandia's first full Corporate Carbon Footprint.** It exposed both our biggest emission drivers and where we lack sufficient detail and primary data from suppliers. Building on the Corporate Carbon Footprint, we advanced our internal Product Carbon Footprint calculator. Moving from a Group level footprint to product level insights is not simple, but it signals the seriousness with which we approach decarbonisation.

We also strengthened our responsible sourcing foundation. Having all **Group suppliers sign our Supplier Code of Conduct (SCoC)** was a necessary step, but not sufficient. The work ahead lies in understanding risks more locally, deeply, and in consistently engaging with suppliers. The same applies to customers: through transparent conversations, we see more clearly where our ingredients and processes influence their footprint, and what levers we can pull together to reduce it.

Looking ahead, we remain focused on five priorities: **reducing value-chain emissions, ensuring responsible conduct, building capability and internal stewardship inside the organisation, professionalising responsible sourcing, and enabling better decisions through digital tools and reliable data.**

This report features personal comments from several functional leaders. Their contributions are not presented as finished work, but as real examples of people taking ownership in their areas. These leaders also steered the data collection and validation efforts across our countries for the Sustainability Statement, a complex and often unnoticed task that underpins the credibility of our reporting. At the same time, our progress is only possible because of the many colleagues across our operating companies whose daily decisions and improvements bring sustainability to life.

In short, we are not flawless and there is plenty of work ahead. But we have a clearer view of what we need to do, have better structures in place and are better equipped to do it than we were 12 months ago. That is real progress, and it gives us a solid foundation to build on.

Gudrun Lemli

Strategy & Performance.

Zeelandia in 2025.

Serving the bakery industry since 1900
Royal Zeelandia Group is a family-owned company, founded by the Dutch Doeleman family and still headquartered in Zierikzee (The Netherlands). With 125 years of experience, we are dedicated to developing innovative bakery ingredients and solutions tailored to local tastes and needs in dozens of countries around the world.

125 years
experience

1900
2025
125
YEARS

125

3.055 FTE
(including joint ventures)

Operations in **22 countries**
(including joint ventures)

Total revenue
EUR **715.1 million**
(including joint ventures)

Products sold in
100+ countries

25 production sites worldwide

Achievements.

People.

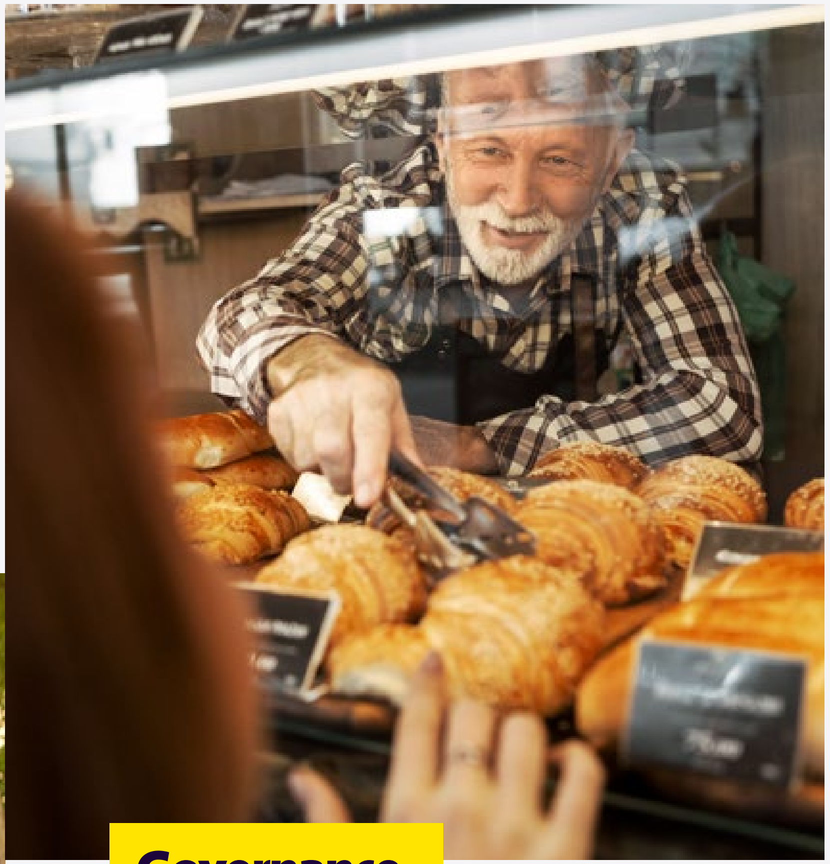
- **88% of employees** of Zeelandia's corporate organisation, and 67% of employees of our Dutch operational company, completed the Great Place to Work (GPTW) survey.
- **48% reduction** in recordable injuries and zero fatalities.**
- **4 new or improved employee-related policies,** including a refined Employee Code of Conduct (ECoC) and **3 more policies and procedures under development** in the coming year.
- Over **70 local sustainability initiatives** focused on our communities and employees.

** including non-employees working on our premises

*** Scope 1 and 2

- **Product Carbon Footprint Calculator.**
- **14.1 %** reduction in absolute CO_2 emissions and **15.6%** of reduction in relative emissions.***
- **55% of electricity** purchased was generated from renewable sources.
- EUR **575,000 allocated** for investments in clean energy and green mobility.
- **100%** of our Group suppliers have **signed the SCoC.**

Planet.



Governance.

- A dedicated **CSR team was established** to professionalise Zeelandia's CSR strategy and embed it in the global organisation.
- Our **1st Sustainability Statement**, prepared **in line with the CSRD.**
- Development of a **CSR policy governing our whole strategy and ambition.**

A **royal** visit.

On the 12th of September 2025 Zeelandia was honoured to receive a visit from His Majesty King Willem-Alexander. The event marked both a celebration of our heritage and a statement of confidence in our future. It crowned a year filled with festivities that brought together colleagues, customers and our local community.

Over the course of 125 years, Zeelandia has navigated its way through a rapidly changing world, evolving from a one-man operation in a small kitchen to a multinational with operations in 22 countries.

Still deeply rooted in our local communities, both in Zierikzee and elsewhere, Zeelandia continues to combine entrepreneurship with a strong sense of responsibility for our environmental and societal impact. For example, His Majesty met the Managing Director of our Ukrainian operating company, the driving force behind the *Bake4Ukraine* programme, that has helped dozens of bakeries throughout the war-hit country to carry on their work.

And that is just one example. As this report illustrates, 2025 was another year in which we further strengthened our foundations for sustainable, long-term value creation, ensuring Zeelandia remains relevant for years to come.

Success Ingredients.

For more than 125 years, Zeelandia has helped bakeries of all sizes grow and thrive. What began with a single product, supporting Dutch bakers in creating high-quality rusks, has evolved into a portfolio of smart solutions for a global and diverse market.

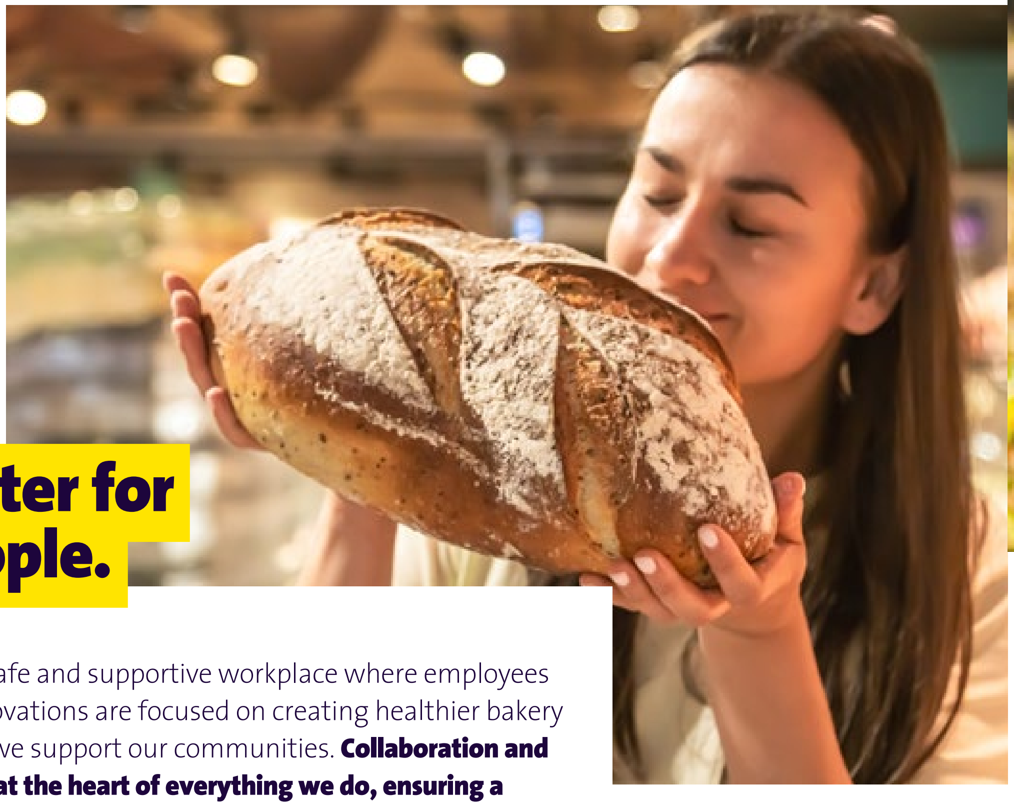
Today, we help bakers to streamline operations and deliver products their customer love. We enhance taste and texture, extend shelf life, improve nutritional value and enable distinctive creations tailored to local markets. In short, we provide the ingredients for success, built on close, collaborative partnerships with customers and suppliers around the world.

But success goes beyond the final product. It also depends on transparency: how products are made, where ingredients come from, and the impact production has on society and the environment. That is why sustainability is embedded in everything we do. We also collaborate globally with partners to uphold clear codes of conduct and strong ethical standards. By working closely with customers and suppliers, we understand challenges, anticipate needs and co-create meaningful solutions, helping bakeries succeed in every sense of the word.

Our **approach to sustainability.**

Our sustainability priorities cover a wide range of environmental and social dimensions. They are aligned with the Unites Nations Sustainable Development Goals (UNSDG) and are concentrated on areas in which we can have the most meaningful impact. And this impact is brought into ever sharper focus by our efforts to strengthen sustainability governance and introduce and refine a transparent and data-driven reporting in line with the CSRD (see Executive summary of our Sustainability Statement).

Our priorities can be clustered in the two key pillars of our sustainability efforts:



Better for People.

We nurture a safe and supportive workplace where employees thrive. Our innovations are focused on creating healthier bakery products. And we support our communities. **Collaboration and well-being are at the heart of everything we do, ensuring a positive impact on those we serve.**

Better for the Planet.

We prioritise clean energy, responsible procurement and effective waste management to reduce our environmental impact and drive positive change. **By continuously improving our practices, we build a more sustainable and resilient future.**

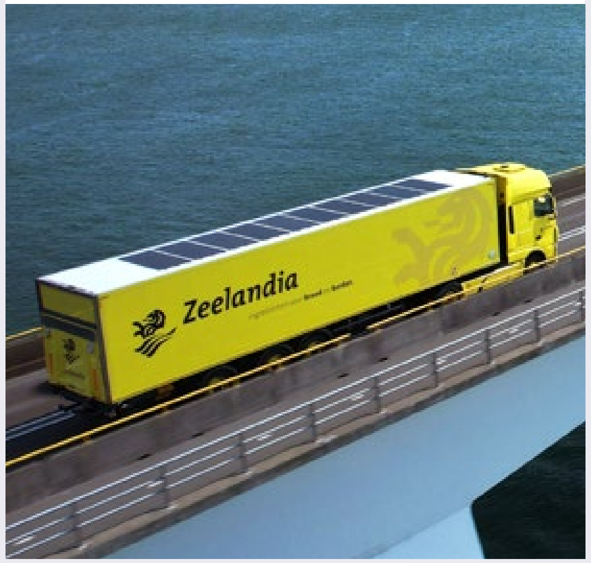
Top stories.

Slovakia: expanding options for consumers with gluten allergies

Indonesia: empowering female entrepreneurship through the Kartini Event

Ukraine: keeping bakeries running in war-torn areas

Netherlands: greener logistics with SolarOnTop lorries



Brazil: Environmental Golden Rules

Italy: cutting down on waste with steel cutlery gift sets

Romania: converting organic waste into biofuel

Better for People.

Empowering consumers, employees and communities
At Zeelandia we recognise that our success depends on the health, happiness, and growth of the people we serve. Whether it is our employees whom we want to thrive personally and professionally. Our customers, with whom we create more healthier options for consumers. Or our local communities, and our neighbours who may need a helping hand to improve their health and their lives.

Consumers.

“Our ambition is to make it easier for everyone to make better and healthier choices. In 2025, we strengthened our portfolio so that healthier bakery solutions can fit more naturally into people’s everyday routines. By combining scientific insights with practical bakery expertise, we aim to support our customers in creating products that offer real value for consumers, delivering balanced nutrition and the same level of enjoyment that is always expected from great bakery products.”

Anna Treyster

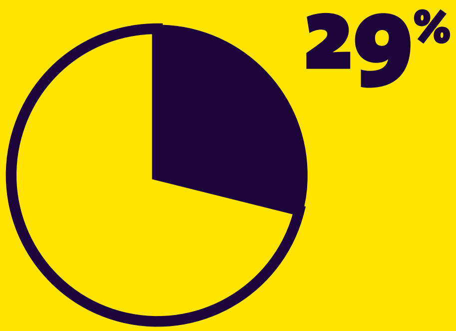
Anna Treyster
Global Category Manager
Pastry, Zeelandia Group

Consumers.

Strategic goals.

To improve the nutritional profile of our products through sugar reduction, fibre enrichment, cleaner label formulations and by expanding our gluten-free, plant-based and vegan offerings. Our continued investments in reformulation, ingredient innovation, and responsible product development help us progress towards this goal while supporting our customers in offering healthier bakery choices.

Results in 2025.



More than 29% of our product launches met our **Better-for-Consumer** criteria.

Through our long-term collaboration with Wageningen University & Research on sugar and fat reduction, we brought together industry partners to develop technologies that enhance the nutritional quality of bakery and pastry applications. Such partnerships also ensure that our progress is grounded in rigorous scientific methodology and validated expertise.

83%

83% of all **'Better for Consumers'** product launches were **clean(er)-label** products.

Consumers **Best Practices.**

Next-generation **multicereal mixes.**

We redesigned several of our multicereal bread mixes, with the twin goals of enhancing their nutritional profile and further improving the quality of the final product. A prime example is Prokorn. With over 6% fibre content, the improved recipe enables 'high-in-fibre' claims while naturally providing essential minerals like calcium, magnesium, and iron. The new Prokorn not only achieved a Nutri-Score A, but through technological improvements also enables a longer shelf life of the final product – whether in the form of pre-packed sliced bread or single-portion units.

Reduced-sugar fillings.

We developed a new range of creamy, ready-to-use fillings with reduced sugar content – but without compromising on the 'indulgent' experience consumers expect. This enables customers to provide consumers with products that deliver both enjoyment and improved nutritional value – helped by the fact that the recipes were designed to ensure reliable functionality, smooth industrial processability and consistent performance throughout the product's shelf life.

Expanding **gluten-free options.**

In Slovakia, we expanded our 'Zero Problem' range – focusing on high-quality gluten-free mixes and solutions for Small and Medium-sized Enterprises (SMEs) and mid-sized industrial bakeries. Our portfolio includes solutions for gluten-free breads, rolls, dark multigrain loaves, sponge sheets, cake bases, roulades, and a variety of soft, long-fresh pastries and desserts. Recipes are tailored to the local market. For example, to create typically Slovakian choux pastries with gluten-free filling.

Employees.

"2025 was a pivotal year in putting our social strategy into practice. By gathering extensive workforce data across all operating companies, we gained deeper insights into our people and reinforced our commitment to safety, well-being, and ethical practices. These insights guide our ambitions and are reflected throughout our Sustainability Statement, while local initiatives continue to evolve to meet the needs of our employees worldwide."

Cathalijne Schotte

Cathalijne Schotte
Senior Group HR Business Partner and General Legal Counsel, Zeelandia Group

Employees.

Strategic goals.

- To develop performance-driven leaders, ensure fair and transparent remuneration, and secure long-term continuity through structured succession.
- To build and maintain strong employee relations, by fostering a transparent, compliant and supportive working environment built on trust, respect and open communication.
- To foster a strong workplace culture across our organisation, and a positive, inclusive, and engaging environment that supports our people, empowers them to perform at their best, and strengthens our ability to deliver sustainable results.
- To prioritise the health and safety of our employees, providing a safe workplace both in manufacturing environments (where extensive technical safeguards are in place) and during offsite activities with exposure-based risk, such as business travel and driving (where risk is more strongly influenced by external conditions and human behaviour).

Results in 2025.

Great Place To Work®

The **GPTW survey** was launched in the Netherlands, as a pilot project for further roll-out in all other operating companies. This survey allows us to better understand better our employees and adapt our strategy to their needs.

A **pilot project on Equal Pay** was launched, reinforcing our ambition to further boost employee well-being and improve corporate culture.

Several **employee-related policies** were **developed**, including a **remuneration policy** and **human rights policy**. The **ECoC was reviewed** and adapted to Zeelandia's strategy and ambition.

More on our impact on employees
In this report's Sustainability Statement, we provide more information, facts and figures. Under S1 you will find a detailed report on how Zeelandia performs in areas such as fair and equal pay, leadership and professional development, employee engagement and workplace culture, as well as health, safety, work–life balance and social protection for its employees. *(See page 76)*

Employees **Best Practices.**

In 2025, we continued to prioritise the physical and mental well-being of our people through diverse local health initiatives. In **Italy**, we hosted self-defence and awareness sessions, using techniques inspired by martial arts to help employees recognise, avoid and where necessary manage risky situations, but also to manage stress and anxiety. This provided participants with concrete tools that help them feel safer both inside and outside the workplace.

Meanwhile, Zeelandia **Poland** continued its annual physiotherapy programme for production and warehouse teams – providing individual consultations designed to reduce physical strain and improve overall occupational comfort and safety. In **Portugal** we offered free flu vaccinations to all employees, while in the **UK** Zeelandia first-aiders received specific training to help colleagues with mental health challenges.

These efforts reinforce our commitment to nurturing a safe, supportive environment where health and well-being are embedded into our daily operations.

Boosting **team spirit** and **employee health.**

A safe, healthy and **supportive workplace.**

In 2025, several operating companies championed employee well-being and engagement through sports events. In **Belgium**, 32 colleagues joined the Urban Trail Antwerp – one of several employee-initiated and funded events under the 'COllega' programme. Similarly, a team in **Germany** participated in the B2Run Frankfurt, an event focused on team building, having fun and charity donations rather than on setting record times. Meanwhile, Zeelandia **Spain** hosted two padel tournaments to encourage active lifestyles. All excellent examples of how team building and promoting workplace health go hand in hand.

Employees **Best Practices.**

24/7 **well-being.**

We recognise the importance of a healthy work-life balance, as shown by a number of initiatives aimed at strengthening the bond between our employees and their families.

In **Indonesia**, our ‘Empowering Women’ initiative hosted a Mother’s Day celebration, centred around a hands-on baking experience. This event allowed our people to connect over shared memories while highlighting the role our products play in their personal lives. In **Portugal**, we introduced a ‘Birthday Day’ policy – giving employees a paid day off to enjoy their anniversary away from the company – while Zeelandia **Spain** maintained flexible working hours to further enhance work-life harmony.

In **Turkey**, Zeelandia provided theatre and cinema vouchers for our employees and their families – both to encourage them to enjoy quality time together and to support local cinema and theatre industries.

Communities.

"Empathy is the foundation for sustainability programmes that focus on employee engagement as part of a larger, global family; on community empowerment, and environmental stewardship. We believe that by building caring and sustainable relationships, we can create shared value that has a long-term positive impact on all stakeholders."

Muhamad Darmawan

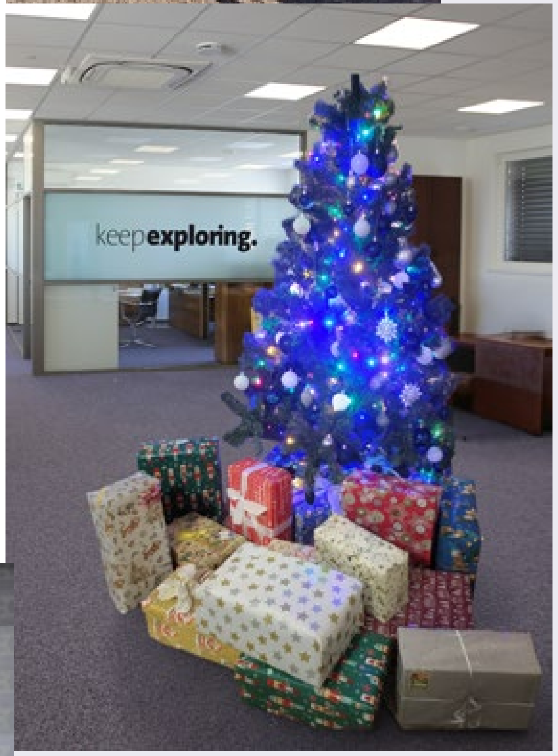
Muhamad Darmawan
Head of General Affairs and CSR Ambassador, Zeelandia Indonesia

Communities **Best Practices.**

In 2025, we strengthened our commitment to local communities through a blend of strategic financial support and direct product donations. In **Romania**, we redirected 20% of our corporate income tax to fund high-impact projects – including home construction for vulnerable families, educational programmes and specialised therapy for children with autism. Similarly, Zeelandia **Slovakia** combined financial aid with the donation of over 1,000 bakery products to support children's homes and cancer care initiatives.

In **Poland**, we established a 'Zeelandia CHILL' zone, providing refreshments prepared from our ingredient mixes for local volunteers of the Great Orchestra of Christmas Charity, a nationwide initiative to collect donations for pediatric oncology and hematology. Meanwhile, Zeelandia **UK** supported homeless charities through local food banks.

On a personal level, our employees in **Hungary** championed the 'Shoebox challenge,' donating gifts to bring holiday joy to disadvantaged families. Similarly, in **Brazil** colleagues participated in the "Secret Santa for a Cause" project, buying toys and clothing for children in vulnerable situations and presenting them with these gifts during an afternoon packed with games, conversations – and hope.



Sponsoring charities with impact.

Communities **Best Practices.**

Bake4Ukraine.

2025 marked the fourth anniversary of the Bake4Ukraine humanitarian project, which supports bakeries in war-torn areas. With the help of colleagues in the Netherlands, UK and Belgium, Zeelandia Ukraine has so far distributed 27 truckloads of bakery equipment to 125 bakeries in 65 towns and villages across the country.

The donated equipment includes ovens, dough mixers, dough dividers, proofing cabinets, bread slicers, and other professional equipment. Much of the equipment is donated by Zeelandia customers, while the beneficiaries are simply bakeries who are in real need of them – whether they are Zeelandia customers or not.

The idea for this programme arose during the early months of the war in 2022, when Zeelandia Ukraine contributed to initiatives handing our bread and soup to displaced people. Andriy Vasylenko, Director Zeelandia Ukraine and one of the initiators of the project, looks back: “It was then that we realised how important it is for every community to have its own bakery - even a small one - capable of providing people with freshly baked bread. In the harsh conditions of war, seemingly ordinary things take on special meaning. Bread is not just food. It is a symbol of hope and life.”

Communities **Best Practices.**

Inclusion.

A growing number of operating companies specifically support inclusion initiatives, supporting the professional and social integration of diverse groups within our communities.

In **Indonesia**, we hosted a 'From Campus to Pastrypreneur' event for Kartini Day – where 40 female pastry students received market insights and witnessed live technical demonstrations to inspire their future careers. The goal: to inspire and empower the next generation of female entrepreneurs to enter our industry.

Similarly, **Portugal** donated educational materials and equipment for a 'Spring Games' event, organised by a charity dedicated to the integration of individuals with intellectual disabilities. And in the **UK**, Zeelandia's Human Resources (HR) manager supported a local event aimed at helping people deal with anxiety.

Many operating companies support communities by making their employees available as volunteers. For example, in the **Czech Republic** Zeelandia employees spent a day at a local facility supporting people with mental and physical disabilities. The team helped maintain the (public) garden, restoring neglected areas and creating a new gravel path that transformed the space. Colleagues in **Italy** supported an event in Milan celebrating one of the most iconic pairings in Italian culture: bread and olive oil. Zeelandia provided ingredients and bakery products, donating the proceeds to help finance a bakery and baking school in Cameroon.

Volunteer projects.

Better for the Planet.

At Zeelandia, our commitment to environmental stewardship is at the heart of our sustainability efforts. Under the banner of 'Better for the Planet', we recognise the impact of our operations on the environment and are dedicated to creating positive change through initiatives focused on clean energy, responsible procurement, and waste reduction. And we are doing so in an ever closer partnership with suppliers and customers, since we recognise much of our impact lies beyond our own operations. By reducing our carbon footprint and optimising resource use, we aim to build a sustainable value chain and protect the planet for future generations.

Clean energy.

"It's great to see that the Zeelandia Group has once again achieved a significant reduction in emissions by 2025. This means that Zeelandia is well on its way to achieving its sustainability goals. In the coming year, we will continue to work energetically and dedicatedly on further improving the sustainability of our company."

Winfried Claus &
Pranay Kumar Parsi

Winfried Claus
Group Manager Operations & Engineering, Zeelandia Group
Pranay Kumar Parsi
Project Manager Supply Chain and Business Analytics, Zeelandia Group

Clean Energy.

Strategic goals.

- To meet the targets set in the 2015 Paris Agreement: a 55% reduction in scope 1 and 2 emissions by 2030 (compared to 1990) and EU-wide climate neutrality by 2050.
- To increase the share of green electricity in our energy mix year on year.
- To expand the 'Solar Panel on every roof' programme, covering 45,000 m2 of roof surface with solar panels by 2030.

7 AFFORDABLE AND CLEAN ENERGY

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Results in 2025.

29,600 m²

By the end of 2025, more than half of the available roof surface (ca. 29,600m²) was covered with **solar panels.**

14%

14% of the electricity consumed globally was generated on-site in Zeelandia facilities using renewable sources, **a 45% increase compared to 2024.**

55%

55% of the electricity we consumed throughout our global organisation came from **renewable sources.**

-14.1%

A 14.1% reduction in our **absolute CO_2-e emissions** (scope 1 and 2) compared to our 2023 baseline.*

*Excluding joint ventures. Considering the Joint Ventures in Europe (Greece and Portugal), the absolute CO_2-e emissions (scope 1 and 2), will result in -14.9%, compared to our 2023 baseline. We are taking efforts to improve our data quality and thus more accurate CO_2-e emissions estimations for Joint Ventures outside the European Union.

More on our energy consumption and carbon footprint

In this report's Sustainability Statement we provide more information, facts and figures. Under E1 you will find a detailed report on Zeelandia's energy consumption and greenhouse gas emissions, including our carbon footprint and our policies to improve energy efficiency and reduce CO_2 emissions over time, both in our own operations and throughout the value chain. This statement also gives insight into how we collect, check and report climate and energy data, including the main assumptions and methodologies used. *(See page 62)*

Clean Energy **Best Practices.**

Switching to **renewables.**

We are accelerating our shift to renewable energy. In **Belgium**, our Wommelgem site obtained a Green Power Certificate, ensuring it is now fully powered by renewable electricity. This transition - combined with the rapid electrification of the local vehicle fleet - represents a significant move towards a climate-neutral operation.

Where **energy efficiency** meets **employee comfort.**

Beyond sourcing, we are optimising energy efficiency within our own facilities. In **Greece**, we installed solar control window films to reduce solar radiation and lower the energy needed for air conditioning. This initiative not only decreases emissions but also enhances the indoor environment for our employees, illustrating how responsible building management supports both the planet and our people's well-being.

Building **awareness.**

In **Brazil** Zeelandia expanded a set of 'Environmental Golden Rules', first developed in 2024 to raise environmental awareness. A 'Golden Rule Contest' was organised, inviting employees to suggest additional rules, taking the total to twelve- one for each month of the year. The Golden Rules cover topics like water efficiency, energy consumption, air pollution, paperless processes, the fight against dengue and more.

Clean Energy **Best Practices.**

Reducing logistics' **carbon footprint.**

In 2025 Zeelandia equipped 2 more box trucks in the **Netherlands** with a 'SolarOnTop' installation. This technology uses solar panels to significantly reduce the vehicles' fuel consumption. Data on two trucks that had been fitted with the same technology in 2023 indicates this cuts CO2 emissions by 4,903 kg per year.

Meanwhile, preparations were underway to ensure that from 2026 onwards all Dutch Zeelandia trucks can run on HVO100: a high-quality, second-generation biofuel made from waste streams such as used cooking oil and animal fats. The switch to HVO100 will reduce Zeelandia's heavy transport emissions in the Netherlands by up to 90% compared to fossil diesel.

In 2025, Zeelandia **Poland** expanded its eco-friendly fleet with plug-in hybrids and electric bicycles, while in **Turkey** Zeelandia transitioned its field sales team to hybrid models, aiming for an 18% reduction in CO2 emissions.

To facilitate this shift, we also installed charging stations in **Greece** and **Poland** to encourage low- or zero-emission transport for employees and visitors. Meanwhile, Zeelandia **UK** introduced an electric car scheme – empowering employees to make sustainable choices and helping to further reduce our collective environmental footprint.

Green mobility.

Responsible Procurement.

"We need a transparent, resilient supply chain to manage climate-related risks and meet customer expectations. That is why we build partnerships with suppliers, embedding shared principles on sustainable agriculture, soil health, biodiversity, CO_2 reduction and ethical standards into our Framework Agreements. Meanwhile our Category Managers ensure that responsible procurement goals are embedded in our sourcing strategies, such as our transition to 100% certified paper bags and RSPO-certified segregated palm oil. Supported by our Contract Supplier Manager, we monitor performance to ensure every solution aligns with our long-term sustainability objectives. This ensures that our ingredients contribute to both superior product quality and our commitment to responsible procurement."

Jolita Ooms & Gunther Vandendriessche

Jolita Ooms
Contract Supplier Manager
Responsible Procurement
Gunther Vandendriessche
Group Category Buyer Oils & Fats
and Emulsifiers

Responsible Procurement.

Strategic goals.

- To replace existing packaging materials with more sustainable alternatives - specifically replacing paper bags from Group suppliers with 100% Forest Stewardship Council (FSC)-certified paper alternatives, and by supporting similar improvements in operating companies working with local suppliers.
- To expand environmental & social assessments of our suppliers (first focused on Group suppliers) through the Zeelandia Supplier Portal to achieve 80% of our spend in raw material covered by the year 2028.
- To ensure that 100% of the palm oil and 50% of the cocoa bought by Zeelandia Group in the EU, and 100% of the soy bought by Zeelandia Netherlands and UK, will be certified as sustainably sourced by 2026.
- To ensure that 100% of our existing ingredient Group suppliers and all new suppliers have signed our Supplier SCoC. For local suppliers and suppliers of trade articles and packaging we expect the same by 2026.

3 GOOD HEALTH AND WELL-BEING
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
15 LIFE ON LAND

Results in 2025.

CERTIFIED SUSTAINABLE PALM OIL RSPO™
2-0217-11-100-03

90%

90 % of the palm oil used in our EU facilities was **RSPO-certified**, and we launched a policy to use 100% RSPO-certified palm oil in all our facilities around the world.

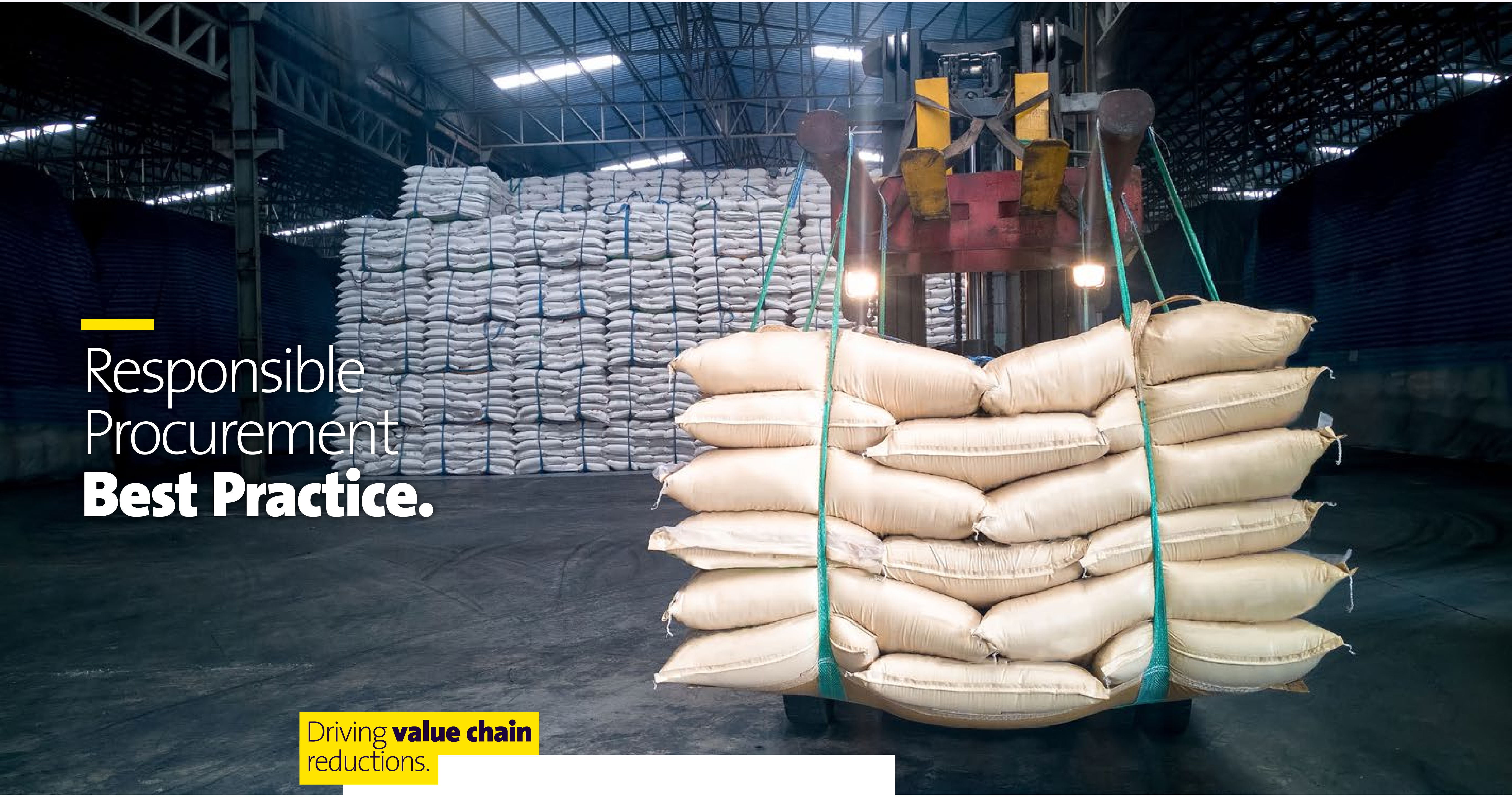
100%

100% of our ingredient Group suppliers have either signed Zeelandia's SCoC or have submitted their own, **equivalent CoC for approval** by Zeelandia.

88%

88% of the bags sourced from Group packaging suppliers were made of **FSC- certified paper.**

We launched and implemented the palm oil policy and a (Green) Energy buying policy, aimed at the procurement of 100% green electricity worldwide (where no local renewable sources are available, offset via Guarantees of Origin in EU).



Responsible Procurement **Best Practice.**

Driving **value chain** reductions.

In 2025, Zeelandia assessed its total corporate carbon footprint, which revealed that scope 3 represents a significant share of overall emissions. The majority of scope 3 emissions are related to the raw materials used in purchased goods and services, notably dairy, sugar, and fats and oils. To address and reduce this impact, the Group's Procurement department initiated conversations with suppliers in these categories, aimed at the joint development and implementation of CO_2 reduction plans.

Waste Management.

"Cutting waste is an ongoing concern, in which we benefit from a pragmatic, hands-on approach. For example, with the help of colleagues on the factory floor we were able to optimise the size of jerrycans and save thousands of kilogrammes of plastic waste each year. And thanks to close cooperation with the Group QESHR Team, we have also ensured we're ready for upcoming European legislation on packaging waste. A great example of a proactive, truly sustainable approach."

Niels Steenblok
Packaging Engineer
Zeelandia Netherlands
Ron Hermans
Buyer Indirect Spend & Packaging
Zeelandia Group

Niels Steenblok & Ron Hermans

Results in 2025.

**Based on data available at the time of reporting; some units are not yet included due to pending annual data availability.*

Waste Management **Best Practices.**

In order to limit waste, Zeelandia **Italy** decided to eliminate the use of disposable cups and cutlery. All employees received a Christmas gift box including a personal set of steel cutlery. This initiative follows the earlier adoption of water bottles and biodegradable tableware for the canteen.

Eliminating **disposable cutlery.**

In **Romania**, Zeelandia strengthened its partnership with Genesis Biopartner, focusing on converting biodegradable organic waste into biogas. This enabled us to recover over 5,000 kg of organic for animal feed and convert more than 13,000 kg into biofuel – effectively avoiding an estimated 37,600 kg of CO_2 emissions*. Similarly, in **the Netherlands** Zeelandia produces over 150,000 kg of waste oil and fats each year, which is converted into a feedstock for biodiesel by our waste processing partner.
*Based on the Biofeed Savings Calculator methodology.

Recycling organic waste.

Inspiring the next generation **of circularity experts.**

In **the Netherlands**, Zeelandia partnered with a local 'Technasium' - a school specialising in technological R&D projects - for an intensive 'Impact Week' focused on circularity. Zeelandia was one of 5 local companies that invited a student team to explore potential circular solutions. The 'Zeelandia team' focused on our global logistics operations and won the overall award with its proposal for replacing fossil-based plastics with bio-based alternatives including algae and mussels.

Reducing plastic waste by rethinking packaging needs.

Together with the supplier, Zeelandia redesigned jerrycans for its release agents and lubricants Carlo, Carlex and Ovam. The standard model from the supplier's portfolio was larger than necessary. Colleagues on the factory floor in **the Netherlands** suggested to reduce the height. It turned out that a 20 mm shorter height could save 45 grammes of plastic per jerrycan. And since we fill over 200,000 jerrycans per year, the annual saving adds up to more than 9,000 kg of plastic per year.

QESHR.

(Quality, Environment, Safety, Health, Regulatory)

QESHR.

"Our goal at QESHR is to create a single, harmonised, safe, compliant and future-proof way of working across all operations. Every day, our team pushes itself to do better: making products safer, processes leaner, workplaces healthier, and decisions more responsible. That's how we turn ambition into measurable impact."

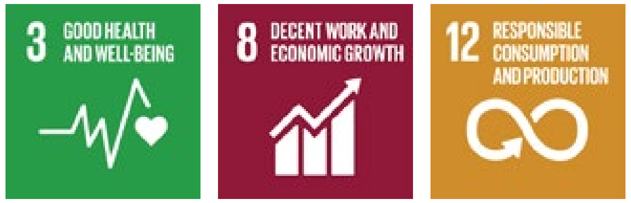
Thijs van den Berg & Marlene Bijlsma

Thijs van den Berg
Regulatory Affairs and Raw Materials Specification Manager
Marlene Bijlsma
Director Quality, Environment, Safety, Health & Regulatory (QESHR)

QESHR.

Strategic goals.

- To continuously improve Zeelandia's safety performance, ensuring full safety training across all operating companies.
- To advance group-wide implementation of harmonised policies and product lifecycle management (PLM).
- To build a single community of specialists with robust risk assessment capabilities.
- To ensure first-time-right product & regulatory compliance, elevating data quality through PLM applications and thereby creating one integrated approach to raw materials, supplier quality performance and food safety.



Results in 2025.

Zeelandia India achieved FSSC 22000 certification, while in Brazil we are on track to obtain this certification in 2026.

As a member of Fedima's Technical Committee we helped to formulate clear position statements and coordinated advocacy initiatives in areas such as precautionary allergen labelling, sourdough definitions, and other key regulatory topics.

We completed a full impact assessment on the EU's Packaging and Packaging Waste Regulation and are progressing towards full compliance.

We published our global Product Regulatory Compliance Policy and finalised an integrated QESHR policy framework.

A new global Certification Policy now guides preferred certifications across the organisation, including schemes such as RSPO and Rainforest Alliance.

Safety peer reviews between Zeelandia manufacturing sites have begun, strengthening our shared safety culture.

QESHR
Best Practices.

In 2025 several operating companies implemented technology, tools and training programmes to enhance their organisation's first-responder capabilities. In the **Czech Republic**, **Greece** and **Spain** we installed Automated External Defibrillators (AEDs) to enable immediate assistance in the event of a cardiac arrest. In each case, the initiative included employee training, the development of emergency protocols and internal awareness campaigns. In **Germany**, similar training was provided as part of a more wide-ranging First Aid training for the sales team, whose members spend a lot of time on the road and may find themselves in a position to deliver potentially life-saving assistance.

Ready to **save lives.**

Streamlined **incident reporting.**

In **the Netherlands**, Zeelandia introduced a digital system for easy reporting of incidents and hazards using QR codes. The "Stop, look, share!" initiative is aimed at encouraging both employees and visitors to report any safety concern in a few clicks. The impact was immediate: the number of reported safety concerns in the first week alone was twice the usual number for a whole month. All reports are picked up by the Safety department, which contacts the reporter and initiates improvements where necessary.

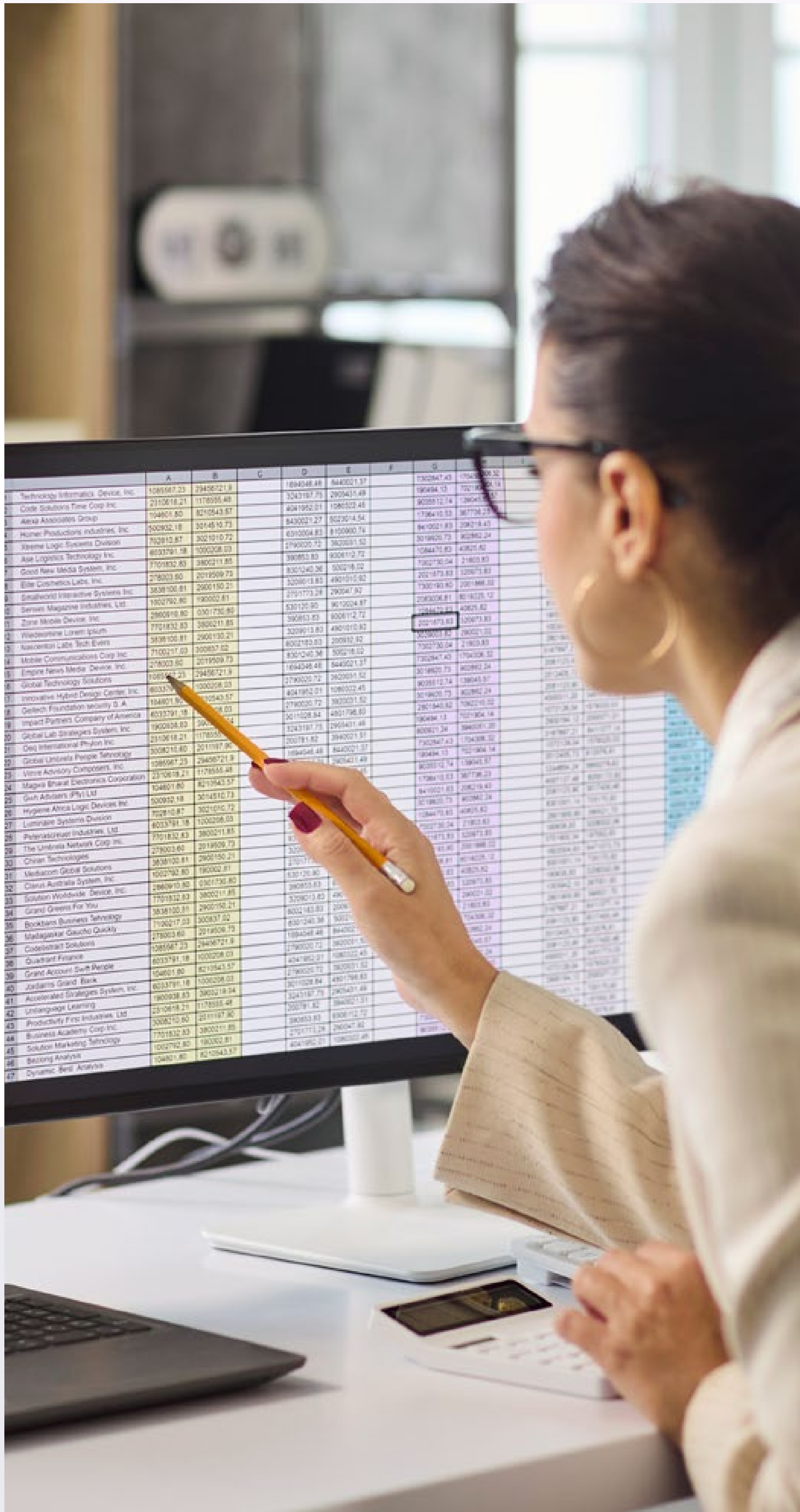
International and European legal framework.

Compliance with international regulatory and legal frameworks.

As a global player with operations around the world, Zeelandia is committed to upholding the highest ethical standards in all aspects of its business. For this purpose, Zeelandia adheres to internationally recognised principles and guidelines, including:

- UNSDG;
- OECD Guidelines for Multinational Enterprises;
- The UN Global Compact's ten principles in the areas of social relations, human and labour rights, environment, and anti-corruption;
- The United Nations Guiding Principles on Business and Human Rights (UNGPs);
- The ILO Declaration on Fundamental Principles and Rights at Work and ILO Core Conventions.

In certain cases, local legal entities are also required to comply with specific local regulations, which may differ from or complement international standards.



International and European legal framework.

European legislative developments in sustainability.

EU Green Deal
The European Green Deal consists of a set of initiatives by the European Union which main ambition is to make Europe the first climate-neutral continent by 2050. The different initiatives proposed mark the roadmap to achieve this ambition.

Zeelandia shares this ambition and has developed its own roadmap in line with it, complying with the different legal initiatives developed by the European Union and in some cases going further in its commitment.

Corporate Sustainability Reporting Directive (CSRD)
The CSRD aims to provide transparency by requiring companies in scope to report sustainability information according to the European Sustainability Reporting Standards (ESRS).

Zeelandia has always shown its intention to report transparently on its sustainability-related efforts, publishing an annual sustainability report. Due to the Omnibus I simplification approved in December 2025, Zeelandia must now report under the ESRS in 2028 for the 2027 year. However, to strengthen our commitment to transparency and accountability, it was decided to start the reporting already for the year 2025, focusing on selected material topics relevant to Zeelandia. The result can be found in this report under *Sustainability Statement*.

EU Taxonomy Regulation
The EU Taxonomy Regulation is a classification system that establishes a common framework for defining environmentally sustainable economic activities. Companies within its scope are required to assess the eligibility and alignment of their economic activities against criteria set out in the Regulation. In Zeelandia's case, its core business activity is not currently covered by the Delegated Acts that supplement the Regulation, meaning the Regulation does not directly address its sector. Nevertheless, Zeelandia has proactively assessed its secondary activities against the Taxonomy criteria during 2025 and has disclosed the results alongside its CSRD-related reporting (*see EU Taxonomy*).

EU Deforestation Regulation (EUDR)
The EUDR was developed with the objective of preventing deforestation linked to some specific commodities. It requires importers to perform due diligence and submit evidence that the products they place or make available at the European market are deforestation-free. It will be applicable from 30 December 2026.

The EUDR was recently simplified to reduce administrative burden and improve clarity. Zeelandia has been working through 2024–2025 to implement the Regulation and remains aligned with the latest changes to ensure all products placed on the EU market meet the deforestation-free requirements.

Corporate Sustainability Due Diligence Directive (CS3D)
CS3D requires companies in scope to conduct due diligence to identify, prevent, and mitigate adverse human rights and environmental impacts throughout their operations and value chains. After the new simplification, Zeelandia is not in the scope of the directive. Nevertheless, during the years 2024 and 2025 Zeelandia performed risk assessments to identify key areas where to perform its due diligence and address possible negative impacts in its value chain.

Forced Labour Regulation (FLR)
The FLR reinforces the EU's commitment to eradicating forced labour from global supply chains by prohibiting products made with forced labour from being placed on or made available on the EU market. Although the ban will come into effect on 14 December 2027, Zeelandia is already taking proactive steps to assure its supply chains are free from forced labour. In 2025, risk assessments were conducted to identify high-risk areas, and internal policies were developed to prevent and mitigate potential breaches within value chains.

Looking Ahead.

Building on solid foundations.

As a newly formed Group CSR team, joining Zeelandia this year meant stepping into a business that recognises sustainability as essential to long-term value, for ourselves and for our stakeholders. Our task is clear: to build and facilitate a coherent approach to sustainability across countries, strengthen our data and processes, and help sustainability evolve into a genuine value driver within the organisation.

This transformation is already underway across our operating companies. Different teams are exploring new ways of working, comparing approaches, and gradually moving towards more aligned practices. This progress is bound to be uneven, because our markets differ and because of rapidly evolving legislation. Keeping pace demands sharper systems and clearer structures, and that work too is now well underway.

External partners continue to play a crucial role in this process. Their direct, transparent input, whether on carbon modelling, responsible sourcing, or reporting, helps us understand where we are moving forward and where gaps remain. It ensures we can make progress in an honest, transparent way.

Whereas in previous years our 'Looking ahead' statement marked the final chapter in our Sustainability Report, this year's edition is different. While the preceding chapters describe the foundation we've laid, we can now follow it up with our first Sustainability Statement. This next chapter in our report reflects the first milestone in our efforts to build a more consistent, Group-wide approach that can meet the speed and expectations of today's sustainability landscape.

Jaïri Terpstra, Maialen Azkona Hurtado & Sriram Sridaran

Jaïri Terpstra
CSR & Sustainability Programme Lead
Maialen Azkona Hurtado
CSR Project Assistant
Sriram Sridaran
Environmental Lead

Our CSR strategy for 2026.

At Zeelandia, we continue to take responsibility for shaping a future where commercial success, operational excellence, and sustainability do not compete but reinforce each other. The structures we built in 2025, and the insights we've gained through more transparent and data-driven reporting, give us the clarity to accelerate in 2026.

Our CSR strategy for 2026 is shaped by five, interconnected strategic focus areas – each accompanied by concrete actions, improved systems, and deeper collaboration across the Group:

- **Driving decarbonisation**
  To support smarter decision-making and customer engagement, we will automate our Product Carbon Footprint calculator, enabling more consistent, reliable calculations across markets. Alongside this, we continue to drive down scope 1 and 2 emissions through energy efficiency, renewable sourcing, and site-level roadmaps, built on more accurate data than ever before.

- **Strengthening materiality & responsible business conduct**
  We will further refine the Double Materiality Assessment (DMA), which underpins our CSRD reporting, to ensure that our choices will continue to be aligned with stakeholder expectations, risks and opportunities.
  In parallel, we will explore a Group-wide grievance mechanism, creating a single, accessible channel that strengthens accountability and builds trust across our value chain.

- **Responsible sourcing**
  2026 will be the year we implement the SEDEX platform across the Group. This will enhance supplier transparency, harmonise ethical sourcing practices, and build a shared way of identifying and addressing risks, especially in complex commodity chains.

- **Capability building & learning**
  To ensure sustainability is deeply embedded in our everyday decisions, we will invest in sustainability capability building across functions and countries. From leadership development to on-the-ground training, we aim to create confident, empowered practitioners, not just compliance responders.

- **Digital Enablement**
  We will continue building a more scalable and robust CSR IT landscape, enabling cleaner data flows, fewer manual interventions, and a higher level of reliability in our reporting. This infrastructure will become the backbone for future integrated reporting.

A major step forward in sustainability reporting.

At Zeelandia, our reporting continues to evolve as we work towards a transparent and resilient business. This year marks an important step: our first, voluntary Sustainability Statement, prepared in line with the CSRD and included within this hybrid report. It's a crucial step in a transition towards full compliance with this directive. While the CSRD does not yet apply to Zeelandia, making an early start helps us understand the scope of disclosure requirements, strengthen our processes and makes compliance part of how we operate.

The hybrid format of this report reflects this, combining narrative insights with formal disclosures. From a Finance/Controlling perspective, sustainability only creates value when it becomes part of how the organisation runs. When sustainability topics are integrated into planning, investment decisions, risk management and performance discussions, leaders obtain a clearer understanding of expected impacts, risks and opportunities (IROs), and how these could affect our direction. This way of working reduces uncertainty, improves decision-making, and contributes to a more resilient business.

That is why close collaboration between Finance and CSR is good news for Zeelandia. It marks a shift towards a future in which financial and sustainability information are connected and are equally relevant to the decisions we make. The Sustainability Statement that follows reflects this direction and strengthens our ability to manage performance, respond to regulatory expectations, and create long-term value for Zeelandia and the world around us.

Urmila Goburdhun & Erwin van Riet

Urmila Goburdhun
Group Business Controller (Europe & India) and Group Business Partner CSR
Erwin van Riet
Group Financial Controller

Sustainability Statement.

Executive summary.

This Sustainability Statement marks a milestone in Zeelandia's journey to embed sustainability into every aspect of our business. Zeelandia recognises that our long-term success is interconnected with the well-being of our planet and the people involved in delivering our products to customers, both within our value chain and our own operations. We are also committed to continuous improvement, managing our negative impacts and enhancing our positive contributions more and more effectively. And we recognise that we have a responsibility to offer stakeholders across our value chain clear insights into how we are doing this, the choices we make and to what extent we are making progress.
That is why we embrace the European Corporate Sustainability Reporting Directive (CSRD), and have invested considerable time, effort and resources in making our first Sustainability Statement, prepared in line with the CSRD.

We publish this statement voluntarily: under the Omnibus I package our company is not expected to publish an integrated financial and sustainability report until 2028 (on reporting year 2027). Yet we saw this delay as a unique opportunity to learn, and to gain valuable experience in transparent reporting on our material environmental, social and governance (ESG) topics. So as a first step towards full CSRD-compliant reporting in 2028, we have chosen to prepare this Sustainability Statement and to publish it in tandem with our regular (and more general) Corporate and Social Responsibility report.

Since this is not yet an integrated report, the Sustainability Statement is not linked to our financial statements, although internal preparations for fully integrated reporting are underway. We have, however, included a substantial number of mandatory disclosures for material subtopics, taking into account uncertainties surrounding the final European Sustainability Reporting Standards (ESRS) (as referred to in the Omnibus I package) at the time the Sustainability Statement was developed, and including datapoints that are material to Zeelandia from a strategic point of view and/or relevant to readers.

Environmental impact
Climate change is among our most urgent global challenges, and it is definitely a material topic for Zeelandia's environmental agenda. In line with the 'Clean Energy' pillar of our sustainability commitments, we recognise our responsibility to help reduce greenhouse gas (GHG) emissions. We are happy to be able to report that Zeelandia Group (excluding joint ventures) is making steady progress, and are particularly proud of the 15.6% relative reduction in scope 1 & 2 emissions (compared to 2023). This means we are on course to achieve our target of a 31% reduction by 2030. A significant part of this progress is due to our ongoing shift from fossil-fuelled to renewable energy sources, with several legal entities switching to 100% renewable electricity. Renewables now account for 14.5% of our total energy consumption mix (compared to 4.5% in 2023).

These are encouraging results, as we continue to work with energy and dedication on further improving our company's sustainable performance in the coming years.

In the infographic below you will find the main drivers of the achieved reduction.

Solar panels
29,600 m²
By the end of 2025,

On-site electricity self-generated
14%
of the electricity we consumed was generated on-site in Zeelandia facilities, using renewable soures.

Renewable electricity consumption
55%
of the electricity consumed by Zeelandia globally came from renewable sources, up from 52% in 2024.

Scope 1&2 CO_2 emissions
-15.6%
reduction in relative CO_2 emissions from scopes 1 and 2, compared to a 2023 baseline.

Social impact

Zeelandia is an independent familyowned business whose mission is to generate sustainable profit and invest in the longterm future of the company and its employees. The skills and engagement of our workforce are key drivers of our position in the bakery industry. As the disclosures in this statement demonstrate, Zeelandia aims to be an organisation where people want to work, can develop and feel proud to contribute to shared results, and where they can count on high standards in terms of business conduct. In 2025, we collected extensive workforce data from all our legal entities, which confirmed the strong focus placed throughout our global organisation on employee safety, well-being and ethical labour practices. We are professionalising our data collection processes and are developing a harmonised HR system, to improve data quality and support digitalisation across the organisation.

To strengthen the impact on employee well-being we initiated employee satisfaction surveys based on the Great Place to Work (GPTW) methodology, which will be rolled out across our legal entities in the coming years. Meanwhile, we enhanced transparency in remuneration by implementing a structured salary house for senior management and started further initiatives to ensure equal and fair pay. We will also continue to improve our grievance mechanism and whistleblower policy, to give stakeholders an even wider array of possibilities to speak up and ensure employee well-being.

Governance

In Zeelandia's view, a strong, Group-wide corporate culture is fundamental to long-term success and sustainable performance, with a positive impact on employees, customers and our local communities. Our company has not only adopted a clear set of Business Principles, an Employee Code of Conduct (ECoC) and a Supplier Code of Conduct (SCoC), but also will invest in training and clear monitoring and reporting mechanisms to ensure our cultural values and ethical business practices are firmly embedded in our organisation. In 2025 we took significant steps to boost our sustainability governance structure, setting up a dedicated Corporate Social Responsibility (CSR) team and investing significant resources in publishing this first Sustainability Statement, prepared in line with the CSRD.

Looking ahead

The preparation of this report was not without challenges, and definitely offered the anticipated learning opportunity. We acknowledge the need to enhance the availability, quality and controls of data, as we continually refine our reporting processes, working towards a strong integrated year report in 2028 on the financial year of 2027. And – perhaps more importantly – we are committed to using increased insights and transparency to address identified Impacts, Risks and Opportunities (IRO's) more and more effectively.

General information **ESRS 2.**

Basis for preparation

General basis for preparation [BP-1]

Scope of consolidation
Koninklijke Zeelandia Groep B.V., hereinafter referred to as Zeelandia or Group, operates as a parent company owning and managing multiple legal entities worldwide (see Full overview of legal entities in Annex). Given this is a transition report and not yet an integrated report, no financial statements are included.

The scope of the Sustainability Statement covers the year 2025, covering the Group and the legal entities with full financial and operational control as listed in the table on the right. The financial control approach has been adopted, meaning joint ventures are out of scope. Zeelandia includes in its scope the Group and 22 fully owned legal entities across 18 countries, based on relevant operations and business activities.

A country may have one or multiple legal entities. Legal entities within the same country will be treated as a single group, and any reference to that country shall be understood to include all such legal entities. Group data will be disclosed under the Netherlands country.

Country	Ownership	Legal entity
Belgium	100%	Aldia N.V.
	100%	N.V. Zeelandia
Brazil	100%	Emulzint Ltda.
Czech Republic	100%	Zeelandia spol. s.r.o.
Germany	100%	Wigo GmbH Aromen & Backmittel
	100%	Zeelandia GmbH & Co. KG
Hungary	100%	Magyar Zeelandia KFT
Indonesia	100%	PT Zeelandia Indonesia
	100%	PT Seelindo Sejahteratama
Italy	100%	Zeelandia S.p.A
Lithuania	100%	UAB Zeelandia
Netherlands	100%	Zeelandia H.J. Doeleman B.V.
Philippines	100%	Zeelandia Philippines Inc.
Poland	100%	Zeelandia Sp. zo.o
Romania	100%	S.C. Zeelandia SRL.
Russia	100%	Zeelandia OOO
Slovakia	100%	Zeelandia s.r.o
Spain	100%	Zeelandia Productos Alimentarios S.A.
Turkey	100%	Zeelandia Gida Sanayi ve Ticaret Anonim Sirketi
Ukraine	100%	LLC Zeelandia
United Kingdom	100%	Zeelandia Limited
	100%	James Fleming & Company Ltd. [1]

1 *Operational until 1st May 2025.*

Coverage of up- and downstream value chain
The upstream and downstream value chain is taken into account in identifying IROs through the Double Materiality Assessment (DMA), in the SCoC described under *'Governance – Business conduct [G1]'*, and in the scope 3 carbon footprint under '*Environmental information – Climate change [E1]*'. For more information on the IROs and DMA, see '*Material impacts, risks and opportunities and their interaction with strategy and business model [SBM-3]*'.

Where policies, actions or targets apply to the value chain, this is explicitly indicated alongside the relevant disclosure. For more information on the value chain, see '*Strategy, business model and value chain [SBM-1]*'.

Disclosures on specific circumstances [BP-2].

Time horizons
Unless stated otherwise, Zeelandia applies the following time horizons across this Sustainability Statement:
- short term: one year
- medium term: between one and five years
- long term: more than 5 years

Estimations and outcome uncertainty
Definitions, methodologies, metric estimations and assumptions are described in 'Accounting Principles' text boxes accompanying the relevant metrics throughout this report.

Governance
The role of the administrative, executive and supervisory bodies in relation to sustainability [GOV-1].

Zeelandia has a two-tier governance structure consisting of a Supervisory Board and an Executive Board, which in turn is supported by a General Management Team (GMT).

Skills and expertise
Members of the Supervisory Board, Executive Board and GMT have extensive experience in areas relevant to Zeelandia's business, as well as valuable knowledge in broader sustainability-related areas such as compliance, finance, operations, engineering, and human resources (hereinafter referred to as 'sustainability topics').

Sustainability is embedded in the governance structure through the roles of the Chief Financial Officer (CFO) and the CSR Director, who ensure that sustainability topics are brought up for discussion in Executive Board and GMT meetings. Sustainability expertise is concentrated in the GMT, in particular through the Director CSR, who leads a dedicated CSR team. This team has specific experience in sustainability topics in comparable sectors, monitors the implementation of Zeelandia's sustainability policies and promotes awareness of sustainability topics throughout the organisation.

Collectively, these bodies possess expertise directly related to the IROs identified in the DMA and other internal assessments. The members also receive frequent training on a wide range of sustainability topics.

Supervisory Board.

- **100%** independent
- **100%** non-executive
- All members of the Supervisory Board are independent
- 1 woman and 3 men
- No workers representation

Bert Jansen
(Chairman)
Member since 2021
Member of the Remuneration Committee
Areas of expertise
Strategy & general management and Commercial

Roelof Krist
Member since 2016
Member of the Remuneration Committee
Areas of expertise
Operations and Supply Chain management

Marcello Iacono
Member since 2018
Member of the Audit Committee
Areas of expertise
Finance, Business performance & Tax and Compliance

Emilie Schotte
Member since 2014
Member of Audit Committee
Member on behalf of the shareholder
Areas of expertise
Legal & Tax

Executive Board.

- **100%** executive
- 0 women and 3 men
- No workers representation

Frans van Luijk
(CEO)

Peter van Wouwe
(CFO)

Kees-Jan van Wees
(CSCO)

Global Management Team.

- **100%** executive
- 3 women and 4 men
- No workers representation

Hiske Keller.
Area Director Europe

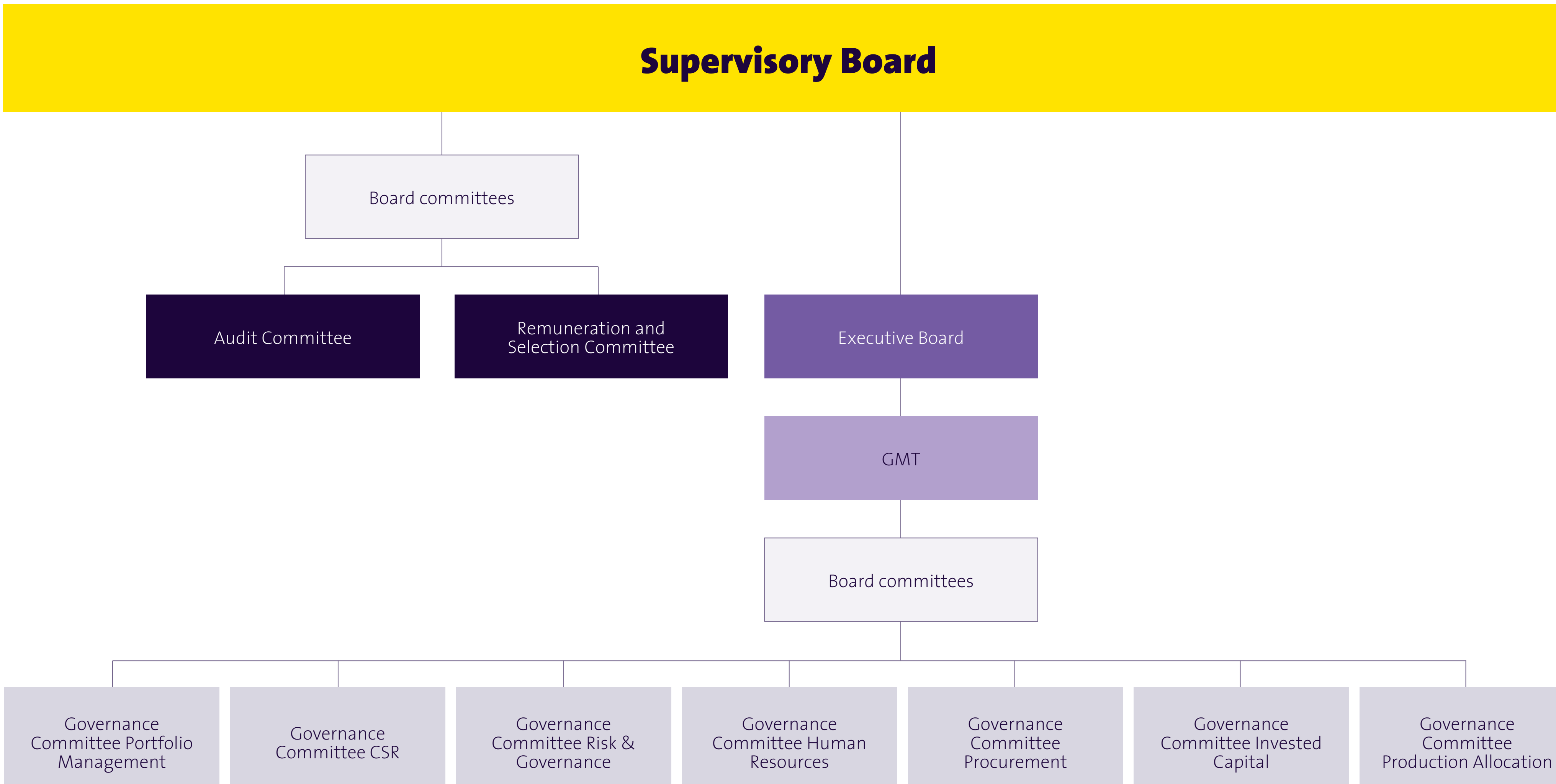
Christien Van Beusekom
Director MRD

Gudrun Lemli
Director Procurement / CSR

Charlotte de Kort
Director People and Organization

Roles and responsibilities.

Zeelandia's governance structure. In this report only the sustainability-related committees are discussed in detail.



Supervisory Board
The Supervisory Board holds advisory and oversight responsibilities for sustainability goals and policies, which are developed by the GMT's Governance Committees (GCs) (see below) and approved by the GMT and the Executive Board. It also advises the Executive Board on major decisions, with particular attention to potential risks and alignment with sustainability objectives. In doing so, it designs the internal risk management and control systems, evaluating tradeoffs between financial, environmental, and social impacts.

The Supervisory Board is assisted by two committees:

- The **Audit Committee** monitors the operation of the internal risk management and control systems, supervises financing and reporting, and the Executive Board's legal compliance. Moreover, it reviews and approves the data used, which will in the future include consolidated financial and non-financial reporting. In 2025, the Audit Committee paid specific attention to the 'Governance House' project, an initiative to map, improve and communicate Zeelandia's governance framework, including its sustainability governance structure.

- The **Remuneration and Selection Committee** supports the Supervisory Board on recruitment, selection, (re)appointment, evaluation and remuneration of the Executive Board and Supervisory Board members, ensuring alignment with Zeelandia's risk appetite, governance standards, and applicable regulatory frameworks.

In 2025, the Supervisory Board received updates on the selected IROs and other sustainability topics from the Director CSR. Key topics discussed during these meetings included, but were not limited to, green investment-related capital expenditures, CO_2 reduction-linked incentive schemes, and the annual Sustainability report.

Executive Board
The Executive Board is responsible for the day-to-day management of Zeelandia and for implementing its sustainability strategy, including decision-making on major transactions and the evaluation of trade-offs. The Executive Board makes decisions on all sustainability topics, including those related to green investments, certifications, governance policies, and workforce matters. It ensures alignment between management activities and the company's sustainability objectives and oversees the management of sustainability topics across the organisation, with a particular focus on embedding sustainability in the company's culture.

In doing this, the Executive Board closely cooperates with the GMT but retains ultimate decision-making authority over matters presented by the GMT. This authority may, when appropriate, be delegated to the GMT, which holds delegation powers. For a stronger performance, the Executive Board approves the establishment of committees proposed by the GMT and oversees their work on sustainability topics, receiving regular updates from the GMT by the CFO and the Director CSR.

In relation to the GMT, the Executive Board approves the sustainability-related targets and policies that are developed by the GMT and its committees. It ensures that sustainability targets, policies and risk mitigation strategies are integrated into corporate planning and monitors the implementation of controls through structured reporting by the GMT.

Sustainability topics discussed by the Executive Board in 2025 included, but were not limited to, the subjects discussed in meetings with the Supervisory Board.

General Management Team (GMT)
The GMT is responsible for executing decisions taken by the Executive Board, for embedding sustainability topics across business functions, and for holding an overview of the content, type and scope of the charters governing its committees. Within the GMT, the Director CSR has primary responsibility for placing sustainability topics on the agenda and for ensuring they are fully addressed, while also preparing key items to be escalated to the Executive Board.

The GMT serves as a central platform for discussing and operationalising strategic matters such as future policies, sustainable procurement, green investments, and the overall CSR strategy. It reviews sustainability topics and translates them into actionable decisions aligned with Zeelandia's sustainability objectives. The GMT holds executive authority on decisions related to sustainability topics. For each initiative, a GMT member is designated as the accountable owner.

To do this, the GMT coordinates input from internal functions and governance committees, and ensures that targets and policies are realistic, measurable, and aligned with business capabilities. In close cooperation with the GMT committees described below, it also identifies emerging sustainability risks and opportunities, reports on progress, and implements internal controls and performance metrics related to sustainability.

When sustainability topics are discussed in the GMT and its committees, the implications and potential trade-offs between financial, environmental and social aspects are assessed. Recommendations are escalated to the Executive Board for approval.

The GMT has established GCs, several of which play a primary role in operationalising sustainability initiatives and reporting on them:

- The **GC CSR** defines the long-term sustainability strategy and key actions, monitors progress and advises the GMT on target setting, policy implementation and performance. It also supports sustainability reporting and decides on escalated sustainability-related project matters.
- The **GC Risk & Governance** sets risk management policies, oversees risk assessments and mitigation plans, identifies emerging risks for escalation to the GMT and maintains the Zeelandia Governance House.
- The **GC Human Resources (HR)** aligns the human resources strategy with Zeelandia's CSR strategy, develops related policies, guidelines and systems for implementation, and is the first body to address potential human rights breaches.
- The **GC Procurement** ensures that sustainability considerations are integrated into the procurement of raw materials.
- The **GC Invested Capital** proposes decisions on green and other sustainability-related investments.

These committees report first to the GMT, and through the GMT to the Executive Board. Through regular updates and meetings with these committees, the GMT monitors the implementation of sustainability initiatives and provides guidance where needed.

Integration of sustainability-related performance in incentive schemes [GOV-3].

Zeelandia has introduced an integrated incentive scheme that, from 2025 onwards, includes a bonus target linked to CO_2e reduction performance. This bonus is available for Zeelandia's senior management, including managing directors (MDs) of the Group, members of legal entities' management teams and selected senior functional leaders.

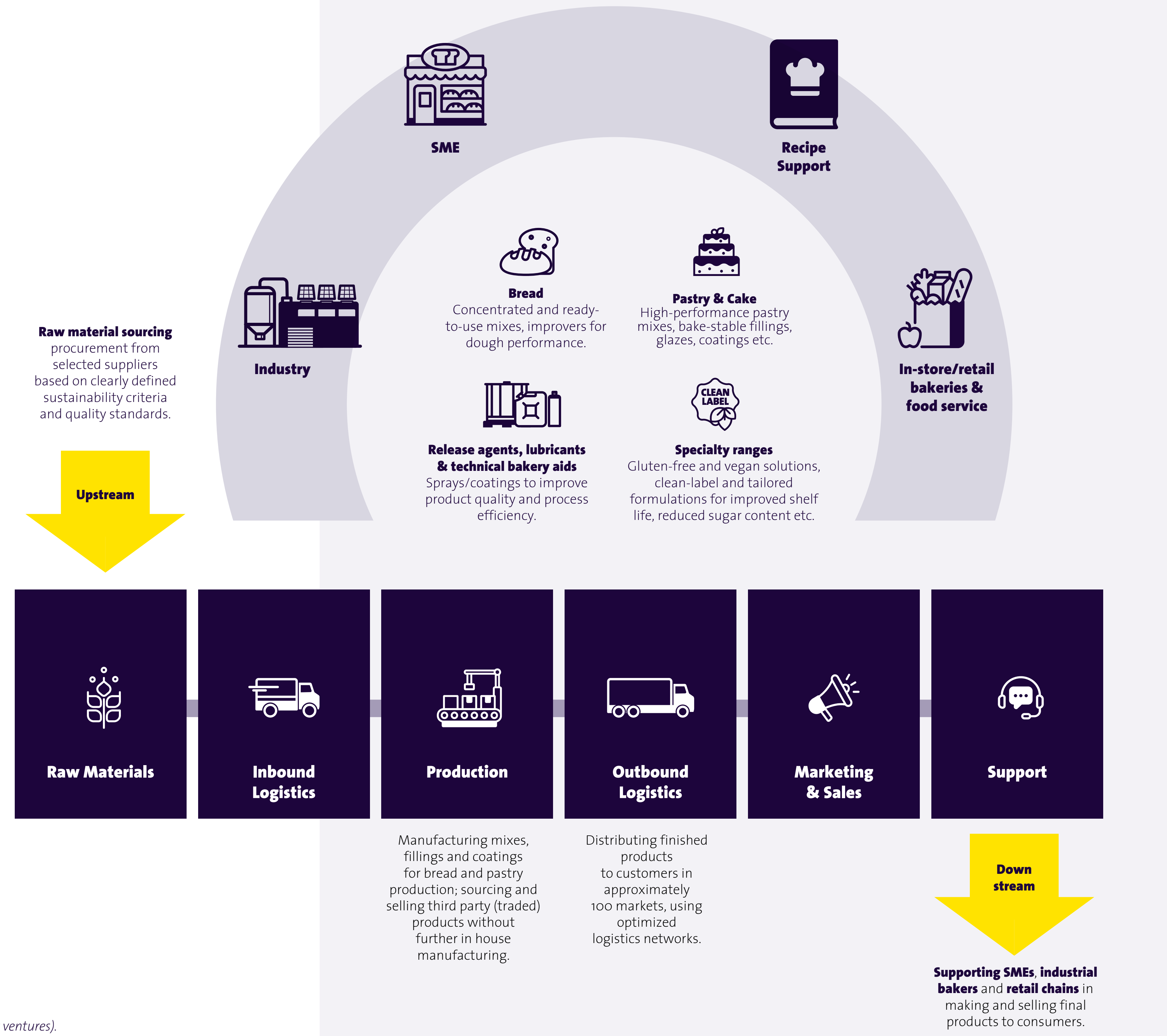
The policies and guidelines for remuneration and incentive schemes are developed by the Group's HR team, are compliant with relevant legislation and are submitted for approval to the GMT and its GC HR. Furthermore, the Delegation of Authorities and the Authorisation Policy apply. The first of these describes the responsible and accountable person regarding remuneration issues and decisions. The remuneration policy at Zeelandia is clearly defined and follows Dutch legislation in the matter. For decisions regarding remuneration in applicable countries, the rights and obligations of the works council are also considered.

Strategy.

Strategy, business model and value chain [SBM-1]

Zeelandia is an international supplier of ingredients and end-to-end solutions for the professional bakery market. Zeelandia has operations in 22 countries, sells in approximately 100 markets and employs around 3,055 people worldwide[2]. It serves both local and export markets through regional organisations and joint ventures in key geographies.

Zeelandia's company culture is characterised as down-to-earth, results-oriented and innovative, with a strong focus on the specific needs and requirements of local markets and customers. The company's mission is to maintain its position as a leading, innovative and independent player in the international bakery market. Zeelandia is committed to conducting business responsibly, creating value across three dimensions: economic (Profit), environment (Planet), and social (People).



2 *These figures include joint ventures, unlike the CSRD scope (which excludes joint ventures).*

Material impacts, risks and opportunities and their interaction with strategy and business model [SBM-3]

Zeelandia carried out its first CSRD-aligned DMA in 2024. This assessment identified the material topics and related IROs disclosed in this report. It considered two dimensions of materiality:

- Impact materiality: how Zeelandia's activities, in its own operations and across the value chain, affect people, the environment and the economy.
- Financial materiality: how sustainability-related matters may affect Zeelandia's financial performance and value.

Based on the DMA, the following (sub-)topics were identified as material:

- **E1 Climate change:** Climate change mitigation; Energy
- **G1 Business conduct:** Corporate culture

In addition, the following (sub)topics are treated as material from a strategic point of view and are therefore included in this Sustainability Statement:

- **E1 Climate Change:** Climate change adaptation
- **S1 Own Workforce:** Working conditions

Other non-material but relevant topics are addressed in the broader *sustainability section* of this report.

The table below lists Zeelandia's material IROs. More information on individual IROs is provided in the disclosures for the corresponding topical ESRS.

Topic	Sub-topic	IRO type	- / +	Description	Time horizon	Concentration
E1	Climate Mitigation	Impact	-	Emissions (Scopes 1 and 2) arise from our production sites, other buildings, and company-owned transport.	Short term	Own operations
		Risk		Increased costs and capital investments required to reduce and eliminate emissions	Mid term	Own operations
		Impact	+	A GHG reduction action plan is being developed to reduce total emissions with 31% compared to the reference year 2023 for scope 1 & 2 and to go towards net zero by 2050.	Mid term	Own operations
		Impact	-	Our value chain generates emissions linked to agriculture, transportation, and processing.	Short term	Value chain
		Risk		More sustainable processes have often higher costs. Cost increases from transport and materials at the upstream value chain (energy intensive products or increase in farming costs). Also downstream companies (e.g. gas ovens) need to make investments of higher costs. Additionally, climate change may also force crop production to move to other parts of the world, affecting the availability and quality of raw materials.	Mid term	Value chain
	Climate Adaptation	Risk		Zeelandia is strongly reliant on agricultural raw materials in the upstream value chain. Therefore, in the short- to medium-term, the direct risks due to suppliers not taking (enough) climate-adaptive measure affects the availability and price of raw materials, which may influence our business continuity, operations and financial position. Climate hazards can also affect logistics and supply. This causes the potential need to develop alternative products (R&D investments, logistics, ...).	Mid term	Value chain
	Energy	Impact	-	Zeelandia's energy consumption in production and office operations contributes to its overall environmental footprint. Although the factories are not highly energy-intensive and do not fall under the EU Emissions Trading System (ETS).	Short term	Own operations
		Impact	-	Bakeries are energy-intensive because of the use of ovens.	Short term	Value chain
S1	Terms of employment & employee wellbeing	Impact	+	Zeelandia ensures good working conditions and adheres to local regulations across all its operations. The minimum is to be locally competitive in terms of wages, bonuses and social protection. This commitment fosters a safe and supportive environment, enhancing employee satisfaction, productivity, and overall well-being.	Short term	Own operations
	Health & Safety	Impact	+	The company has an Operational Health and Safety policy in place, along with concrete action plans for monitoring and mitigation. This leads to reduced risk of accidents, higher productivity, lower absenteeism, less frustration, and increased motivation among the workforce.	Short term	Own operations
G1	Corporate culture	Impact	+	Zeelandia's commitment to a robust company culture solidifies its foundation for sustainable success, benefiting employees, customers, and the organization as a whole.	Mid term	Own operations
		Impact	+	Zeelandia employs a Supplier Code of Conduct to ensure that both suppliers and customers share key values that are fundamental to the company. This approach promotes mutual trust and alignment, fostering strong and ethical business relationships.	Mid term	Value chain
		Opportunity		A positive company culture leads to higher employee retention and attracts new talent easily. Employees are more engaged and motivated, resulting in improved performance and higher quality work.	Mid term	Own operations

Impacts, risks and opportunities management.

Description of the process to identify and assess material IROs [IRO-1]

During the DMA, Zeelandia identified the material IROs related to the topical ESRS. These were then used to determine the material (sub)topical standards and disclosure requirements.

1. Context analysis, stakeholder analysis and value chain description

2. Double materiality assessment

3. Verification of materiality with relevant stakeholders

Step 1: Context analysis, stakeholder analysis and value chain description
Information was collected on Zeelandia's organisational structure and operational context, through context, stakeholder, and value chain analyses.

The **context analysis** identified risks and opportunities for both internal and external context factors, based on the company's activities and the scope of the company boundaries. For example, external context factors included market and economic conditions, and knowledge developments was identified as an internal context factor.

Stakeholders and their interests were mapped and grouped as:
- internal affected stakeholders
- external affected stakeholders
- users (stakeholders not directly affected but with an interest in Zeelandia's sustainability reporting, such as investors and NGOs)

In addition, the upstream and downstream value chain was mapped based on the significance of value chain partners' inputs and outputs. This background information supports the assessment of the significance of impacts, risks, and opportunities. For more information on the value chain, see '*Strategy, business model and value chain [SBM-1]*'.

Step 2: Double materiality assessment
A cross-functional core team performed an initial assessment of ESRS subtopics, as input for a series of workshops. Each workshop consisted of three sessions:
1. **Prioritisation of subtopics:** guided by the core team's expertise, the longlist of subtopics was categorised based on their relevance for Zeelandia. Sub-subtopics were considered and specific impacts, risks, and opportunities were documented.
2. **Classifying of material subtopics:** for every (potentially) relevant subtopic, the team discussed possible positive and/or negative impacts, (financial) risks or opportunities, and whether these related to the company's own operations or the value chain.
3. **Double materiality matrix:** material subtopics were positioned in a matrix with impact materiality on one axis and financial impact on the other, using a qualitative scale (low – medium – high).

The workshop results were used as input for a materiality tool that calculated final materiality scores. For impact materiality, the parameters included scale, scope, reversibility (for negative impacts) and probability. For financial materiality the parameters were the potential size of the financial impact on the company and the probability of occurrence. Connections between impacts and risks/opportunities were considered. The IRO with the highest score determined whether there was impact or financial materiality for a subtopic. The results were subject to an internal feedback round.

The DMA process was audited. Feedback from the auditor will be used to improve future DMA updates (see Next steps below) and was used for a limited internal reassessment of the IRO's applied in this report.

Step 3: Verification of materiality with relevant stakeholders
Stakeholder input was gathered through stakeholder interviews. Based on the stakeholder analysis' assessment of relevance, five stakeholders were selected to be interviewed: shareholders, suppliers, trade associations, works councils and industrial clients. Feedback from these interviews was incorporated into the final DMA results, which were discussed with and approved by the Executive Board on 3 July 2024.

Next steps
Zeelandia will update the DMA in 2026, incorporating the auditor's recommendations, including greater use of benchmark and primary data for impact and financial materiality assessments and broader stakeholder engagement. This update will support preparation of an integrated report in 2028 for the reporting year 2027, after which the DMA will be reviewed periodically.

Some suggested improvements are already being implemented. As described above, the scoring of material subtopics was partially revised, and this revision process will be extended to all relevant CSRD subtopics. An employee survey will be developed to increase employee involvement in the process and strengthen engagement, in line with actions described under S1.

Risk management
Sustainability is integrated into Zeelandia's risk management framework, both in identifying IROs and in internal control procedures. Risk management operates at three levels:

1. **Department level:** Each department identifies relevant IROs and takes related decisions. Departments also apply internal procedures to classify suppliers by risk level and to ensure they adhere to Zeelandia's principles. Similar controls apply to raw material procurement.
2. **Committee level:** Once IROs and associated risks have been identified, proposals are discussed in the relevant committees:
    a. The GC CSR approves IROs related to sustainability topics.
    b. The GC Risk and Governance oversees overall company risks, both financial and non-financial, based on departments' internal controls.
3. **Board level:** Following committee approval, proposals are escalated to the GMT and then to the Executive Board for final approval, under the oversight and counsel of the Supervisory Board.

Within this overall approach to risk management, Zeelandia is progressively integrating sustainability-related IROs into its core risk management processes, reflecting both the growing importance of sustainability and rapidly evolving market and regulatory requirements.

For example:

- The annual risk questionnaire sent to all legal entities includes an increasing number of sustainability-related topics, both to enhance stakeholder engagement with sustainability efforts and to obtain a more precise view of topics' financial materiality. This questionnaire is used to assess risks based on the ability to influence, detect and mitigate risks, and on the likelihood and exposure before and after taking mitigation strategy into account (inherent and residual risk).
- Zeelandia's Group procurement department now uses SEDEX (and in some legal entities EcoVadis) to monitor and manage supply chain risks.

The outcomes of these and other risk assessments are handled through the established governance structure. This ensures that IRO risk management is integrated into Zeelandia's overall management processes and informs strategic decision-making.

Disclosure requirements [IRO-2].

The table in Annex, '*Overview of Disclosure Requirements [IRO-2]*', provides an overview of the ESRS disclosure requirements covered in this Sustainability Statement. In the light of the Omnibus I package, the statement does not yet cover all disclosure requirements for material subtopics, reflecting this report's nature as a stepping stone towards a fully CSRD-compliant integrated annual report.

Environmental information **Climate change E1.**

Zeelandia takes responsibility for reducing GHG emissions from our own operations and for building the foundations to address value chain emissions over time. Zeelandia has set a clear pathway to reduce scope 1 and 2 emissions with 31% by 2030 (vs. 2023). **By the end of 2025 we already achieved a relative reduction of 15.6%**.

The steady progress is mainly driven by the shift from fossil-based energy to **renewables, which account for 14.5% of our total energy consumption,** while they represent 55% of our electricity consumption.

As most of our footprint sits upstream, **we calculated our first scope 3 footprint in 2025** and developed our first PCF calculations. We have started engaging suppliers, while preparing to define scope 3 targets next.

Strategy.

Material IROs and their interaction with strategy and business model [SBM-3, ESRS 2]

The DMA resulted in the following material IROs for topical standard E1 on climate change. For more information on the DMA process, see '*Description of the process to identify and assess material IROs [IRO-1]*'.

Topic	Sub-topic	IRO type	- / +	Description	Time horizon	Concentration
E1	Climate Mitigation	Impact	-	Emissions (Scopes 1 and 2) arise from our production sites, other buildings, and company-owned transport.	Short term	Own operations
		Risk		Increased costs and capital investments required to reduce and eliminate emissions.	Mid term	Own operations
		Impact	+	A GHG reduction action plan is being developed to reduce total emissions with 31% compared to the reference year 2023 for scope 1 & 2 and to go towards net zero by 2050.	Mid term	Own operations
		Impact	-	Our value chain generates emissions linked to agriculture, transportation, and processing.	Short term	Value chain
		Risk		More sustainable processes have often higher costs. Cost increases from transport and materials at the upstream value chain (energy intensive products or increase in farming costs). Also downstream companies (e.g. gas ovens) need to make investments of higher costs. Additionally, climate change may also force crop production to move to other parts of the world, affecting the availability and quality of raw materials.	Mid term	Value chain
	Climate Adaptation	Risk		Zeelandia is strongly reliant on agricultural raw materials in the upstream value chain. Therefore, in the short- to medium-term, the direct risks due to suppliers not taking (enough) climate-adaptive measure affects the availability and price of raw materials, which may influence our business continuity, operations and financial position. Climate hazards can also affect logistics and supply. This causes the potential need to develop alternative products (R&D investments, logistics, ...).	Mid term	Value chain
	Energy	Impact	-	Zeelandia's energy consumption in production and office operations contributes to its overall environmental footprint. Although the factories are not highly energy-intensive and do not fall under the EU Emissions Trading System (ETS).	Short term	Own operations
		Impact	-	Bakeries are energy-intensive because of the use of ovens.	Short term	Value chain

Strategy
Zeelandia's own operations and value chain contribute to global warming and are themselves exposed to climaterelated risks. In response to the material climaterelated IROs, and in line with the Paris Agreement 1.5°C goal, Zeelandia has set emission reduction targets for its own operations (scope 1 and 2), aiming for 55% reductions by 2030 compared to 1990 levels (or 31% compared to 2023 levels) and net zero by 2050. The company is also taking steps towards more sustainable raw material sourcing through commodityspecific policies.

CO_2 Roadmap Scope 1,2&3.

2024	2025	2028	2030	2040	2050
1	2	3	4	5	6
Scope 1&2 Baseline	**Scope 3**	**3 Year Plan**	**55% reduction Scope 1&2**	**Scope 1,2&3**	**Net zero**
Goal is to measure Scope 1&2 emissions, against baseline 2023 and focus on setting targets to reduce them.	Goal is to measure Scope 3 emissions. Ensure a clear baseline against 2024 and focus on reduction pathways.	Ensure that the 3 year plan on Scope 1&2 has been implemented on CO_2 reduction projects/ initiatives.	We aim to ensure the 55% CO_2 reduction by 2030, compared to 1990 levels, on Scope 1& 2. That means a 31% reduction against baseline 2023.	2040 is a stepstone to achieve zero emissions on Scope 1 and 2.	We aim to achieve zero emissions on Scope 1,2&3 by 2050.

Zeelandia monitors progress and manages targets by collecting increasingly detailed data on where its emissions occur. The company's scope 1 and 2 carbon footprint has been calculated since 2012. Reporting follows the GHG Protocol, an internationally recognised framework for measuring and managing GHG emissions. Since most of Zeelandia's carbon footprint is produced in the upstream value chain, a first calculation of the company's scope 3 footprint was performed in 2025 for reporting year 2024. Although no targets or detailed action plan have yet been defined for these emissions, suppliers are already being engaged on emission reduction, and work is underway to support the 2050 net zero ambition across all scopes. The current priority is reducing emissions in Zeelandia's own operations, focusing on four levers: energy efficiency, electrification, renewable energy and product changes. Using countryspecific insights, emission and energy consumption hotspots have been identified, which are used to identify focus areas for effective emission reduction action plans (see Actions [E1-3]). Zeelandia is investing, and will continue to invest, in renewable or lowcarbon energy across its operations, while exploring new energy solutions. These actions are intended to strengthen the resilience of the company's business model to climaterelated risks. Senior management remuneration is partly linked to emission reductions to accelerate delivery (see *Integration of sustainability-related performance in incentive schemes [GOV-3]*).

Zeelandia recognises that its commitments and efforts in this area are still evolving. The Group is continuously refining its measurement and validation approaches and follows recent developments and emerging best practices in the sector.

Policies, Targets and Actions.

Policies [E1-2]

Zeelandia has policies in place to address climate IROs and to work towards achieving net zero GHG emissions in its own operations (scope 1 and scope 2) and across its value chain (scope 3) by 2050. The Group's overall approach to climate issues is set out in its CSR Policy (see *Business conduct policies and corporate culture [G1-1]*), alongside the Green Energy Purchasing Policy. In addition, climate-related standards have been developed to provide further guidance across the Group.

Green Energy Purchasing Policy

Background	Content	Scope	Accountability & monitoring
Zeelandia has adopted a Green Energy Purchasing Policy as a key measure to support climate change mitigation efforts. Responding to the material IROs related to Climate Mitigation and Energy.	This policy is designed to reduce the company's GHG emissions by prioritising the procurement of electricity from renewable sources across its operations. By shifting towards certified green energy, Zeelandia aims to significantly lower its scope 2 emissions and contribute to the broader transition to a low-carbon economy.	Own operations	Responsible for implementation and monitoring are the Group Operations Team and the local legal entities. They will measure against the actions and targets set for reducing scope 2 emissions.

All of Zeelandia's Group suppliers have signed Zeelandia's SCoC, which contains a section on 'Environment'. In the SCoC, suppliers are encouraged to take full responsibility for their impact on the environment and to proactively improve their business and environmental performance, and reduce their emissions. By incorporating this requirement into our SCoC, Zeelandia ensures that its environmental standards are upheld not only within its own operations but also among its suppliers. For more information on the SCoC, see *Business conduct policies and corporate culture [G1-1]*.

Finally, Zeelandia has adopted a set of specific, commodity-related policies that apply Groupwide and ensure adherence to international certifications and standards. Examples are a cocoa policy and palm oil policy. Through these policies the full Group is encouraged to contribute to reducing the company's scope 3 emissions and the potential risk on climate adaptation. Group Procurement is accountable for the monitoring of these policies, procurement teams at legal entities are responsible for their implementation.

Targets [E1-4]

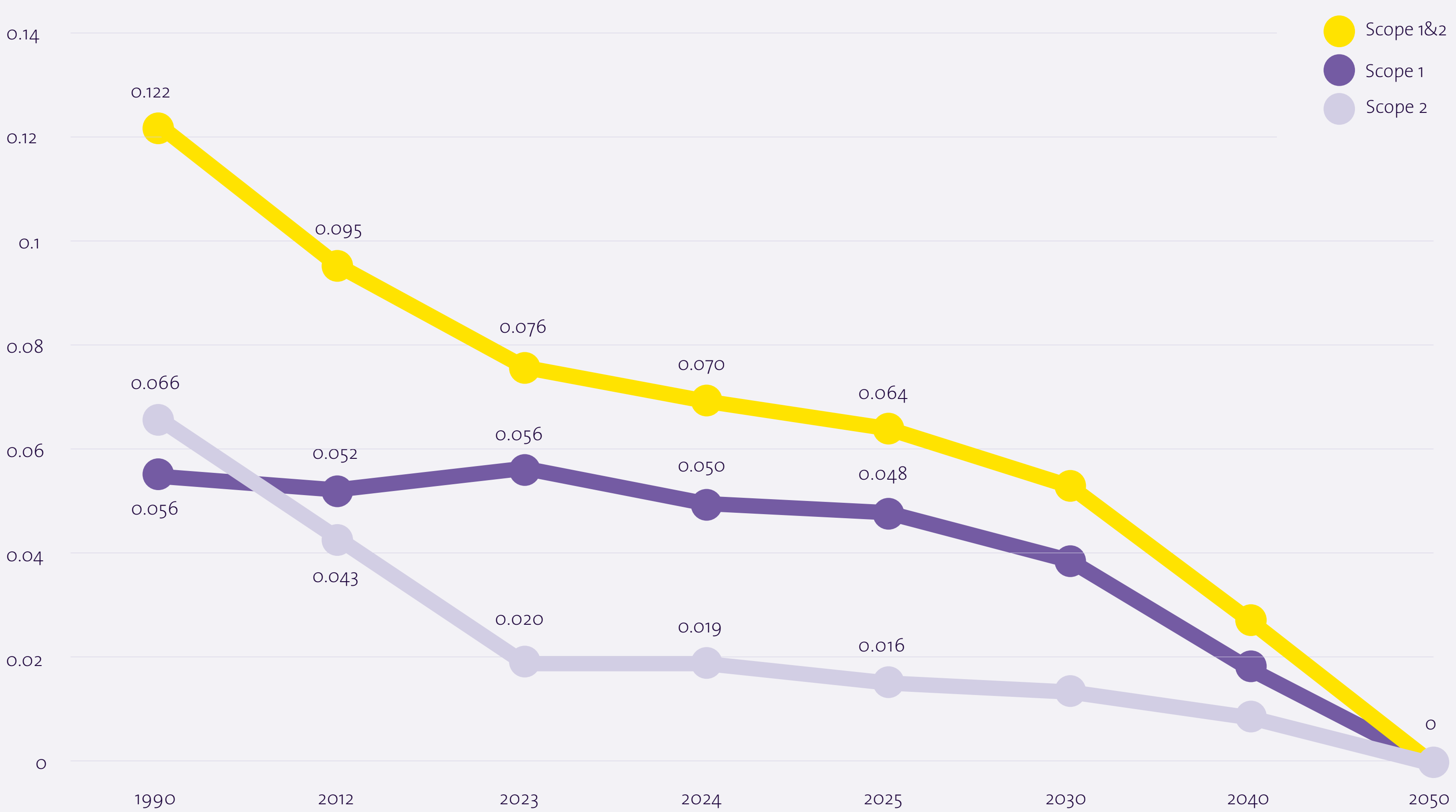
The current decarbonisation action plan focuses on scope 1 and scope 2 emissions, for which targets have been set (see table below). The long-term target for scopes 1 and 2 is to achieve net zero by 2050. No concrete target or detailed action plan has yet been developed for scope 3.

As climate efforts progress, Zeelandia will assess the need to refine and, where appropriate, revise its climate-related goals, including goals related to climate change adaptation.

CO2e reduction targets are reviewed by senior leadership and communicated to all countries, which are required to develop action plans in line with the company's target of a 31% reduction in scope 1 and 2 emissions by 2030 (compared to 2023). Allocating ownership to individual countries is intended to strengthen engagement and alignment towards the Group-wide target.

Relative targets	Baseline 2023	Progress 2024	Progress 2025	Target 2030	Target 2050
scope 1	0.0%	-11.3%	-13.9%	-31.0%	-100.0%
scope 2 (market-based)	0.0%	-2.9%	-20.5%	-31.0%	-100.0%

GHG intensity of Scope 1&2 emissions. [tCO2e/tProduct]



Target-setting process for scope 1 & scope 2
To establish scope 1 and 2 CO2e reduction targets, Zeelandia used the following methodology:

1. The starting point was the EU Green Deal target of a 55% reduction in emissions by 2030 compared to 1990 levels.
2. Emissions for 1990 were estimated by (linearly) extrapolating the trend in relative emissions (kg CO2e/kg product) between 2012 and 2021.
3. The 55% reduction target was first applied to the estimated 1990 emissions.
4. It was subsequently recalculated to the baseline year 2023 (for which data quality is highest, following the implementation of a new data collection tool in 2022), resulting in a reduction target of 31% by 2030 compared to 2023.

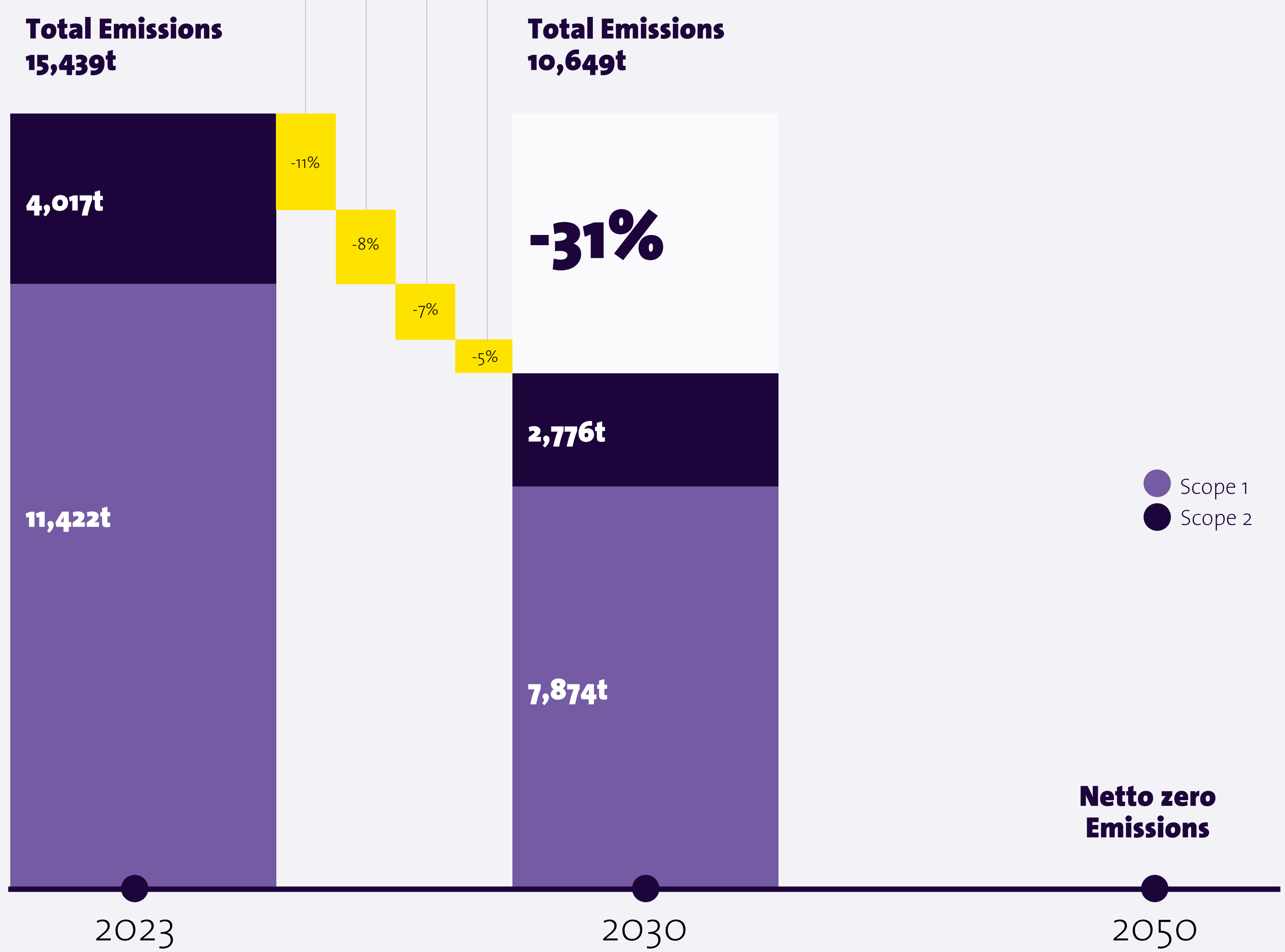
Targets are defined in relative terms and future developments have been taken into consideration. If production volumes increase, the overall emissions target for 2030 will not change (requiring deeper cuts in emissions per kg product). However, if production volumes decline, the target will be adjusted proportionally to ensure that lower volumes do not weaken the incentive to cut emissions.

The target-setting process has not yet been externally assured. Zeelandia intends to explore setting targets in line with the Science Based Targets initiative (SBTi).

Actions [E1-3]

To achieve the scope 1 and 2 reduction target of 31% by 2030 (compared to 2023), Zeelandia has developed a carbon reduction action plan for the period 2026–2030, focusing on four decarbonisation levers:

Electrification 11% reduction, targeting scope 1
Product changes 8% reduction, targeting scope 1
Renewable energy 7% reduction, targeting scope 2
Energy efficiency 5% reduction, targeting scope 1



Each country has been assigned a 31% reduction target for 2030 relative to 2023 and has proposed actions to reduce CO2 emissions, including estimates of scope, timing and reduction potential. Zeelandia is currently prioritising this list of actions, taking into account strategic and budgetary considerations, and some actions have already been initiated. Zeelandia Group's GMT has approved capital expenditure of approximately € 575,000 over the next three years for CO2 reduction projects in Italy, Poland and Slovakia. Further approvals of capital expenditure are expected in the first quarter of 2026. Estimated emission reductions are therefore preliminary and will be refined in 2026. While the action plan focuses on achieving the 2030 goals, efforts will continue beyond this point.

Scope 1 & scope 2 actions

Key levers	Description of actions	Scope	Expected emission reductions	Related policies and targets	Time horizon
Electrification (scope 1)	- Fuel efficiency passenger cars; several legal entities are replacing fossil-fuelled vehicles with EVs and/or hybrids. - Several legal entities are transitioning to electric boilers/generators with a heat pump and/or transitioning to an electric glucose tank heater.	Own operations	1,740 tonnes CO2e	31% reduction by 2030 (see *Targets [E1-4]*)	2026 - 2030
Energy efficiency (scope 1)	- Fuel efficiency vans/trucks; measures taken across legal entities include the use of HVO100 fuel, replacing diesel with LPG, and the use of fully electric vehicles. - Building heating/cooling systems; measures taken across legal entities include centralised control of office HVAC systems and heat pump installations for boiler rooms. - Installing energy-efficient lighting across Zeelandia's UK site. - Building insulation; installing new windows in Poland. - Gas boiler efficiency; replacement of old steam generators at various legal entities, switching from petrol to natural gas and reducing gas consumption of steam boilers. - Refrigerant leak detection installed in Indonesia. - Insulation of various equipment and piping in the Netherlands.	Own operations	720 tonnes CO2e	31% reduction by 2030 (see *Targets [E1-4]*)	2025 - 2030
Renewable energy (scope 2)	- Solar energy; installing solar panels on own premises across various legal entities. - Green Energy (electricity) contracts; across a large number of legal entities green energy (e.g. solar or wind) is being purchased.	Own operations	1,024 tonnes CO2e	31% reduction by 2030 (see *Targets [E1-4]*) Green Energy Purchasing Policy (see *Policies [E1-2]*)	2025 - 2030
Product change (scope 1)	- Fuel efficiency passenger cars; in Brazil petrol will be replaced with ethanol, in the Netherlands with HVO100 fuel. - Refrigerant transition; across multiple legal entities high-GWP (Global Warming Potential) refrigerants will be replaced.	Own operations	1,302 tonnes CO2e	31% reduction by 2030 (see *Targets [E1-4]*)	2025 - 2029

Although no concrete action plan has yet been defined for scope 3 emissions or for climate adaptation, Zeelandia is taking action in these areas in response to the material IROs identified in the DMA. The table below summarises current scope 3 actions.

Scope 3 actions

Key levers	Description of actions	Scope	Expected outcome	Related policies and targets	Time horizon
Corporate carbon footprint	In 2025 Zeelandia calculated its complete scope 3 corporate carbon footprint. In an iterative process with key suppliers this footprint will be refined using more primary data.	Value chain	See data on scope 3, more accurate scope 3 carbon footprint calculation with primary data.	Not applicable	2025
Product carbon footprint	- In 2025 Zeelandia developed its first Product Carbon Footprint calculator, covering the entire Cradle-to-Gate footprint. Refinement per product cluster is underway. - Zeelandia has started an ambitious project to automate and entirely digitalise the Product Carbon Footprint calculations to cover larger portfolios.	Own operations & value chain	- Insights on major carbon footprint hotspots in the product lifecycle. - Automation will enable PCF calculation for every product Zeelandia sells, for customers and end-users.	Not applicable	2025 - 2026
Targets & action planning	In 2026 Zeelandia will define reduction targets for its scope 3 emissions and develop an accompanying action plan.	Value chain	Improved management of scope 3 emissions and coordinated action on reduction with upstream and downstream stakeholders.	Not applicable	2026 - 2027

Continued efforts to increase the use of renewable energy resulted in a higher share of renewables in the Group's total energy consumption, rising from 4.5% in 2023 to 14.5% in 2025. This progress was supported by the expansion of onsite solar generation, with over 50% of available roof surface or 29,600 m² equipped with photovoltaic panels by the end of 2025.

In 2025, 55% of electricity consumed globally originated from renewable sources (compared to 52% in 2024), of which 14% was generated onsite at Zeelandia facilities, representing a 45% increase compared to 2024.

Metrics.

Energy consumption and mix [E1-5]

General accounting principles

Zeelandia reports on its energy consumption and energy mix in line with ESRS E1-5 and AR32 requirements. The reported data covers all energy consumption in scope 1 and 2 of the GHG protocol, including direct energy use in Zeelandia's own operations (heating/cooling, steam, fuel for vehicles etc.), on-site energy production and indirect energy use from purchased electricity. Energy data is expressed in megawatt-hours (MWh). Where necessary, data is converted using lower heating values (LHV), applying standardised conversion factors. All energy data is first collected per energy carrier at site or country level and subsequently aggregated for Zeelandia's reporting boundary.

In line with ESRS E1-5, which focuses on energy consumption from own operations, scope 3 energy use (such as outsourced production and employee commuting) is excluded.

Non-renewable and Renewable Energy Consumption

Non-renewable energy consumption at Zeelandia consists primarily of the use of natural gas for heating company buildings, fossil fuels for company vehicles, and the fossil and nuclear share of purchased electricity*.

Renewable energy consumption includes purchased electricity with credible certification (such as Guarantees of Origin) showing that the electricity is generated from 100% renewable sources (for example wind, solar or hydropower), and self-generated renewable electricity used on site (excluding any electricity that is injected into the grid or sold).

* For non-renewable purchased electricity, Zeelandia uses the relevant country's grid mix to determine the source of electricity consumed. The renewable share of the grid mix is not counted as renewable consumption.

Energy consumption and mix [E1-5]

Metric	Unit	Value 2023	Value 2024	Value 2025
Fuel consumption from coal and coal products	MWh	0.00	0.00	0.00
Fuel consumption from crude oil and petroleum products	MWh	25,451.00	24,124.10	22,748.90
Fuel consumption from natural gas	MWh	21,524.30	21,730.90	21,252.00
Fuel consumption from other fossil sources	MWh	0.00	0.00	0.00
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	MWh	12,148.90	7,671.10	8,485.80
Total fossil energy consumption	MWh	59,124.20	53,526.10	52,486.60
Share of fossil sources in total energy consumption	%	84.50	76.80	74.10
Consumption from nuclear sources	MWh	7,625.80	4,914.00	5,407.90
Share of consumption from nuclear sources in total energy consumption	%	10.90	7.00	7.60
Fuel consumption for renewable sources, including biomass	MWh	272.30	383.00	52.90
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	2,321.70	8,184.80	8,639.70
The consumption of self-generated non-fuel renewable energy	MWh	563.40	968.60	1,550.80
Total renewable energy consumption	MWh	3,157.50	9,536.40	10,243.30
Share of renewable sources in total energy consumption	%	4.50	13.70	14.50
Total energy consumption	MWh	69,911.7	69,721.0	70,878.3

Metric	Unit	Value 2023	Value 2024	Value 2025
Renewable energy production	MWh	592.90	1,289.60	1,874.50
Non-renewable energy production	MWh	0.00	0.00	0.00

Gross scopes 1,2,3 and total GHG emissions [E1-6]

General accounting principles

Zeelandia accounts for its GHG emissions in accordance with the GHG Protocol, and has documented its methodology for carbon footprint calculation in Zeelandia's internal Carbon Accounting Principles. In line with the financial control approach, it includes emissions from operations in which Zeelandia has full financial control (100% of the shares).

Emissions are reported annually across all three GHG Protocol Scopes. For scopes 1 and 2 the base year is 2023. For scope 3 emissions, the base year is 2024 (the first year for which the scope 3 emissions have been calculated).

The company continuously seeks to improve its data collection processes, and the accuracy of data and estimations. Base-year emissions and targets will only be recalculated if they exceed the 5% significance threshold, in line with best practices for GHG accounting.

The company's footprint includes emissions of seven greenhouse gases (CO_2, CH_4, N_2O, HFC, PFC, SF_6 and NF_3), where necessary converted into CO_2 equivalents using global warming potential (GWP100) values from the IPCC's Assessment Report (fifth edition or later).

Data quality and accuracy

Zeelandia 's efforts to improve data quality include expanding the use of primary data (activity data and supplier-specific emission factors). Currently, primary data is generally available for scopes 1 and 2. For scope 3, primary data is not yet available for all categories and secondary data is used where needed (such as spend-based data, sector averages and generic emission factors).

The main databases used for emission factors (secondary sources) are DEFRA, IEA, AGRIBALYSE, Carboncloud, ADEME and Ecoinvent. Because 2024 is the first year with a complete GHG footprint, Zeelandia has used primary activity data combined with recognised secondary emission factors.

For scope 3 emissions, minor extrapolations were applied in the reporting year 2024 due to unavailable data for certain legal entities. In the reporting year 2025, data availability was more limited, which required additional extrapolations to estimate specific scope 3 categories. Typical and commonly accepted assumption methods were used for all extrapolations. Extrapolated data was not subject to further extrapolation. As a consequence, data for some scope 3 categories in 2025 remains incomplete. Furthermore, waste data for the reporting year 2025 is incomplete due to data unavailability at the time of data collection. No extrapolations were applied. As a result, yearonyear comparisons for scope 3 emissions cannot be reliably performed. The categories to which this applies are indicated for the year 2025 by an asterisk (*) in the following table. These data gaps are expected to be corrected in subsequent reporting cycles.

In 2025, the Zeelandia Group achieved a -15.6% reduction[3] in combined scope 1 and scope 2 GHG emissions compared to the base year, demonstrating continued progress towards the 2030 reduction target of 31%. The reduction was primarily driven by a shift from grid electricity to renewable electricity in several legal entities.

3 *This is relative progress.*

Gross scopes 1, 2, 3 and total GHG emissions [E1-6]

Metric	Unit	Value 2023	Value 2024	Value 2025	Progress vs base year	Target 2030	Target 2050
Scope 1 GHG emissions							
Gross scope 1 GHG emissions	Metric tCO2e	11,395	10,848	9,983	-1,412	7,874	0
Emissions from regulated emission trading schemes	%	0	0	0	0	NA	NA
Biogenic emissions not included in scope 1	Metric tCO2e	0	0	0	0	NA	NA
Scope 2 GHG emissions							
Gross location-based scope 2 GHG emissions	Metric tCO2e	6,721	6,910	6,673	-48	NA	NA
Gross market-based scope 2 GHG emissions	Metric tCO2e	4,017	4,183	3,249	-768	2,776	0
Scope 3 GHG emissions							
Total gross scope 3 GHG emissions	Metric tCO2e	NA	585,401	595,008	NA	NA	NA
Cat. 1: Purchased goods and services*	Metric tCO2e	NA	518,667	529,009	NA	NA	NA
Cat. 2: Capital goods	Metric tCO2e	NA	3,712	4,338	+626	NA	NA
Cat. 3: Fuel and energy-related activities	Metric tCO2e	NA	3,320	3,117	-203	NA	NA
Cat. 4: Upstream transportation and distribution*	Metric tCO2e	NA	18,122	17,173	NA	NA	NA
Cat. 5: Waste generated in operations*	Metric tCO2e	NA	466	56	NA	NA	NA
Cat. 6: Business traveling	Metric tCO2e	NA	1,111	1,217	+106	NA	NA
Cat. 7: Employee commuting	Metric tCO2e	NA	NA	NA	NA	NA	NA
Cat. 9: Downstream transportation	Metric tCO2e	NA	NA	NA	NA	NA	NA
Cat. 10: Processing of sold products	Metric tCO2e	NA	38,913	39,104	+191	NA	NA
Cat. 15 Investments[4]	Metric tCO2e	NA	1,090	994	-96	NA	NA
Total GHG emissions							
Total location-based GHG emissions	Metric tCO2e	18,116	603,159	611,664	NA	NA	NA
Total market-based GHG emissions	Metric tCO2e	15,412	600,432	608,240	NA	NA	NA

4 *This is the share of the ownership (typically 50%) of the joint ventures' scope 1 + scope 2 (market-based) emissions.*

Metric	Unit	Value 2023	Value 2024	Value 2025
Gross scope 1 GHG emissions	Metric tCO2e	11,395	10,848	9,983
Gross location-based scope 2 GHG emissions	Metric tCO2e	6,721	6,910	6,673
Gross market-based scope 2 GHG emissions	Metric tCO2e	4,017	4,183	3,249

Metric per net revenue	Unit	Value 2023	Value 2024	Value 2025
Total energy consumption from activities in high climate impact sectors per net revenue from activities in high climate impact sectors.	MWh/€	1.04E-4	1.01E-4	1.04E-4
Total location-based GHG emissions per net revenue.	tCO2e/€	2.98E-05[5]	9.86E-04	1.01E-03
Total market-based GHG emissions per net revenue.	tCO2e/€	2.54E-05	9.81E-04	1.00E-03

5 *Total emissions cover only scope 1 and scope 2 for 2023.*

CapEX Taxonomy eligibility and alignment

EU Taxonomy
In this Sustainability Statement, Zeelandia discloses which activities are eligible for and aligned with the Taxonomy Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020.

The EU Taxonomy is a classification system that defines criteria for economic activities considered environmentally sustainable, to help investors, companies and policymakers identify activities that:

- substantially contribute to at least one of six environmental and climate objectives;
- do no significant harm (DNSH) to the other objectives;
- and comply with minimum safeguards on human rights, corruption/bribery, fair competition and taxation.

This information is disclosed using three KPIs: net turnover, capital expenditure (CapEx) and operating expenditure (OpEx).

Taxonomy-eligible economic activities and the assessment of their Taxonomy alignment

1. Turnover
The main activity of Zeelandia is not covered by the economic activities described in the Climate and Environment Delegated Acts. Thus, the company's turnover is not eligible for the EU Taxonomy and as a result zero eligibility and zero alignment for turnover is reported for the year 2025.

2. CapEx
Zeelandia has identified five economic activities as Taxonomy-eligible for the CapEx KPI. To assess their alignment with the EU Taxonomy, the company has evaluated the activities against the applicable technical screening criteria for each of them.

In this process, firstly the activities' substantial contribution to one of the climate and environmental objectives outlined in the Regulation was evaluated. Secondly, Zeelandia verified that the activities DNSH to any of the other climate and environmental objectives. Finally, the company assessed compliance with the minimum safeguards set out in the EU Taxonomy, relating to human rights, corruption and bribery, fair competition, and taxation.

The following table presents the economic activities identified and their Taxonomy eligibility and alignment. Note: not being aligned with the EU Taxonomy does not necessarily reflect a lack of green investments, only that these investments are not fully aligned with the definitions laid down in the EU Taxonomy.

Zeelandia has identified five Taxonomy-eligible economic activities under CapEx, none of which are Taxonomy-aligned. As a consequence Zeelandia reports 32.6% CapEx Taxonomy-eligibility under the activities described in the table above, but zero alignment for the year 2025.

3. OpEx
Zeelandia has not identified Taxonomy-eligible nor Taxonomy-aligned activity in relation to OpEx. Thus, the company's OpEx is not eligible for the EU Taxonomy and as a result zero eligibility and zero alignment for OpEx is reported for the year 2025.

CapEX Taxonomy eligibility and alignment

Taxonomy activity	Activity description	Assessment of Taxonomy eligibility	Assessment of Taxonomy alignment	CapEx
CCM 7.1 Construction of new buildings	The construction of buildings for non-residential use. The activity includes a project for the construction of a new factory for Zeelandia.	The activity is 28.1% Taxonomy-eligible.	The economic activity does not make a substantial contribution to the respective climate objective.	Not aligned
CCM 4.1 Electricity generation using solar photovoltaic technology	Installing solar panels on own premises across various legal entities.	The activity is 1.7% Taxonomy-eligible.	The economic activity does not comply with the DNSH requirements.	Not aligned
CCM 7.6 Installation, maintenance and repair of renewable energy technologies	Building heating and cooling systems, including the servicing of Easiheat heat exchangers and Cooling kettle scraped surface heat exchangers.	The activity is 1.4% Taxonomy-eligible.	The economic activity does not comply with the DNSH requirements.	Not aligned
CCM 7.2 Renovation of existing buildings	Renovating installations in a legal entity's new warehouse.	The activity is 1.1% Taxonomy-eligible.	The economic activity does not make a substantial contribution to the respective climate objective.	Not aligned
CCM 7.3 Installation, maintenance and repair of energy efficiency equipment	Insulation of a legal entity's building.	The activity is 0.3% Taxonomy-eligible.	The economic activity does not make a substantial contribution to the respective climate objective.	Not aligned

EU Taxonomy KPIs and accounting principles

1. Net turnover

When calculating the performance indicator for turnover, Zeelandia applies the same General Accepted Accounting Principles (GAAP) as it does in the consolidated financial statements. Net sales are defined as revenue arising from performance obligations related to the supply of goods less discounts and taxes levied on sales. Revenue is recognised by separately identifiable performance obligation. Pledged assets are identifiable if the following criteria are met:

- The buyer can independently use the benefits of the goods, whether or not jointly with resources the buyer has or can obtain; and
- The commitment to deliver the goods is identifiable from other commitments contained in the contract. Revenue arising from performance obligations to deliver goods is recognised when all significant rights to economic benefits as well as all significant risks and rewards have passed to the customer. The cost of these goods is allocated to the same period. The company identifies only the delivery of goods as a performance obligation.

2. CapEx

CapEx is defined as it is in the EU Taxonomy and is equal to all additions to intangible and tangible assets during the financial year.

Intangible fixed assets

Intangible fixed assets are valued at the amount of the costs incurred, minus cumulative depreciation, and, if applicable, impairments. Depreciation is calculated on a straight-line basis and annually amounts to a fixed percentage of the costs incurred. Depreciation is applied from the time of commissioning. The expected economic life and the depreciation method are reassessed at the end of each financial year.

Tangible fixed assets

Tangible fixed assets are valued at acquisition price, minus accumulated depreciation and, if applicable, impairments. Depreciation is based on estimates of the economic life of the various objects and is calculated on the basis of a fixed percentage of the acquisition price, taking into account any residual value. Depreciation is applied from the time of commissioning. Land is not depreciated. Costs for regular major maintenance are capitalised according to the component approach. Here, the total expenditure is allocated to the constituent components. The tangible fixed assets of which the company and its group companies have the beneficial ownership pursuant to a financial lease agreement are capitalised. The related lease obligation is reported as a liability and the interest included in future lease instalments is entered against the result over the duration of the financial lease agreement.

3. OpEx

Income and expenses are allocated to the year to which they relate. Profits are only recognised to the extent that they have been realised on the balance sheet date. Liabilities and potential losses arising before the end of the year are taken into account if they were known before the preparation of the financial statements.

EU Taxonomy tables

Zeelandia presents the performance indicators for turnover, CapEx and OpEx in accordance with the tables determined for non-financial undertakings in the EU Taxonomy in Annex (see *EU Taxonomy tables*).

Nuclear energy & fossil fuel activities

Zeelandia does not have Taxonomy activities related to gas or nuclear power (see '*EU Taxonomy tables*' in Annex for the tables).

Social information **Own workforce S1.**

Zeelandia invests in the long term future of both the business and its people. Our social strategy evolves around four levers: **development of leadership; strong employee relations; fostering of workplace culture and safety and health.**

In 2025, expanded workforce data confirmed our global focus on employee well being, health & safety and ethical labour practices. Key priorities include strengthening leadership, listening to employees through GPTW surveys, improving pay transparency and equal pay, and enhancing speak up channels by developing and improving grievance and whistleblowing mechanisms.

Strategy.

Material IROs related to own workforce and interaction with strategy and business model [SBM-3, ESRS 2]

The 2024 DMA identified two material impacts related to Zeelandia's own workforce. For more information on the DMA process, see '*Description of the process to identify and assess material IROs [IRO-1]*'.

Topic	Sub-topic	IRO type	- / +	Description	Time horizon	Concentration
S1	Terms of employment & employee wellbeing	Impact	+	Zeelandia ensures good working conditions and adheres to local regulations across all its operations. The minimum is to be locally competitive in terms of wages, bonuses and social protection. This commitment fosters a safe and supportive environment, enhancing employee satisfaction, productivity, and overall well-being.	Short term	Own operations
	Health & Safety	Impact	+	The company has an Operational Health and Safety policy in place, along with concrete action plans for monitoring and mitigation. This leads to reduced risk of accidents, higher productivity, lower absenteeism, less frustration, and increased motivation among the workforce.	Short term	Own operations

The first positive material impact concerns terms of employment and employee well-being. Zeelandia fosters employee well-being, offering a good and supportive working environment and competitive working conditions. This impact applies to all employees but can differ by country, as working conditions, benefits and HR practices are shaped by local labour laws, collective agreements and market standards.

The second positive material impact relates to health and safety at work. This is an area of special interest to Zeelandia as a company with substantial manufacturing operations. Special attention has therefore been paid to the monitoring and mitigation of possible risks to health and safety at the company's sites. The measures taken have had a positive impact, by reducing the number of accidents and related risks. This impact extends to all individuals within Zeelandia's workforce who may be materially impacted by the Group, including direct employees and those employed indirectly.

Strategy

Zeelandia's Social strategy evolves around four levers: development of leadership; strong employee relations; fostering of workplace culture and safety and health. Guided by these levers, Zeelandia has shaped its HR and social strategy to ensure alignment and impact across the organisation in a compliant way.

The development of leadership focuses on creating a result-oriented and performance-driven approach at all levels. A key element in this process is the Scaling Up Management Framework and the leadership project used to encourage ownership, responsibility and empowerment of people. Furthermore, a new remuneration policy for senior management and the Equal Pay project have been developed to ensure fairness and transparency in remuneration and compliance with rules and regulations. Finally, to ensure the company's future as a sustainable and successful company, succession plans are being developed so that continuity is being guaranteed by identifying potential successors for leadership and critical positions.

Zeelandia is committed to developing a healthy relationship with its employees. This is why employee relations are an important social lever for the company. In addition to being compliant with all applicable legislation, the company's aim is to protect Zeelandia's own workforce, in whichever jurisdiction the company operates. The relationship with employees is nurtured through different actions such as the development of an e-quiz on the company's ECoC, the training of employees on human rights and the development of a global whistleblower policy and grievance mechanism. All these measures are expected to help avoid breaches of the ECoC and foster employee awareness. Furthermore, a digital toolset has been developed to strengthen the company's result-oriented culture.
As for the third lever, Zeelandia's workplace culture is a key differentiator from other companies. The GPTW initiative is a relevant measure to ensure and improve this culture.

Finally, Zeelandia is aware of the specific safety risks that may arise whilst working in a manufacturing environment. This is manifested in a strong commitment to providing a healthy and safe workplace for all employees and in particular those working on the company's sites. Zeelandia is aiming for zero injuries and fatalities. For more information on the actions mentioned, see '*Actions [S1-4]*'.

Policies, Targets and Actions

Policies [S1-1]

Zeelandia has adopted several policies to support safe and fair working conditions for its workforce, and to address the material IROs identified under S-1.

Policies and initiatives in this area are developed in full alignment with all applicable regional and national human rights protection regulations wherever Zeelandia operates, as well as international regulations including the UN Guiding Principles on Business and Human Rights, the International Bill of Human Rights and the ILO's Fundamental Principles and Rights at Work.

Employee Code of Conduct (ECoC)

Background	Content	Scope	Monitoring and accountability
Zeelandia has adopted the ECoC as a key measure to establish clear guidelines regarding employees' rights and responsibilities. This policy is reinforcing the company's positive impact on terms of employment and well-being of its own workforce.	The code outlines Zeelandia's ethical standards for conducting business and guides individual behaviour in this direction. Moreover, it reflects employees' rights and duties towards the company and its co-workers.	The code applies to all employees, temporary staff and contractors of Zeelandia and its affiliated companies worldwide. It also applies to the members of the Supervisory Board.	The ultimate accountable person is the Group HR Director. The implementation and monitoring will be performed through an e-quiz which is still under development (see *Actions [S1-4]*). The ECoC will be announced via Group communication channels.

Remuneration Policy

Background	Content	Scope	Monitoring and accountability
Zeelandia has adopted the Remuneration policy as a key measure to implement the Pay Transparency Directive, ensuring fair and equitable compensation across the company. This policy is reinforcing the company's positive impact on terms of employment and the well-being of its own workforce.	The policy creates a compensation framework that supports both the organisation's objectives and the well-being of its employees.	The policy applies to all Zeelandia legal entities, including European joint ventures. The policy is being implemented gradually across all legal entities.	Ultimate accountability lies with the Governance Committee HR, containing the Chief Executive Officer(CEO) and the Group HR Director. All MDs of the legal entities will be informed of the new policy, as they are targeted by it.

Human Rights Policy

Background	Content	Scope	Monitoring and accountability
Zeelandia has adopted the Human Rights policy as a key measure to align with international guidelines and European legislation such as the Forced Labour Regulation (FLR), ensuring the respect and protection of human rights across its operations. This policy is reinforcing the company's positive impact on terms of employment and the well-being of its own workforce.	The policy outlines Zeelandia's commitment to respecting and promoting human rights in all aspects of its operations, supply chains and business relationships, and outlines minimum expectations and obligations in these areas, including the prevention of human trafficking, forced or compulsory labour and child labour.	The policy applies to the entire Zeelandia Group including all its legal entities as well as its suppliers, business partners, customers and other relevant stakeholders in the supply chain.	Each local legal entity is responsible for implementing the policy, while the Group HR team is accountable for overseeing its implementation and execution across all legal entities. As a final layer, the Group CSR team will be responsible for monitoring that the implementation has been completed effectively.

Occupational Health and Safety Policy (OHS)

Background	Content	Scope	Monitoring and accountability
Zeelandia has adopted the OHS policy as a key measure to ensure a safe and healthy working environment. This policy is reinforcing the company's positive impact on health and safety of its own workforce.	The policy safeguards employee health and safety by outlining how Zeelandia manages and enforces health and safety standards across all workplaces under its control.	The policy applies to all employees and non-employees at Zeelandia's own workforce as well as workers whose workplace is controlled by Zeelandia, including joint ventures.	Each local legal entity is responsible for implementing the policy, while the Group SHE manager is accountable for overseeing and monitoring its execution across all legal entities. Appropriate actions are taken through to incident closure. As for the monitoring: - A Hazard Risk Assessment (Inventory) and Evaluation (RI&E) shall be used to identify potential risks at local level. An analysis happens at least annually or upon changes. - All incidents shall be reported, recorded and investigated. All reported cases shall be reviewed and followed by a Corrective and Preventive Action (CAPA) process where applicable at legal entity level. - Near-misses and hazard observations shall be proactively monitored and reviewed, followed by a CAPA on a legal entity level (if applicable).

Processes for engaging with own workers and workers' representatives about impacts [S1-2]

Zeelandia's employees can raise questions, concerns and material impacts through several formal and informal communication channels. Leaders, in particular MDs of legal entities and the HR function, are expected to maintain a close connection with the workforce and to use these channels to collect and process employee feedback. This ongoing dialogue helps to integrate employee perspectives into Zeelandia's strategy and to support a culture of trust and collaboration.

Engagement through works councils
Employees across all legal entities are free to join a trade union. Zeelandia currently does not have a global framework agreement with social partners.

Where required by national legislation, Zeelandia has established active works councils. In some legal entities there are legal employee representatives. On a country level, these discuss topics such as strategy, working conditions, health and safety, and training and development, and address specific issues as they arise, including potential impacts on employees from measures to reduce CO_2 emissions or the transition to greener operations.

Works council meetings typically involve senior management (usually the legal entity's managing director), local and/or Group HR and workers' representatives. In the Netherlands the CEO and the managing director of the Netherlands legal entity alternate attendance at these meetings. The frequency of meetings depends on local legislation and practice and can range from monthly to several times per year, with additional meetings held in the event of significant changes affecting employees.

Engagement through workplace surveys
Nearly all legal entities conduct regular employee engagement surveys. From 2026, all European legal entities will implement a common biannual engagement survey (Great Place to Work, see also '*Actions [S1-4]*'), which covers aspects such as working conditions, leadership, culture and workplace atmosphere. Results are consolidated at Group level, shared with management and, where applicable, discussed with works councils in line with local legal requirements.

Survey outcomes are used to develop or adjust action plans at local, regional and Group HR level, and may lead to updates of existing policies or the development of new ones. Group-level policies and guidelines for employees are communicated on Zeelandia's internal platform and through Group and local management. Operational responsibility for engagement surveys and follow-up lies with the relevant legal entity's managing director and the Group CEO.

Engagement through safety surveys
Zeelandia also conducts an annual safety culture survey across all legal entities, including questions on employees' perceptions of workplace safety. Results are communicated widely and support the development of targeted improvement plans at legal entity level. To encourage ongoing dialogue on safety, Zeelandia uses tools such as cards to facilitate structured safety discussions.

Processes to remediate negative impacts and channels for own workers to raise concerns [S1-3].

Channels and approach for remediation
Zeelandia provides multiple accessible and confidential channels for employees to report concerns or raise questions without fear of retaliation. Individuals are encouraged to use whichever channel they feel most comfortable with. Available reporting options include:

- Direct manager or supervisor
- HR team
- Legal officer (where applicable)
- Works council (where applicable)
- Confidential counsellor or, where applicable, a whistleblower service

Channels and approach for remediation > Three pathways.

Path 1.	Path 2.	Path 3.
Trust person or confidential counsellor in each legal entity	**Group-wide grievance mechanism and global whistleblower policy** (under development)	**Group-wide Incident Management Procedure**

Zeelandia has established three primary pathways to ensure that concerns are addressed appropriately and effectively. First, all legal entities have a trust person or confidential counsellor, usually an employee, but sometimes an external counsellor is available. This person can be approached with any breach, complaint, or sensitive matter, including issues related to employment terms, data protection, bribery, (psychological) safety or discrimination.

Second, a group-wide grievance mechanism and global whistleblower policy are being developed, and are expected to be implemented in the following years, in line with General Data Protection Regulation (GDPR) requirements. This will leverage best practices from some legal entities and comply with local legislation. Employees will be made aware of this policy through an annual virtual quiz about the ECoC (see *Actions [S1-4]*), that will include a section on the whistleblower process. This group-wide grievance mechanism and global whistleblower policy will be overseen by Zeelandia's Group HR and CSR Teams, ensuring effective implementation and ongoing monitoring.

Currently, the ECoC encourages employees globally to report any activity they suspect may be a violation of any law, regulation, policy or code at Zeelandia. Reports can be made through the abovementioned reporting channels, confidentially and, if preferred, anonymously.

Zeelandia explicitly prohibits retaliation against individuals who report concerns in good faith or participate in investigations. All reports are treated with strict confidentiality and are promptly and fairly investigated under the oversight of the designated whistleblower coordinator.

Some legal entities have already developed a local whistleblower policy, and others are still in the process of developing such a policy and currently rely on internal procedures for handling complaints.

For example, the Netherlands has rolled out a whistleblower policy. According to its procedure, once the report has been made, the reporter will be connected to a third-party trust person, safeguarding the individual's confidentiality and ensuring appropriate follow-up. Typically, the reporter receives confirmation of receipt within seven working days after a concern has been submitted. The local HR department is responsible for further investigation, assessment of whether the issue is substantiated, and for determining what corrective actions are required. If the concern is validated, Zeelandia will determine suitable remediation measures.

A third remediation route is the group-wide Incident Management Procedure and its accompanying Escalation Protocol. These ensure effective management of all kinds of incidents, including HR-related issues. For example, this procedure can be used to implement remediation measures after a health & safety incident.

Targets [S1-5]

In relation to IROs and associated policies, Zeelandia has set the following targets for its own workforce.

Leadership	
100% fair and equal pay	Each year, Zeelandia employees will receive fair and equal pay, meaning at least the minimum wage for their country or region and a maximum pay gap below 5%. This target is aligned with Zeelandia's remuneration policy and the project on equal pay. The pay gap will be monitored using an external business intelligence tool.
Zero substantiated human rights breaches	Before the FLR comes into effect, Zeelandia aims to ensure that zero human rights breaches are substantiated across the Group, its legal entities, and the supply chain. This target is aligned with the Human Rights policy and associated training.
Employee Relations	
-	Currently Zeelandia has not set specific quantitative targets for this lever.
Workplace culture	
Score 7/10 in GPTW	Zeelandia aims to achieve at least a 7 out of 10 score in the GPTW questionnaire (as calculated according to GPTW own methodology), to obtain a robust view of the working culture at the company.
Health and Safety	
Zero injuries and fatalities	Zeelandia is continuously working to improve employee health and safety in the workplace, aiming for zero injuries and fatalities. These efforts are aligned with the OHS policy and the related actions (see *Actions [S1-4]*).

Actions [S1-4]

Zeelandia has defined the following key actions and initiatives to manage IROs, implement policies and achieve targets.

Levers	Key actions	Description	Scope	Expected outcome	Related policies and targets	Time horizon
Leadership	**Leadership 2025 project**	Cornerstone of the human rights sustainability strategy, consisting of leadership training modules (e.g. people, finance, strategy) and a result-oriented performance toolkit, based on the Scaling Up management framework.	Senior management	Improved quality of leadership and performance.	Not applicable	Continued implementation in 2026 (building on previous training sessions in 2024-2025).
	Project on Equal Pay	A project aimed at ensuring fair and equal pay across the organisation and compliance with applicable regulations in this area. The project started with a Readiness Assessment workshop to collect all necessary data, followed by the implementation of a pay equity analysis tool in European countries. Based on the results an Equal and Fair Pay Programme action plan has been developed.	Own employees	Compliance with EU legislation, specifically the Pay Transparency Directive, and alignment with international business principles on fair and equal pay.	Remuneration policy (see *Policies [S1-1]*) Target of 100% fair and equal pay (see *Targets [S1-5]*)	In November 2025 a pilot was launched in seven EU legal entities, with subsequent rollout to all other legal entities.
	Succession planning	Development of succession plans for key senior management positions, identifying the best possible candidate for each role.	Senior management	Securing Zeelandia's future success through effective succession planning across all leadership positions.	Not applicable	Continuous process
Employee relations	**ECoC E-test/ quiz**	Digital assessment to raise awareness and test understanding of the ECoC.	Own employees	Improved awareness on ECoC topics, to promote a compliant mindset and practices.	ECoC and Human Rights Policy (see *Policies [S1-1]*) 100% employee adherence to the ECoC (see *Targets [S1-5]*)	Early 2026
	Training on human rights	Training programme to educate employees on human rights principles, with a focus on identifying possible breaches and forced labour risks.	Own employees	Awareness among all employees of the human rights policy, its consequences and the procedure to follow if any breach occurs.	Human Rights Policy (see *Policies [S1-1]*) 100% respect for human rights (see *Targets [S1-5]*)	2026
	Development of a global whistleblower policy	Development of a global whistleblower policy, as a template for each legal entity's individual whistleblower policy.	Own employees and external stakeholders	Individual legal entities' whistleblower policies that guarantee minimum whistleblower rights in line with the global policy.	ECoC and Human Rights Policy (see *Policies [S1-1]*)	2026
	Development of a grievance mechanism	Development of a formal process that allows employees and external stakeholders to raise concerns or report breaches.	Own employees and external stakeholders	- Improved transparency and trust. - Early detection and resolution of issues. - Compliance with legal and ethical standards. - Enhanced employee engagement.	ECoC and Human Rights Policy (see *Policies [S1-1]*)	2026
	Group HR system	A centralised platform to manage all HR processes across Zeelandia and register/consolidate workforce data in one platform.	Own employees	More transparent and accurate data management to support CSRD reporting, and to support initiatives aimed at employee well-being and performance.	Not applicable	2026
Workplace culture	**GPTW initiative**	Development and rollout of a biannual survey to collect feedback, to identify ways of creating or boosting a high-trust and consistently positive employee experience. The survey will take into account the local culture of each legal entity.	Own employees	Improved employee satisfaction and commitment, by systematically gathering their insights.	Not applicable	Rollout in the Netherlands (2025), Belgium (2026), then for other legal entities.
Health and safety	**Health and safety measures**	Policies and practices to ensure a safe and healthy working environment, including risk prevention, incident reporting and employee well-being initiatives.	All employees and non-employees within Zeelandia's facilities	- Implementation and maintenance of Health & Safety Management Systems. - Risk Assessment and Evaluation, annually or when changes occur. - Personal Protection Equipment (EPP) and related training. - Reporting and investigation of all incidents. - Sharing of learnings across legal entities.	OHS policy (see *Policies [S1-1]*) Zero injuries and fatalities at the workplace (see *Targets [S1-5]*)	Continuous process

Metrics.

Characteristics of employees [S1-6]

Accounting principles
The reported figures are compiled by aggregating data from all legal entities in accordance with the definitions below. Headcount and Full-Time Equivalent (FTE) figures are reported as at the end of the reporting period. Employees working for the corporate Group are counted under the country in which they work, except for the FTE overview by contract type and gender, where they are included under the Netherlands. For Germany, limited extrapolation was applied for data completeness.

Leading definitions	
Employee	A person who is in an employment relationship with Zeelandia and on its payroll.
FTE	A unit used to express working time of an employee (or group of employees) in relation to a full-time schedule. Local definitions may vary. In this report FTEs are calculated using the local definition and aggregated at Group level, disregarding differences in local definitions.
Permanent employee	An employee with an indefinite-term contract.
Temporary employee	An employee with a fixed-term contract.
Non-guaranteed hours employee	An employee without a guaranteed minimum or fixed number of working hours.
Employee turnover rate	The employee turnover rate is calculated as the number of employees that left the company during the reporting period, divided by the total headcount at the beginning of the reporting year.

Employee headcount by gender and country at year-end 2025

Country	Male	Female	Totals
Belgium	74	38	112
Brazil	243	65	308
Czech Republic	133	91	224
Germany	138	42	180
Hungary	15	11	26
Indonesia	178	51	229
Italy	50	18	68
Lithuania	9	9	18
Netherlands	281	115	396
Philippines	6	3	9
Poland	130	72	202
Romania	68	37	105
Russia	83	57	140
Slovakia	20	12	32
Spain	28	17	45
Turkey	42	16	58
United Kingdom	76	50	126
Ukraine	136	48	184
Totals	**1,710**	**752**	**2,462**

Zeelandia operates in a highly seasonal market, with demand peaks around festive periods and holidays. This seasonality impacts the company's workforce structure, particularly in the use of temporary contracts and flexible working arrangements. While permanent employees form the core of the company's workforce, temporary staff are engaged during peak periods to ensure continuity of production and customer service. In some countries (such as the Czech Republic and the Netherlands) it is a common practice to offer new employees a temporary contract at first. The impact of seasonality should be understood as inherent to the nature of the company's business rather than as indicators of instability.

Zeelandia only has employees with non-guaranteed zero hours contracts in the Czech Republic and Ukraine, during seasonal work or to cover temporary staff shortages.

Employee FTE by contract type, gender and country at year-end 2025

Country	Permanent employees		Temporary employees		Non-guaranteed hours employees		Totals
	Male	Female	Male	Female	Male	Female	
Belgium	68.70	34.00	1.00	0.00	0.00	0.00	103.70
Brazil	238.00	59.00	5.00	6.00	0.00	0.00	308.00
Czech Republic	104.00	71.50	20.00	10.80	9.00	9.00	224.30
Germany	134.01	36.93	1.11	3.32	0.00	0.00	175.37
Hungary	15.00	11.00	0.00	0.00	0.00	0.00	26.00
Indonesia	131.00	51.00	47.00	0.00	0.00	0.00	229.00
Italy	49.00	16.00	1.00	0.00	0.00	0.00	66.00
Lithuania	9.00	9.00	0.00	0.00	0.00	0.00	18.00
Netherlands	250.22	77.06	20.81	10.14	0.00	0.00	358.23
Philippines	6.00	3.00	0.00	0.00	0.00	0.00	9.00
Poland	107.90	70.00	19.50	1.00	0.00	0.00	198.40
Romania	68.00	34.00	0.00	1.00	0.00	0.00	103.00
Russia	82.00	56.40	1.00	3.00	0.00	0.00	142.40
Slovakia	20.00	12.00	0.00	0.00	0.00	0.00	32.00
Spain	27.00	15.00	0.00	0.00	0.00	0.00	42.00
Turkey	42.00	16.00	0.00	0.00	0.00	0.00	58.00
United Kingdom	75.40	48.40	2.00	0.00	0.00	0.00	125.80
Ukraine	103.00	44.00	14.00	1.00	19.00	3.00	184.00
Totals	**1,530.23**	**664.29**	**132.42**	**36.26**	**28.00**	**12.00**	**2,403.20**

Employee turnover within Zeelandia is largely influenced by the composition of its workforce and the nature of its employment arrangements. As a manufacturing company, Zeelandia experiences seasonal fluctuations in production volumes, which Zeelandia responds to through the engagement of temporary and nonguaranteed hours employees.

Additional drivers of employee turnover include organisational changes, such as restructurings, and adjustments in workforce arrangements, including transitions from temporary employment contracts to agency workers. Employee turnover is also influenced by local labour market conditions in the countries where Zeelandia operates.

Employee turnover in 2025

Metric	Unit	Value
Own employee turnover Rate	%	19.13
Headcount of own employee turnover	Headcount	477

Characteristics of non-employees [S1-7]

Accounting principles	
The reported figures are compiled by aggregating data from all legal entities in accordance with the definitions provided below. FTE figures reported as at the end of the reporting period.	

Leading definitions	
Non-employee	A person who performs work for Zeelandia Group but is not in an employment relationship with the company, and therefore not on its payroll.
FTE	A unit used to express working time of an employee (or group of employees) in relation to a full-time schedule. Local definitions may vary. In this report FTEs are calculated using the local definition and aggregated at Group level, disregarding differences in local definitions.

The table on the right shows the number of non-employees (in FTEs) across the countries in which Zeelandia is active. The majority of non-employees are agency workers. Non-employees' duties are mostly linked to seasonal work in countries with manufacturing sites, giving the company more flexibility in adjusting to monthly production plans. For the Netherlands specifically, non-employees are engaged in the context of an ongoing implementation of an Enterprise Resource Planning system.

Non-employee headcount at year-end 2025

Country	**FTE**
Belgium	5.70
Brazil	39.00
Czech Republic	4.00
Germany	5.53
Hungary	0.00
Indonesia	71.00
Italy	4.00
Lithuania	0.00
Netherlands	25.81
Philippines	0.00
Poland	31.40
Romania	3.00
Russia	4.80
Slovakia	0.00
Spain	3.53
Turkey	0.00
United Kingdom	0.00
Ukraine	0.00
Total	**197.77**

Collective bargaining coverage and social dialogue [S1-8]

There is currently no agreement in place with employees for representation by a European Works Council.

Accounting principles

The reported percentages are calculated using the number of own employees covered as the numerator and the total number of own employees at the end of the reporting period as denominator. Countries indicated with an asterisk in the table on the right have fewer than 50 employees and are included for completeness.

Collective bargaining coverage & social dialogue at year-end 2025

	Employees covered by collective bargaining agreements [%]	Employees covered by worker's representatives [%]
EEA Countries		
Belgium	100.00	1.80
Czech Republic	0.00	0.00
Germany	100.00	4.02
Hungary*	0.00	100.00
Italy	0.00	0.00
Lithuania*	0.00	0.00
Netherlands	100.00	2.60
Poland	0.00	1.49
Romania	100.00	100.00
Slovakia*	0.00	0.00
Spain*	100.00	100.00
Sub-total EEA	**59.52**	**14.10**
Non-EEA Countries		
Brazil	100.00	0.33
Indonesia	100.00	24.02
Philippines*	0.00	0.00
Russia	0.00	0.00
Turkey	0.00	0.00
United Kingdom	0.00	0.00
Ukraine	0.00	0.00
Sub-total non-EEA	**50.95**	**5.31**
Total	**55.85**	**10.34**

Adequate wages [S1-10]

All employees receive an adequate wage. Zeelandia consistently offers locally competitive compensation, in line with the EU Adequate Minimum Wages Directive and/or national legislation.

In addition to providing all employees with adequate wages, Zeelandia recognises the need for greater focus on equal pay. The company has initiated 'Project Equal Pay' (see *Actions [S1-4]*), which aims to enhance understanding of overall remuneration, in line with the Directive (EU) 2023/970 of the European Parliament and of the Council of 10 May 2023 on pay transparency. In future reporting, Zeelandia expects to be able to provide a more detailed assessment of this data point.

Social protection [S1-11]

Most employees are covered by social protection against loss of income due to the five major life events outlined in the ESRS (sickness, unemployment, employment injury, parental leave and retirement). Permanent employees are covered by applicable social protection schemes in the countries where the company operates. An exception applies in Turkey for retirement. Temporary employees are also mostly covered by social protection schemes. Limited exceptions apply, including unemployment coverage in Brazil, parental leave in the Philippines, and retirement benefits in the Philippines and Turkey.

In a limited number of countries, employees may be offered non-guaranteed hours. In the Czech Republic and Ukraine, employees with this type of contract are covered for all types of events. For countries where this type of hiring is not applicable, social protection for this category of employees is not considered here.

Health and safety metrics [S1-14]

Zeelandia places a strong emphasis on maintaining a healthy and safe working environment. As a manufacturing company, its goal is to ensure an accident-free environment. All employees, including those in joint ventures, are covered by the OHS Policy (see *Policies [S1-1]*). The company has implemented a comprehensive Health and Safety Management system that includes cross-border internal safety audits, safety culture development initiatives, and structured documentation processes. The system is internally governed and continuously improved to strengthen the company's safety performance.

The table on the right presents health and safety metrics for the 2025 reporting period, aligned with ESRS requirements. Non-employees have not yet been included. Work-related injuries and work-related ill health are reported separately. Data on ill health may be incomplete due to legal restrictions and privacy considerations.

Accounting principles

The reported figures are compiled by aggregating data from all legal entities in accordance with the definitions below. The data covers the full reporting period.

Leading definitions	
Work-related ill health	Chronic occupational diseases, stress-related issues or progressive physical conditions caused by work.
Work-related injuries	Immediate physical harm linked to work-related accidents or incidents.
TRIR	The Total Recordable Incident/Injury Rate (TRIR) represents the number and rate of recordable workrelated injuries, including highconsequence injuries and fatalities. It includes workrelated injuries occurring during companyorganised transport and workfromhome activities where directly attributable to work, and excludes non-work-related commuting accidents. It is recorded per 200,000 working hours and converted for reporting purposes to a rate per 1,000,000 working hours, by multiplying the tracked number by a factor of five.
Lost-Time Injury Days	Working days away from work and/or days of restricted work activity beyond the date of injury or onset of illness. The day on which the injury or illness occurred is not counted as a lost-time day. Calendar days are counted in line with the Group definition, although this definition has not yet been implemented in all local monitoring systems. Zeelandia is working towards harmonised reporting to improve data accuracy.

Health & safety metrics	**Work-related ill health**	**Work-related injuries**	**Total**
The number of fatalities for own employees.	0	0	0
Rate of recordable work-related injuries (TRIR) per 1,000,000 working hours	N.A.	4.5[6]	4.5
The number of injury cases recorded	34	25	59
The number of days lost[7]	4,187	326	4,513

6 1,1% of the total datasets on worked hours are missing.

7 The definition requests calendar days, however, harmonisation is still ongoing. Therefore this number should be considered with caution as this is a mix of calendar days and working days.

Work-life balance metrics [S1-15]

Accounting principles
The reported figures are compiled by aggregating data from all legal entities. Data quality for the percentage of employees who are entitled to family-related leave could be improved, since family-related leave may be interpreted differently between countries.

Leading definitions	
Family-related leave	Leave including maternity leave, paternity leave, parental leave, carer's leave and bereavement leave.

94.32% of the employees are entitled to family-related leave.

Family-related leave in 2025	
% of employees entitled	94.32%
% of employees that took the leave	7.76%
Male	58.67%
Female	41.33%

Governance
Business conduct G1.

A strong, Group wide corporate culture is the backbone of Zeelandia's long term success. **Our Business Principles, ECoC and SCoC set clear expectations for ethical behaviour** in our own operations and across the value chain. In 2025, we strengthened sustainability governance by establishing a dedicated CSR team and **publishing our first Sustainability Statement prepared in line with CSRD**, reinforcing transparency, accountability and a speak up culture supported by monitoring, reporting and ongoing dialogue.

Strategy.

Material IROs and their interaction with strategy and business model [SBM-3, ESRS 2]

The 2024 DMA identified two material impacts and one opportunity related to Zeelandia's corporate culture.
For more information on the DMA process, see '*Description of the process to identify and assess material IROs [IRO-1]*'.

Topic	Sub-topic	IRO type	- / +	Description	Time horizon	Concentration
G1	Corporate culture	Impact	+	Zeelandia's commitment to a robust company culture solidifies its foundation for sustainable success, benefiting employees, customers, and the organization as a whole.	Mid term	Own operations
		Impact	+	Zeelandia employs a Supplier Code of Conduct to ensure that both suppliers and customers share key values that are fundamental to the company. This approach promotes mutual trust and alignment, fostering strong and ethical business relationships.	Mid term	Value chain
		Opportunity		A positive company culture leads to higher employee retention and attracts new talent easily. Employees are more engaged and motivated, resulting in improved performance and higher quality work.	Mid term	Own operations

The first positive impact concerns Zeelandia's own operations, where a strong corporate culture supports sustainable success and benefits the organisation and its stakeholders. The second positive impact extends across the value chain. Through its SCoC, Zeelandia seeks to ensure that suppliers and business partners uphold the company's core values and responsible business principles. The identified opportunity is that a positive corporate culture can improve employee retention, attract new talent and enhance business performance. This is particularly relevant for Zeelandia as a family-owned business, where employee loyalty and a strong culture are highly valued.

Strategy
To strengthen transparency and good governance, Zeelandia has implemented a policy framework for responsible business conduct and a values-driven corporate culture. Central to this framework are the ECoC (see *Policies [S1-1]*) and Zeelandia's Business Principles (see *Business conduct policies and corporate culture [G1-1]*), which set standards for ethical behaviour, legal compliance and personal accountability across the organisation.

Zeelandia develops its corporate culture through leadership commitment, employee engagement and consistent internal communication. Cultural values are reinforced through internal training and open dialogue, including a 'Talk About It' initiative. The corporate culture itself and effectiveness of policies are evaluated through management oversight, confidential reporting mechanisms and periodic reviews to ensure alignment with legal, ethical and societal expectations.

The company's efforts to strengthen corporate culture will benefit from other initiatives, such as the Governance House project. This will create a central, accessible repository for policies and related documents, to improve transparency around governance matters and create a single, reliable point of reference for all employees globally.

Together, these policies and practices underpin Zeelandia's commitment to conducting business with integrity and to building a corporate culture rooted in trust, responsibility and mutual respect.

Embedding sustainability in Zeelandia's corporate culture
In 2025, Zeelandia strengthened its sustainability efforts by establishing a dedicated CSR team to drive its sustainability ambitions and projects on a full-time basis. During the year, the company also worked on its first Sustainability Statement prepared in line with CSRD, which is published voluntarily, and ahead of external obligations, to demonstrate Zeelandia's commitment to transparency and sustainability. Significant time and resources were invested in this project, which will support Zeelandia's continued efforts to embed sustainability in its corporate culture and governance structure.

Business conduct policies and corporate culture [G1-1].

The material IRO Corporate Culture is affected by a set of core policies and procedures, which define expected behaviour, clarify responsibilities and support the implementation of Zeelandia's corporate culture across the Group and its value chain.

Zeelandia Business Principles

Background	Content	Scope	Monitoring and accountability
Zeelandia has adopted these principles as a foundation for its operations and interactions with stakeholders. These principles are related to the material IRO Corporate Culture.	The principles outline Zeelandia's core business principles, ensuring all operations are conducted with integrity, ethics and good governance.	The principles apply to all business relations Zeelandia conducts.	There is no specific monitoring for this policy. Every person doing business relations with Zeelandia is accountable for their implementation.

Corporate Social Responsibility Policy (CSR)

Background	Content	Scope	Monitoring and accountability
Zeelandia has adopted the CSR policy as a key document to outline its strategy for achieving sustainability objectives. This policy is related to the material IRO Corporate Culture.	The policy covers social, environmental and governance aspects and how Zeelandia address and integrates them in its business strategy.	The policy applies to all Zeelandia legal entities, business partners and stakeholders.	The accountable team for the implementation of the policy is the CSR team. The local legal entities are responsible for its local implementation. This implementation will be supervised by the Group CSR team.

Supplier Code of Conduct (SCoC)

Background	Content	Scope	Monitoring and accountability
Zeelandia has adopted the SCoC as a key document outlining the minimum standards of conduct expected from its suppliers. This code is related to the material IRO Corporate Culture.	The code contains minimum requirements on environmental, social and human rights aspects that suppliers need to comply with to do business with Zeelandia.	The code applies to suppliers as a contractual clause.	The accountable team for the implementation is the Group Procurement team. In the event of a material non-conformance Zeelandia must be informed promptly and effective measures will be taken.

Monitoring/performance
Zeelandia has established clear mechanisms for identifying, reporting, and investigating concerns related to unlawful conduct or breaches of internal policies, including its ECoC (see *Policies [S1-1]*) and the Business Principles described above. These mechanisms are designed to promote transparency, accountability, and a speak-up culture within the organisation (see *Processes to remediate negative impacts and channels for own workers to raise concerns [S1-3]*).

In case of material non-conformances, Zeelandia also has access to an established procedure for escalating and managing incidents. The Group Incident Management Procedure enables swift identification, escalation, investigation, resolution and prevention of serious incidents related to Zeelandia's production facilities. This process is applicable throughout Zeelandia, including all its legal entities, and covers incidents involving employees, products and/or customers. The procedure enables coordinated management of escalated incidents across the Group. The Group QESHR-OHS Manager has primary responsibility (alternatively, the Group QESHR Director). A Group Task Force with specialists will serve as the company's 'nerve centre' while managing the incident.

Training
Zeelandia emphasises the importance of ethical behavior and compliance with its ECoC and Business Principles through active leadership engagement, internal communication, and employee accountability. While the company does not currently have a formal, structured training program dedicated solely to business conduct, all employees are expected to read, understand, and apply the principles outlined in the ECoC as part of their onboarding and daily responsibilities.

Managers are responsible for promoting awareness of the ECoC and are encouraged to facilitate discussion around ethical decision-making and business dilemmas. Guidance is provided in the form of accessible documents, internal communications, and one-on-one conversations, especially when employees face uncertainty or ethical questions. Zeelandia is currently evaluating opportunities to further formalise its approach to business conduct training.

Annex.

Full overview of legal entities

Overview of legal entities (consolidated)		
Country	**Ownership**	**Legal Entity**
Belgium	100%	Aldia N.V., Oudenaarde
Belgium	100%	N.V. Zeelandia, Wommelgem
Belgium	100%	J.H. Wouters N.V., Lokeren[8]
Brazil	100%	Emulzint Ltda., Jundiai
Czech Republic	100%	Zeelandia spol. s.r.o., Malsice
Germany	100%	Zeelanco Verwaltungs GmbH, Frankfurt am Main
Germany	100%	Zeelandia GmbH & Co. KG, Frankfurt am Main
Germany	100%	Zeelandia van Esso GmbH, Trittau
Germany	100%	Wigo GmbH Aromen & Backmittel, Trittau
Hungary	100%	Magyar Zeelandia KFT, Budapest
Indonesia	100%	PT Zeelandia Indonesia, Tangerang
Indonesia	100%	PT Seelindo Sejahteratama, Tangerang
Italy	100%	Zeelandia S.p.A., Ossona
Lithuania	100%	UAB Zeelandia, Klaipedos
Netherlands	N/A	Koninklijke Zeelandia Groep B.V.
Netherlands	100%	Zeelandia-BakeCanto Holding B.V., Zierikzee
Netherlands	100%	Zeelandia H.J. Doeleman B.V., Zierikzee
Netherlands	100%	Zeelandia International Holding B.V., Zierikzee
Netherlands	100%	Zeelco B.V., Zierikzee
Pakistan	60%	Zeelandia Pakistan (Private) Limited
Philippines	100%	Zeelandia Philippines Inc., Manila
Poland	100%	Zeelandia Sp. zo.o., Poznán
Romania	100%	S.C. Zeelandia SRL., Iasi
Russia	100%	Zeelandia OOO, Elino
Slovakia	100%	Zeelandia s.r.o., Kosice
Spain	100%	Zeelandia Productos Alimentarios S.A., Santa Margarida I els Monjos
Turkey	100%	Zeelandia Gida Sanayi ve Ticaret Anonim Sirketi
United Kingdom	100%	Zeelandia Holdings (UK) Ltd., Billericay
United Kingdom	100%	Zeelandia Limited, Colchester
United Kingdom	100%	James Fleming & Company Ltd., Glasgow[9]
United Kingdom	100%	W.T. Mather Limited
Ukraine	100%	LLC Zeelandia, Brovary
Ukraine	100%	S.C. Zeelandia, Brovary

Overview of legal entities (non-consolidated)		
Country	**Ownership**	**Legal Entity**
Bulgaria	50%	Zeelandia EOOD, Sofia[10]
China	50%	Zeelandia Bakery Ingredients (Wuxi) Co. Ltd
China	50%	Wuxi Chileeto Trading Co., LTD[11]
Greece	50%	Sefco Zeelandia S.A., Athene
India	50%	Fine Zeelandia Private limited company, Mumbai
Portugal	50%	Prodite Zeelandia Produtos Alimentares Lda, Rio Tinto
Serbia	50%	Zeelandia D.O.O. Beograd[10]

8 *The company was liquidated in the 2025 financial year.*

9 *Operational until 1st May 2025.*

10 *A 100% subsidiary of Sefco Zeelandia S.A. (Greece).*

11 *A 100% subsidiary of Zeelandia Bakery Ingredients (Wuxi) Co. Ltd (China).*

Overview of Disclosure Requirements [IRO-2]

ESRS 2		
Disclosure Requirement	**Brief explanation**	**Where to find?**
BP-1	General basis for preparation	p. 50
BP-2	Specific circumstances	p. 51
GOV-1[12]	The role of the administrative, executive and supervisory bodies	p. 51
GOV-2	Information provided to and sustainability matters addressed by the administrative, executive and supervisory bodies	p. 51
GOV-3	Integration of sustainability-related performance in incentive schemes	p. 55
GOV-4	Statement on sustainability due diligence	Not disclosed
GOV-5	Risk management and internal controls over sustainability reporting	Not disclosed
SBM-1	Strategy, business model and value chain	p. 56
SBM-2	Interests and views of stakeholders	Not disclosed
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	p. 57
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	p. 59
IRO-2	Disclosure requirements	p. 60, this table
ESRS E1		
GOV-3 [ESRS 2]	Integration of sustainability-related performance in incentive schemes	p. 55
E1-1	Transition plan for Climate Change Mitigation	Not disclosed
SBM-3 [ESRS 2]	Material impacts, risks and opportunities related to climate change and their interaction with strategy and business model	p. 62
IRO-1 [ESRS 2]	Processes to identify and assess material climate-related impacts, risks and opportunities	p. 59
E1-2	Policies related to climate change	p. 64
E1-3	Actions and resources related to climate change	p. 66
E1-4	Targets related to climate change	p. 65
E1-5	Energy consumption and mix	p. 68
E1-6	Gross Scopes 1, 2, 3 and total GHG emissions	p. 71
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	Not disclosed
E1-8	Internal carbon pricing	N/A
E1-9	Anticipated financial effects from physical and transition risks and potential climate-related opportunities	Not disclosed

ESRS S1		
SBM-2 [ESRS 2]	Interests and views of stakeholders	Not disclosed
SBM-3 [ESRS 2]	Material impacts, risks and opportunities related to own workforce and their interaction with strategy and business model	p. 76
IRO-1 [ESRS 2]	Processes to identify and assess material climate-related impacts, risks and opportunities	p. 59
S1-1	Policies related to own workforce	p. 77
S1-2	Processes for engaging with own workers and worker's representatives about impacts	p. 78
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	p. 78
S1-4	Actions related to own workforce	p. 80
S1-5	Targets related to own workforce	p. 79
S1-6	Characteristics of the employees	p. 81
S1-7	Characteristics of non-employees	p. 83
S1-8	Collective bargaining coverage and social dialogue	p. 84
S1-9	Diversity metrics	Not material
S1-10	Adequate wages	p. 85
S1-11	Social protection	p. 85
S1-12	Persons with disabilities	Not material
S1-13	Training and skills development metrics	Not material
S1-14	Health and safety indicators	p. 85
S1-15	Work-life balance indicators	p. 86
S1-16	Compensation metrics	Not material
S1-17	Incidents, complaints and sever human rights impacts	Not material
ESRS G1		
GOV-1 [ESRS 2]	The role of the administrative, executive and supervisory bodies	p. 51
IRO-1 [ESRS 2]	Processes to identify and assess material impacts, risks and opportunities related to corporate culture	p. 59
G1-1	Business conduct policies and corporate culture	p. 89
G1-2	Management of relationships with suppliers	Not material
G1-3	Prevention and detection of corruption and bribery	Not material
G1-4	Confirmed incidents of corruption and bribery	Not material
G1-5	Political influence and lobbying activities	Not material
G1-6	Payment practices	Not material

12 *For readability we have already adopted the simplified, merged ESRS for GOV-1 and GOV-2.*

EU Taxonomy tables.

The tables for the performance indicators show the proportion of turnover, CapEx and OpEx derived from economic activities in line with the EU Taxonomy.

Turnover

				Substantial Contribution Criteria						DNSH criteria ('Does Not Significantly Harm')									
Economic Activities (1)	Code (2)	Absolute turnover (3)	Proportion of Turnover (4)	Climate Change Mitigation (5)*	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity and eco systems (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Taxonomy aligned proportion of total turnover, year N (18)**	Category (enabling activity) (20)	Category (transitional activity) (21)
Text		Millions, local CCY	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES			**0%**																
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
			0%	0%	0%	0%	0%	0%	0%								0%		
			0%	0%	0%	0%	0%	0%	0%								0%		
			0%	0%	0%	0%	0%	0%	0%								0%		
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**0,00**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**0%**	**0%**	**0%**
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Construction of new buildings		0,00	0%																
			0%																
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**0,00**	**0%**																
Total (A.1+A.2)		**0,00**	**0%**																
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities		**606.733.308,00**	**100%**																
Total (A+B)		**606.733.308,00**	**100%**																

* For the purposes of this illustrative template, this figure shows the: Taxonomy-aligned turnover of the activity / Total Taxonomy eligible turnover of the activity.

** Taxonomy-aligned turnover of the activity/ Total turnover of undertaking.

Legal Disclaimer
The content of the tool does not extend or alter in any way the rights and obligations deriving from the EU legislation nor does it introduce any additional requirements on the concerned operators and competent authorities. It does not substitute the provisions under the EU Taxonomy Regulation ((EU) 2020/852) and its Delegated Acts that the undertaking should follow. The purpose of the output of the tool (Excel file) is merely to give an instructive example for some undertakings on how to implement the relevant legal provisions. It cannot be excluded that the Excel Sheet does not include all information that an undertaking may need to report under the EU Taxonomy Regulation ((EU) 2020/852). It should be noted that the current template does not yet refer to the updated reporting templates included in Annex V to Delegated Regulation (EU) 2023/2486 ('Environmental Delegated Act'), which amends Delegated Regulation (EU) 2021/2178.

For more information on the qualitative reporting requirements under the EU Taxonomy, please refer to Delegated Regulation (EU) 2021/2178 ('Disclosures Delegated Act').

CapEx

				Substantial Contribution Criteria						DNSH criteria ('Does Not Significantly Harm')									
Economic Activities (1)	Code (2)	Absolute CapEx (3)	Proportion of CapEx (4)	Climate Change Mitigation (5)*	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity and ecosystems (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Taxonomy aligned proportion of total CapEx, year N (18)**	Category (enabling activity) (20)	Category (transitional activity) (21)
Text		Millions, local CCY	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES			**33%**																
A.1. CapEx of environmentally sustainable activities (Taxonomy-aligned)																			
			0%	0%	0%	0%	0%	0%	0%								0%		
			0%	0%	0%	0%	0%	0%	0%								0%		
			0%	0%	0%	0%	0%	0%	0%								0%		
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**0,00**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**0%**	**0%**	**0%**
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned)																			
Construction of new buildings (CapEx B)		4.136.616,00	28,1%																
Electricity generation using solar photovoltaic technology (CapEx A)		252.918,00	1,7%																
Installation, maintenance and repair of energy efficiency equipment (CapEx C)		46.043,00	0,3%																
Installation, maintenance and repair of renewable energy technologies (CapEx C)		199.470,00	1,4%																
Renovation of existing buildings (CapEx B)		159.829,00	1,1%																
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**4.794.876,00**	**32,6%**																
Total (A.1+A.2)		**4.794.876,00**	**32,6%**																
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Capex of Taxonomy-non-eligible activities		**9.908.741,00**	**67,4%**																
Total (A+B)		**14.703.617,00**	**100%**																

* For the purposes of this illustrative template, this figure shows the: Taxonomy-aligned turnover of the activity / Total Taxonomy eligible turnover of the activity.

** Taxonomy-aligned CapEx of the activity/ Total CapEx of undertaking.

Legal Disclaimer
The content of the tool does not extend or alter in any way the rights and obligations deriving from the EU legislation nor does it introduce any additional requirements on the concerned operators and competent authorities. It does not substitute the provisions under the EU Taxonomy Regulation ((EU) 2020/852) and its Delegated Acts that the undertaking should follow. The purpose of the output of the tool (Excel file) is merely to give an instructive example for some undertakings on how to implement the relevant legal provisions. It cannot be excluded that the Excel Sheet does not include all information that an undertaking may need to report under the EU Taxonomy Regulation ((EU) 2020/852). It should be noted that the current template does not yet refer to the updated reporting templates included in Annex V to Delegated Regulation (EU) 2023/2486 ('Environmental Delegated Act'), which amends Delegated Regulation (EU) 2021/2178.

For more information on the qualitative reporting requirements under the EU Taxonomy, please refer to Delegated Regulation (EU) 2021/2178 ('Disclosures Delegated Act').

OpEx

				Substantial Contribution Criteria						DNSH criteria ('Does Not Significantly Harm')									
Economic Activities (1)	Code (2)	Absolute OpEx (3)	Proportion of Op°Ex (4)	Climate Change Mitigation (5)*	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity and ecosystems (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Taxonomy aligned proportion of total OpEx, year N (18)**	Category (enabling activity) (20)	Category (transitional activity) (21)
Text		Millions, local CCY	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES			**0%**																
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
			0%	0%	0%	0%	0%	0%	0%								0%		
			0%	0%	0%	0%	0%	0%	0%								0%		
			0%	0%	0%	0%	0%	0%	0%								0%		
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**0,00**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**0%**	**0%**	**0%**
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Construction of new buildings (OpEx A)		0,00	0%																
Construction of new buildings (OpEx B)		0,00	0%																
Construction of new buildings (OpEx C)		0,00	0%																
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**0,00**	**0%**																
Total (A.1+A.2)		**0,00**	**0%**																
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy-non-eligible activities		**87.651.267,00**	**100%**																
Total (A+B)		**87.651.267,00**	**100%**																

* For the purposes of this illustrative template, this figure shows the: Taxonomy-aligned turnover of the activity / Total Taxonomy eligible turnover of the activity.

** Taxonomy-aligned OpEx of the activity/ Total OpEx of undertaking.

Legal Disclaimer
The content of the tool does not extend or alter in any way the rights and obligations deriving from the EU legislation nor does it introduce any additional requirements on the concerned operators and competent authorities. It does not substitute the provisions under the EU Taxonomy Regulation ((EU) 2020/852) and its Delegated Acts that the undertaking should follow. The purpose of the output of the tool (Excel file) is merely to give an instructive example for some undertakings on how to implement the relevant legal provisions. It cannot be excluded that the Excel Sheet does not include all information that an undertaking may need to report under the EU Taxonomy Regulation ((EU) 2020/852). It should be noted that the current template does not yet refer to the updated reporting templates included in Annex V to Delegated Regulation (EU) 2023/2486 ('Environmental Delegated Act'), which amends Delegated Regulation (EU) 2021/2178.

For more information on the qualitative reporting requirements under the EU Taxonomy, please refer to Delegated Regulation (EU) 2021/2178 ('Disclosures Delegated Act').

Nuclear energy and fossil fuel related activities

Nuclear energy related activities		
1.	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2.	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3.	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO

Fossil gas-related activities		
1.	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
2.	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
3.	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

Forward-looking statement

This sustainability report has been prepared in good faith using the information available for Zeelandia at the time of publication. The report is intended to describe sustainability IROs, together with Zeelandia's targets, actions and ambitions. It has been prepared in line with the CSRD and its applicable standards, to the maximum extent practicable for Zeelandia. However, it does not constitute a formally verified or externally assured Sustainability Statement.

The report contains forward-looking statements concerning Zeelandia's sustainability disclosures. These statements reflect future expectations that are based on the management's current ambitions, assumptions, and legal obligations. Forward-looking statements are subject to known and unknown risks and uncertainties that may arise after the publication of the report, and could alter actual plans, expectations, targets, or ambitions as disclosed in this report.

Forward-looking statements include among others, certain disclosures based on estimates, assumptions and third-party information, and may be refined over time as data quality, methodologies and regulatory guidance evolve. Each forward-looking statement speaks only as of the date of this report. Zeelandia does not undertake any obligation to publicly update or revise any forward-looking statement as a result of new information or future events other than as required by Dutch and European Law. Where appropriate, information may be updated or corrected in future reporting cycles.

This report is provided for transparency and information purposes only and should not be interpreted as a guarantee or as creating legally enforceable obligations. In light of the risks described above, actual results could differ materially from those stated, implied or inferred from the forward-looking statements contained in this report.

Acknowledgements

Zeelandia's leadership and the Group CSR Team would like to express sincere appreciation to everyone who contributed to the preparation of this year's Sustainability Report. We gratefully acknowledge the dedication and collaboration of all the **data collectors across our legal entities** and the **Group functional leaders**, whose commitment and inputs formed the foundation of this report.

Special thanks go to **Noëmie Van den Bon** and **Bert Stoelen** from **Sweco** for their expertise and support in preparing the Sustainability Statement. We also extend our appreciation to **Yu-Hsuan Lin** for leading the CSR section reporting process and for her guidance throughout the development of the report.

We thank **Fortelle** for their professional copywriting and editing support and **De Zaak Fortuin** for the creative visual design that brings this report to life. This collective effort reflects our shared commitment to transparency, sustainability, and continuous improvement.

keep **exploring.**

Find out more at

www.zeelandia.com/sustainable-commitments