



**Burg**  
**GROUP**

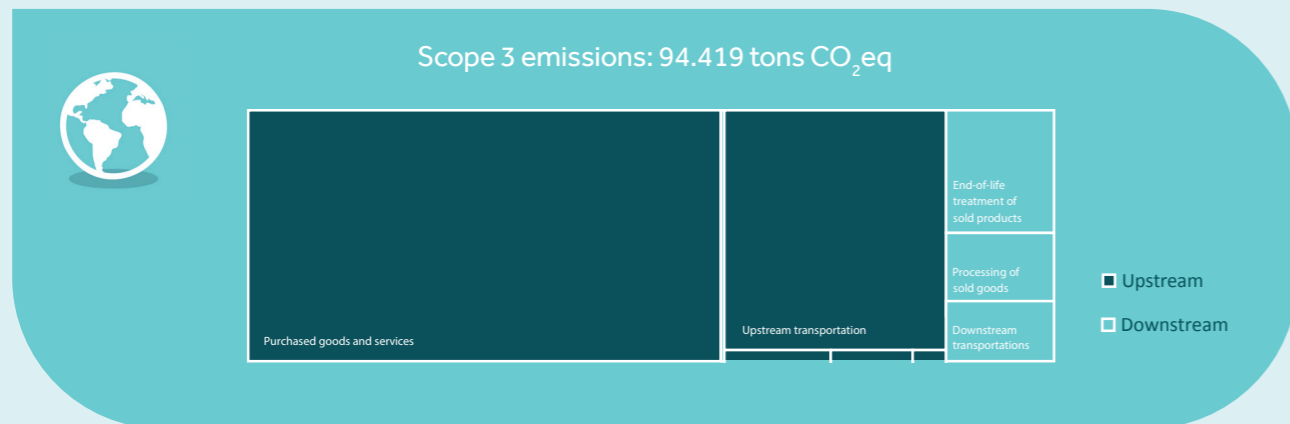
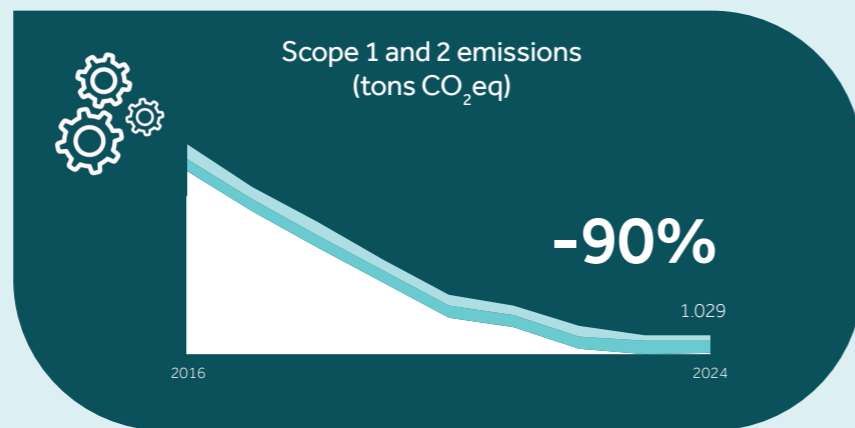
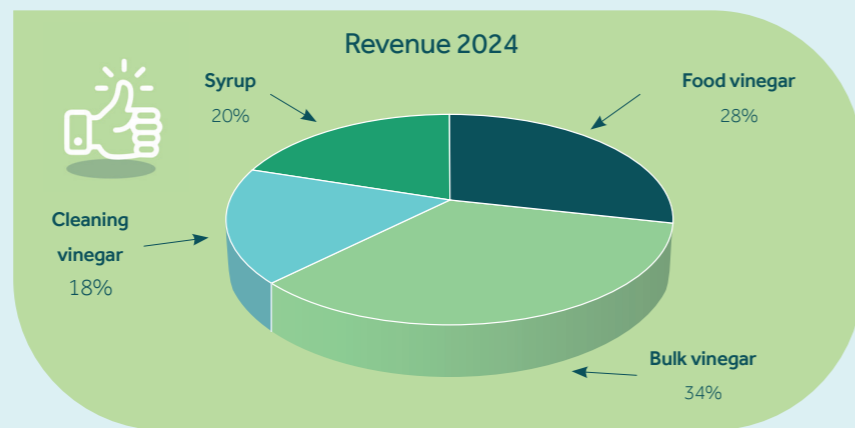
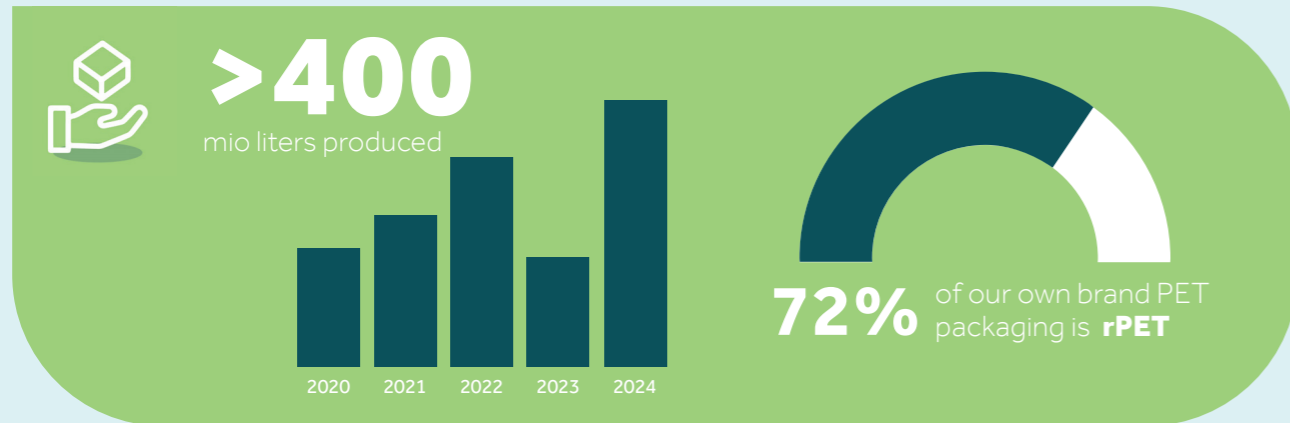
*Your specialist in natural  
vinegar and syrups*

# CSR Report 2024



May 2025

# 1 / Highlights of 2024



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## 2 / Introduction by our CEO Patricia

Our journey as a family company began in 1947. We have always looked ahead and thrived on our entrepreneurial spirit and strong desire to produce high-quality products made by people who care. In 2024, that journey continued but our destination has evolved. We want to make a more positive impact on our people and the world we live in, instead of only reducing our negative impact.

In the past year, we defined a purpose that expresses the ambition we have set for ourselves: restoring natural living. This is what makes our heart beat because restoring natural living touches upon and can improve all areas of peoples' lives. Our vinegar can help you clean your house and garden in a natural way. It is a taste enhancer that can replace salt in your meal, to name just one example of the health benefits of vinegar. Our delicious syrups can be enjoyed as a sustainable alternative to many soft drinks.

How we achieve and live up to our purpose is explained and guided by our five strategic pillars. These have been refined and sharpened in 2024 to reflect the different areas where we want to concentrate our efforts. Our new pillars are: Sustainable Products, Happy Customers, Empowered People, Efficient Processes and Responsible Value Chain. Underlining and integrated through all five pillars is Sustainable Growth.

These new pillars guide us in our efforts to make a positive impact, putting more focus on our products and their benefits to provide added value, and the demands we are seeing on increased legislation and higher industry standards. We can look back on 77 years of collective knowledge from past successes to build on our strengths and being a leader in our industry.

Our new strategic pillars are in line with our material topics and sustainability is integrated into each of them. While working towards our CSRD compliant report over the past years, we have been able to closely link sustainability to our business model and core strategic processes and decisions.

We are pleased that in 2024, we managed to achieve strong sales results and a solid financial performance, which demonstrates the appreciation of our vinegars and syrups by our customers. We continued on our growth path with a major milestone: the opening of a new factory in the United States. This site is not yet included in this consolidated report, but we expect it will be as of reporting year 2026. In 2024, our growth strategy in Europe focused on three key projects: International roll-out of our cleaning vinegar brand Vintastic; transfer of our bottling line from Belgium to Heerhugowaard (NL); and the acquisition of the natural vinegar business from Spitz GmbH in Austria.

I believe our colleagues are our most important asset. With the growth of our organization and increased level of professionalism, we have also increased our number of employees in the past year. As a family business, our people are key in our company's success. This is reflected in the Burg Book that was published in 2024. It captures the personal stories of our founders, the history of our company and how we got to where we are now. Together, we are going to take the next step of our journey: restoring natural living by striving every day to make the world healthier, tastier and cleaner with our vinegars and syrups.



Patricia Surendonk  
CEO Burg Group

## 3 / About Burg Group

In 1947, a new kid on the block arrived in the vinegar industry. That year, Cees Bakker acquired the vinegar plant 'Weduwe Groenland en Zn' and changed the name to De Burg. In the following decades, the company grew quickly, resulting in its current production locations:

- Burg Azijn (NL)
- Burg Siroop (NL)
- Burg Vinegar Belgium (BE)
- Burg Vinaigres France (FR)
- Burg Ocet (CZ)
- Burg Essig (DE)

### Burg Azijn

Products: food vinegar, cleaning vinegar, bulk vinegar  
#People: 62

### Burg Siroop

Products: syrups  
#People: 44

### Burg Vinegar Belgium

Products: bulk vinegar  
#People: 21

### Burg Vinaigres France

Products: food vinegar, cleaning vinegar, bulk vinegar  
#People: 60

### Burg Essig

Products: bulk vinegar  
#People: 13

### Burg Ocet

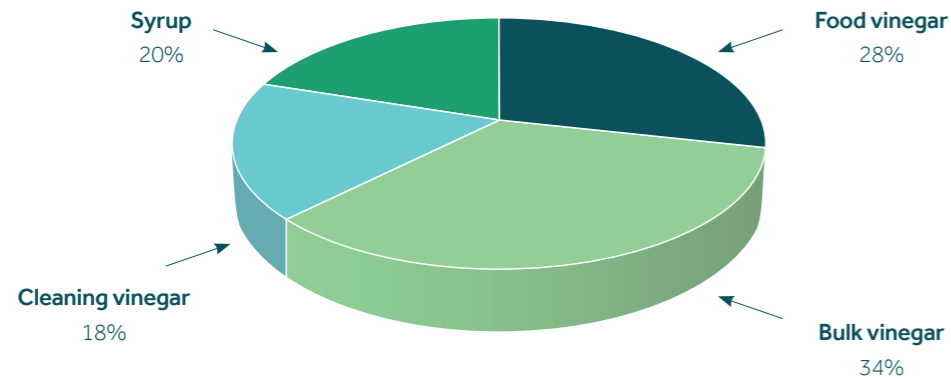
Products: food vinegar, cleaning vinegar, bulk vinegar  
#People: 60

At these six locations, Burg Group produces vinegar for food, cleaning vinegar and fruit syrups. To increase the production capacity for bottled food vinegar and cleaning vinegar, we decided to transfer our bottling line from our factory in Belgium to the Netherlands in 2024. In both factories, construction works took place over 2023 and 2024. In 2024, the line started operating in Heerhugowaard. Our Belgium factory now focuses solely on its bulk-activities.

In 2023, construction started of a new production site in the United States of America, which is operational since March 2024. This factory will be included in the scope of the 2026 report.

In 2024, over 400 million liters of syrups and vinegar for food, feed, cleaning and in bulk were sold, resulting in a revenue of almost 150 million euros.

Revenue 2024

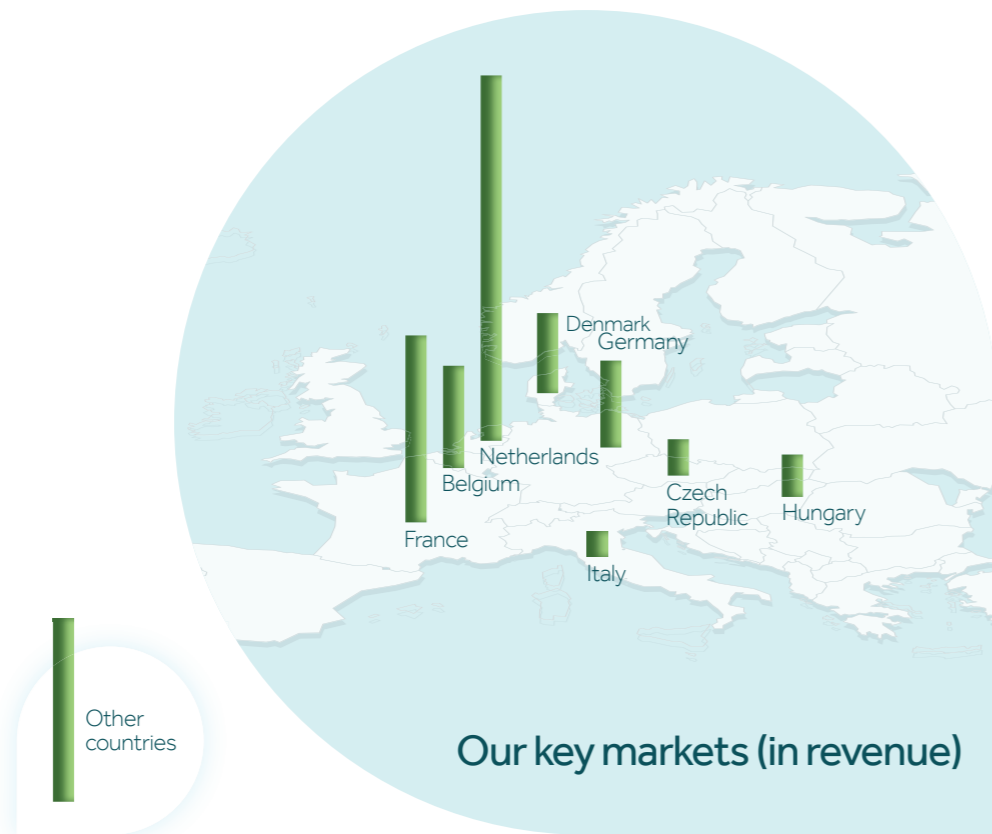


**Acquisition**

In 2024, we signed a contract with Spitz GmbH, an Austrian family business, to take over their natural vinegar activities. The acquisition includes their customer contacts (mainly Austria and Germany), together with a very limited number of vinegar production assets. Our factory in the Czech Republic will take over the vast majority of the production of Spitz's vinegar portfolio. We have created a joint commercial partnership in the Austrian market in which Spitz will act as our commercial agent and facilitate the non-full truck distribution for the Austrian market.

**Our markets**

With our consumer products, we mainly serve the private label market (almost 80% of our volume), but we also produce products under our own (brand) name. We produce private label food and cleaning vinegar for many of the larger European retailers, and private label syrups for the Dutch and Scandinavian retail market. Our products are sold in over 30 countries worldwide.



Our key markets (in revenue)

# 4 / Our products

Burg Group produces food vinegar, cleaning vinegar and fruit syrups. One of our main growth projects in 2024 was the international roll-out of our cleaning vinegar brand Vintastic. Vintastic was launched in the Netherlands in 2020, replacing the Groenland brand. It is a cleaning product that can be used for multiple purposes. In 2023, we added a green algae remover to the Vintastic portfolio, and this product has shown strong sales numbers in the past year. In 2024, we also introduced Vintastic in Belgium and France, replacing our brand RinGo. Our market share in the Netherlands has also grown, and is one of the fastest-growing brands in the conscious cleaning category.

**VINEGAR**

**Cultivation**

Most of our feedstock comes from Europe: sugar beet, grain or maize. We also use sugar cane from South America in our supply chain.

**Distillation of crops into alcohol**

Distillation happens close to the cultivation.

Transport from the distillery to Burg Group happens by truck or boat (South America).

**Burg Vinegar factories**

In our brewery, the alcohol is added to our Acetobactor (bacteria). Together with water, air and a small amount of nutrients, they ferment it to vinegar.

Over 40% of our production is sold in bulk, where the vinegar is not or slightly diluted with water.

Our factory in Germany only produces bulk vinegar; and our factory in Belgium changed to a bulk station in 2024. All other vinegar is diluted with water to the right acidity level and filled into bottles or jerrycans.

**Processing**

Our bulk vinegar is further processed, mainly by the pickling industry, soups & sauces and vinegar industry.

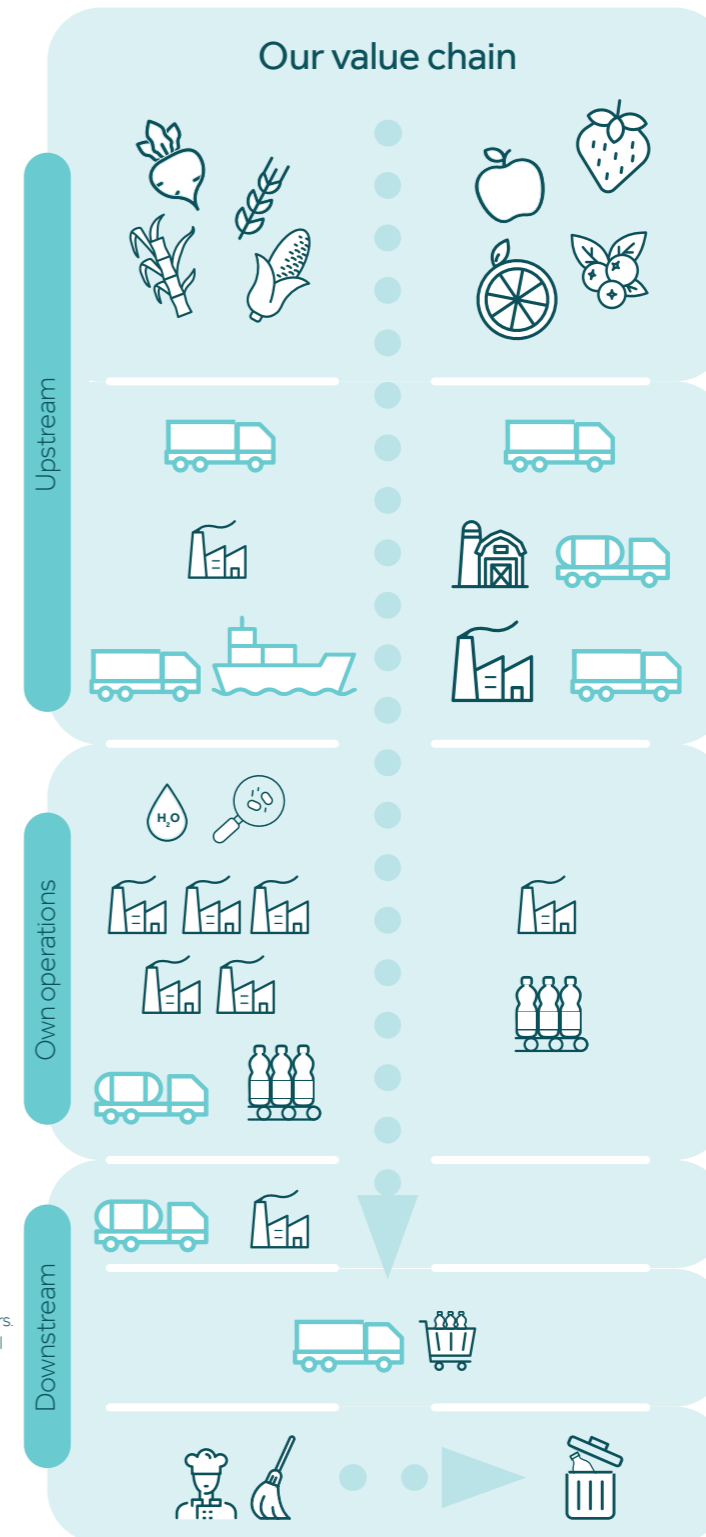
**Distribution**

After further processing, products containing vinegar are sold to consumers. Our bottled vinegar is sold through retail channels. We sell food vinegar, cleaning vinegar and green algae remover.

**Consumer use & end-of-life**

Consumers use our vinegar to prepare their meal, clean their house and garden. The packaging is sent to recycling after use.

**Our value chain**



**SYRUP**

**Cultivation**

For our different syrup flavors we use more than 200 ingredients. Most of our ingredients come from Eastern Europe.

**Processing of crops to concentrates**

Processing of the fruit happens close to the orchards.

It is then transported by trucks to the Netherlands and filled to the right packaging (jerry-cans, drums and other types of packaging).

**Burg Syrup factory**

In our factory in Ter Aar (NL), ingredients are mixed according to specific recipes.

Our syrups are packed in different types of bottles, including metal cans, glass and (recycled)PET.

**Distribution**

Our syrups are sold largely under private label, mainly in the Netherlands and Scandinavia.

**Consumer use & end-of-life**

Consumers use our syrups to make their drinks. The packaging is sent to recycling after use, some of our bottles are in a bottle return system.

# 5 / Our value creation model

### Inputs

**Manufacturing**  
We own 6 factories in Europe. In 2024 we invested in new fermenters and line capacity

**People**  
We have 320 colleagues across our sites

**Intellectual**  
In 2024, we created a new position for innovation and strengthened our category management

**Natural**  
We source agricultural raw materials for our products, and use renewable electricity and natural gas for our operations

**Social**  
We work closely with our business partners and other stakeholders

**Financial**  
The Bakker family owns Burg Group. We also use bank financing

### Business model

Our purpose guides us in everything we do to produce and market high-quality food syrups and food and cleaning vinegar for private label and our own brand

*Restoring Natural Living*

Our strategic pillars are:

- Sustainable products
- Happy customers
- Empowered people
- Efficient processes
- Responsible value chain
- Sustainable growth

Sustainable Growth

### Outputs

Liters sold in 2024:

- Food vinegar: 78.350.813
- Cleaning vinegar: 59.030.808
- Bulk vinegar: 246.069.642
- Syrup: 27.417.675

Engaged colleagues with low turnover rate

We emitted 1.029 tons CO<sub>2</sub>eq emissions for scope 1&2 and 94.419 tons CO<sub>2</sub>eq for scope 3 in 2024

In 2024, we had 387.095 kg of waste, of which 18% was non-recyclable. We have reduced our waste each year since 2020, despite business growth

Collaboration with suppliers around sustainable transport, innovation and sustainable agriculture

### Impact

**Sustainable products & happy customers**  
We work towards food security and healthy diets, as well as supplying more eco-friendly cleaning products

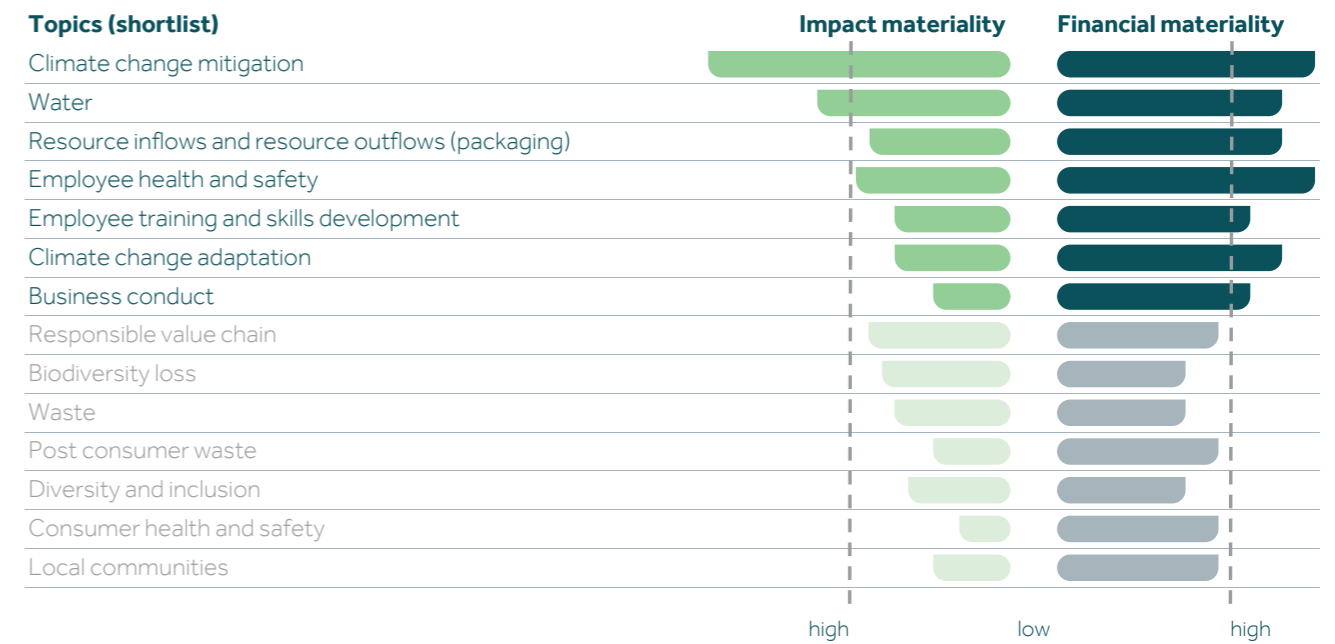
**Empowered people**  
Our colleagues are our key assets, and we do our utmost best to exceed their expectations

**Efficient processes**  
Through innovation and persistence, we are close to net zero (scope 1&2) and have reduced our residual waste

**Responsible value chain**  
Partnerships with our suppliers and customers help us accelerate our sustainability ambitions

# 6 / Double materiality assessment

A double materiality assessment was done in 2023 and updated in 2024 to assess which sustainability topics are most important for Burg Group. Seven topics were assessed to be material for Burg Group, as shown in below visual.



An elaborate description of the process and the impact, risks and opportunities related to the material topics can be found in Annex 1 of this report.



# 7 / Strategy update

In 2024, we changed a number of key components in our company strategy. The main change is a new purpose that expresses the ambition we have set for ourselves – restoring natural living. This is what makes our heart beat because restoring natural living touches upon and can improve all areas of peoples' lives.

How we achieve and live up to our purpose is explained and guided by our five pillars. These have been refined and sharpened to reflect the different areas on which we want to concentrate our efforts. Our new pillars are sustainable products, happy customers, empowered people, efficient processes and responsible value chain. Underlining and integrated through all five pillars is sustainable growth.

Together they reflect our striving to have a positive impact, putting more focus on our products and their benefits, to provide added value, and the demands we are seeing on increased legislation and higher industry standards. Sustainability is no longer a separate pillar, but integrated into all pillars. Each pillar is supported by concrete strategic objectives that we can measure, to ensure we stay on the new path we have chosen to create a better world.

One part of our new strategy that remains unchanged is our strategic ingredients. These define all the different aspects of how we want to work, and they relate to everything we do. A company is only successful when its people truly feel that their contribution is seen and valued. At Burg Group, this means we want our people to enjoy the freedom to make choices, be relevant and develop themselves in their jobs and as human beings. It also means working together in a balanced way and taking responsibility for the results of the company. When you feel part of the bigger picture, you also feel that what you do every day has real positive impact.



Our five pillars cover our key strategic objectives that are translated into specific targets, and monitored in our Balanced Score Card (BSC).

## Sustainable products

We are committed to make high-quality natural products that have a positive everyday impact on the way we live. This commitment includes our approach to packaging, ensuring it is circular and kept to a minimum.

Our focus is on:

- **Circular packaging** > see more on our circular packaging ambitions and progress in chapter 10: Packaging
- **Reduced packaging weight** > see more on our reduced packaging weight ambitions and progress in chapter 10: Packaging

Besides these material ESG topics, we also focus on strategies towards natural products, effective products; and certified products (organic, ECOCERT and AISE).

## Happy customers

We apply consumer insights to add value to the vinegar and syrup categories. This makes us a trusted partner who works to deliver added-value solutions that improve the business of our customers.

Our focus is on strategies towards increased awareness of our vinegar and syrup products; value-adding solutions; strengthening of the Burg Group company profile; value management; and appreciation by trade. These topics are not material for our sustainability reporting.

## Empowered people

We want our people to constantly grow and learn in a diverse and supportive workplace. Only then can we create a positive culture where every person is valued for their contribution.

Our focus is on:

- **Developed employees** > see more on our training and skills development ambitions and progress in chapter 11: Own workforce
- **Integrated safety culture** > see more on our health & safety ambitions and progress in chapter 11: Own workforce
- **Sustainable employability** > see more on our training and skills development ambitions and progress in chapter 11: Own workforce

Besides these material ESG topics, we also focus on strategies towards improved culture & leadership, and engaged employees.

## Efficient processes

We want all our operations to be climate positive through energy-efficient technologies and reducing costly waste. We do this by remaining cost conscious and treating all resources as precious, both for people and the planet.

Our focus is on:

- **Reduced water** > see more on our water efficiency ambitions and progress in chapter 9: Water
- **Climate net-zero (scope 1 & 2)** > see more on our climate ambitions and progress in chapter 8: Climate

Besides these material ESG topics, we also focus on strategies to go beyond legal compliance; be cost conscious; implement TPM (Total Productive Maintenance) in the workplace and reduce waste.

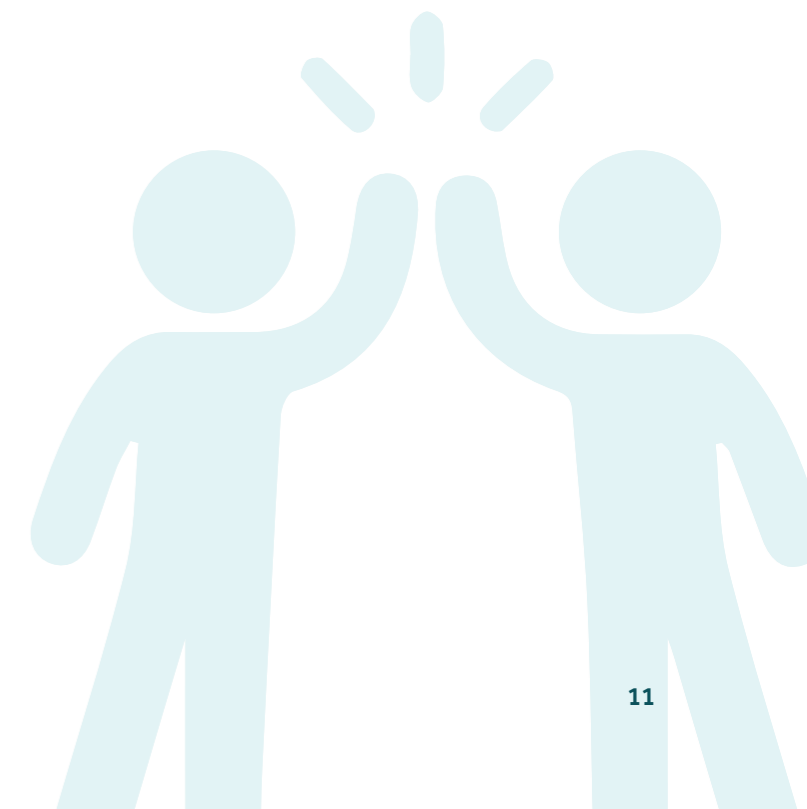
## Responsible value chain

We strive to reduce our environmental impact through sustainability partnerships with key suppliers and customers. From raw material sourcing to transportation, our aim is to improve every aspect of our value chain.

Our focus is on:

- **Reduced climate impact from raw material sourcing** > see more on our climate ambitions (scope 3) and progress in chapter 8: Climate
- **Low-carbon transport in our supply chain** > see more on our climate ambitions (scope 3) and progress in chapter 8: Climate

Besides these material ESG topics, we also focus on upstream partnerships with (key) suppliers and downstream partnerships with (key) customers.



# 8 / Climate Change

## 8.1 Impact, risk and opportunity management

### Context

Burg Group focuses on the sourcing of materials, production, and distribution of vinegars and syrups, resulting in greenhouse gas emission. Burg Group has manufacturing sites in various countries: the Netherlands, Belgium, France, Germany and the Czech Republic. For certain locations, the risk of extreme weather events driven by climate change can be higher due to geographic positioning and/or climate.

In addition, Burg Group depends on agricultural raw materials. Yields are impacted by changes in climate/weather patterns (especially the yields of fruits). To cope with this, Burg Group sources from a variety of suppliers.

### Identified impact

The processes that run on fossil fuels, as well as the methane released when landfilling residual streams, cause the emission of greenhouse gases, and thus contribute to climate change. This has severe consequences for humanity and society worldwide, such as food and resource scarcity, extreme weather, and (air) pollution. Given the current pace, remediability is challenging.

### Identified financial risk

- Burg Group has manufacturing sites in various countries. Extreme weather events such as flooding, drought, or fire can result in production losses or damage to assets. Direct costs due to extreme weather events could be the temporary shutdown of operations – partly or completely – resulting into lost production and sales. Additionally, costs related to the repair of assets may be required.
- Global warming may require additional efforts for cooling of the vinegar production process, resulting in additional costs.
- Indirect costs concern the increase(s) in prices and price volatility of agricultural raw materials due to reduced and/or inconsistent production volumes. This can lead to higher procurement costs.
- Climate mitigation measures can have negative impacts on Burg's financial performance due to forced investments – because of regulation and/or our own ambitions – in renewable energy technologies.
- More stringent European and/or national legislation regarding the limitation/reduction of CO<sub>2</sub> emissions, such as the increased pricing of CO<sub>2</sub>, will drive up the costs of (in)direct suppliers falling under ETS schemes.

### Identified opportunity

- Decreased operational costs due to energy efficiency.

### Climate change mitigation and adaptation within Burg Group

Burg Group has been working on climate change mitigation since 2016, focusing on reducing scope 1 and 2 emissions. A first analysis of scope 3 emissions was made in 2024 and a detailed strategy for scope 3 reduction will be developed in 2025.

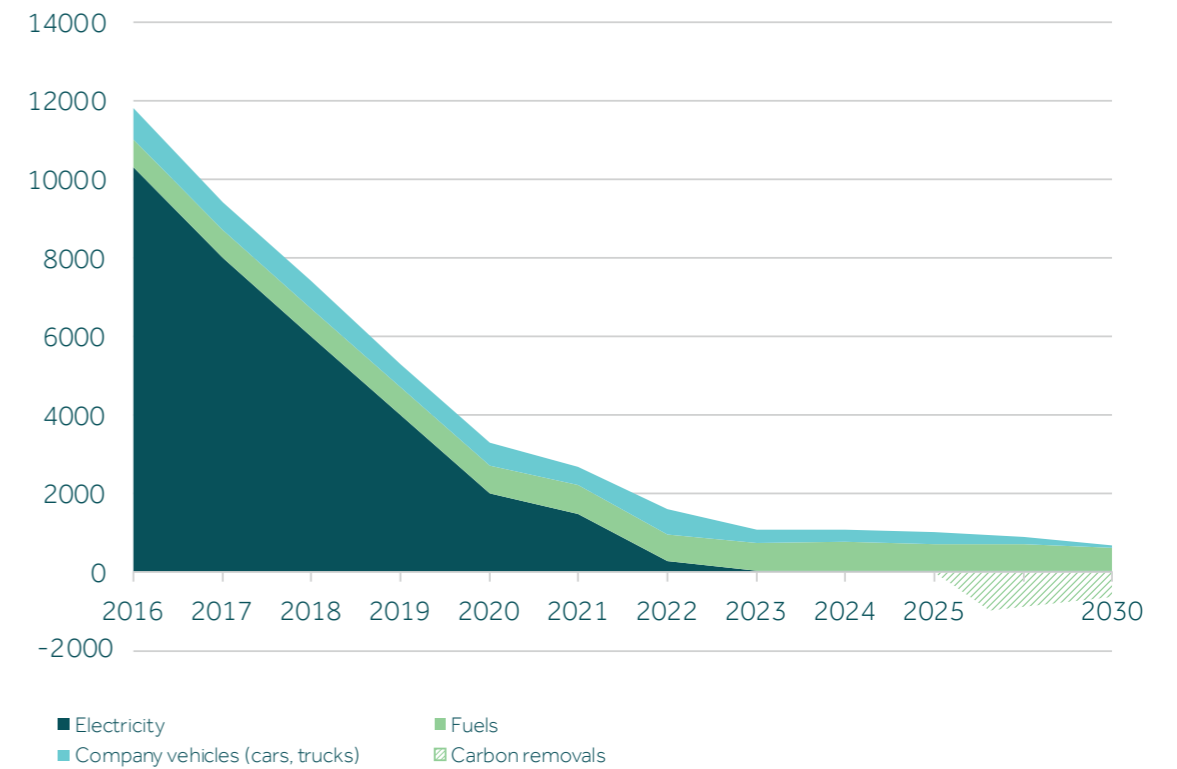
## 8.2 Transition plan for climate change mitigation

Our climate change mitigation plan aligns with the Paris Climate Agreement goal to limit the temperature increase to 1.5° Celsius above pre-industrial levels. Our plan is split between scope 1 & 2 emissions and scope 3 emissions. Our scope 3 plan is still in development and will be completed and approved in 2025.

### Our GHG emission reduction targets for scope 1 & 2:

Target (near term)	Target year
Scope 1 and 2: Net-zero (max. 1000 CO <sub>2</sub> eq, carbon removals aligned with SBTi Net-Zero standard)	2025
Scope 3: Target to be developed in 2025	2030

Scope 1 and 2 emissions (tons CO<sub>2</sub>eq)



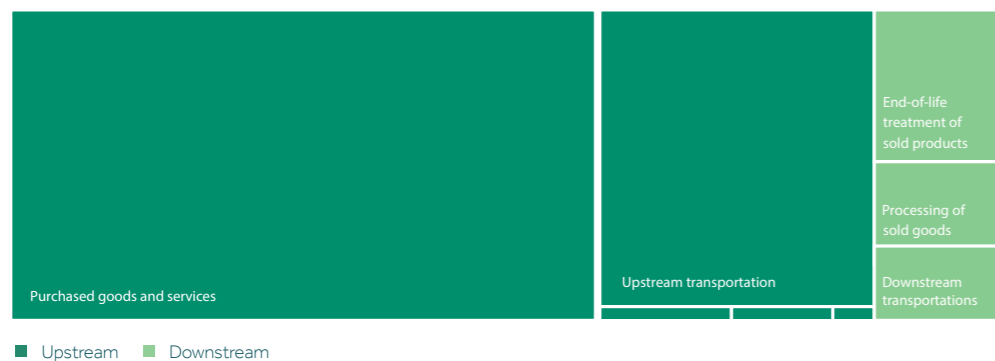
Our transition plan for **scope 1 emissions** focuses on two main areas: fuels used in production and fuels used for our company cars and trucks.

Decarbonization lever	Impact description	Mitigating action	Emissions 2024 (tons of CO <sub>2</sub> eq)	2030 goal
Energy reduction	<b>Fossil fuels used in production</b> We use various fuels for different uses. Most of our emissions come from our natural gas use for pasteurization in our Dutch syrup factory.	We are constantly working on reducing fossil fuels, for example, by better insulation of pipes, installation of heat pumps and other measures.	707	600
Alternative fuels	<b>Fossil fuels used for our trucks and cars</b> We own three trucks and 42 cars for selected colleagues.	We are exploring if more sustainable fuels can be used for our own trucks. We also try to convince our clients to buy higher acidity vinegar, which reduces the number of required trips. We stimulate colleagues to choose hybrid or electric cars and currently 61% of our cars are sustainable (hybrid/fully electric).	322	50

We have already reduced our scope 2 emissions close to zero:

Decarbonization lever	Impact description	Mitigating action	Emissions 2024 (tons of CO <sub>2</sub> eq)	2030 goal
Renewable energy	<b>Electricity used in production</b> We use electricity for our cooling towers, bottling lines and other processes.	Since 2023 all our electricity comes from renewable resources.	0	0
	<b>Electricity used for company cars</b> Burg employees can charge their company car at home. We assume this electricity is gray.	More accurate reporting of renewable electricity used for charging. As we are steering on replacing diesel & petrol cars with electric cars, we expect emissions from (gray) electricity will increase slightly in the coming years.	28	50

### Scope 3 emissions (tons CO<sub>2</sub> eq)

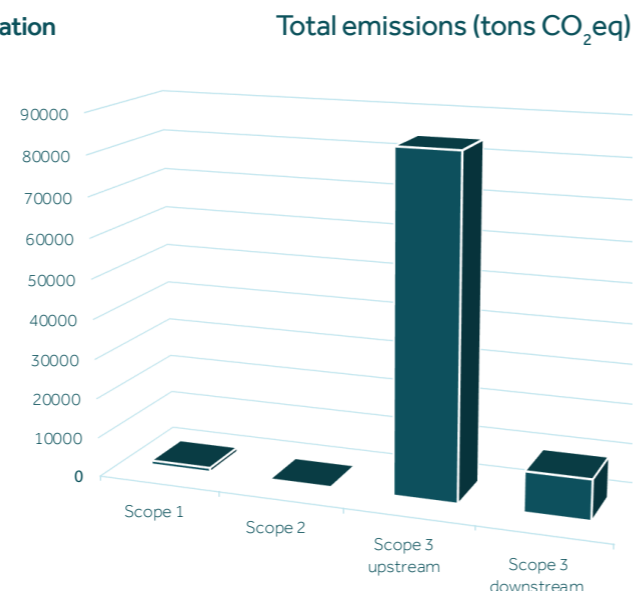


Our transition plan for scope 3 emissions focuses on three main areas: alcohol sourcing, packaging sourcing and transport. We are currently working on the development of our scope 3 action plan and will be able to publish more details in our 2025 report.

### 8.3 Policies related to climate change mitigation and adaptation

We see the effects of climate change already happening, and feel the responsibility to contribute to a reduction of global warming. Since 2016, we have been measuring our scope 1 and 2 emissions and already reduced them by over 90% since then. We started measuring our scope 3 emissions in 2023 and are working on a reduction plan at the moment.

Historically, our electricity usage contributed most to our emissions (scope 1 and 2). Therefore, we started to source electricity from renewable resources gradually since 2016. As of 2023, all the electricity we use in our factories comes from renewable resources. This is anchored into all our electricity purchasing contracts from now on.



Our remaining scope 1 and 2 emissions can be split into eight categories:

Category	Explanation	Mitigating action
<b>Scope 1 emissions</b>		
Gas for our syrup factory	We use natural gas for our pasteurization process.	Our policy for reduction focuses on three paths: 1. Reduction of natural gas consumption. We have, for example, invested in better insulation of pipes and replacement of our pasteurizer with a more energy-efficient version. Our gas used per liter has been reduced by 21% since 2016. 2. Exploring alternatives for our gas-based steam boiler. Options that we have explored are: switching to an electric boiler, however this was not possible due to restrictions in the electricity grid in our area. We have also considered an innovative solar set-up, but this would not cut our gas use completely (especially during winter). 3. Exploring alternative ways of pasteurization that do not require heat.
Gas and oil to heat our buildings	In some of our buildings, gas or oil is still used for heating.	Usage of waste heat and installation of heat pumps to reduce gas/oil used for heating.
Gas for forklift trucks	In our factory in the Czech Republic, we have a limited number of forklift trucks that use gas instead of electricity (which is used for all other forklift trucks). These forklift trucks are required for longer distances and heavier load.	No action possible at the moment.
Diesel for our generators	Our fermentation process requires constant energy input. We have back-up generators in all our factories that we test twice a year. We use our generator more in the Czech Republic where we experience regular power cuts.	In 2024, we have installed a new diesel storage room in the Czech Republic that ensures the most efficient use of diesel for the generator. It also reduces work load as the diesel was previously refilled manually.
Company cars (diesel, petrol)	We own 42 cars for general use, and for selected managers whose role requires travelling.	Our policy is that new cars are hybrid or electric. Currently, 61% of our cars are sustainable (hybrid/electric).
Company trucks	In our factories in Germany and Belgium, we own respectively 3 and 1 diesel truck(s).	We are exploring if more sustainable fuels can be used for our trucks. We also try to convince our clients to buy higher acidity vinegar, which reduces the number of required trips.
<b>Scope 2 emissions</b>		
Electricity	We use electricity for our cooling towers, bottling lines and other processes.	Since 2023, all our electricity comes from renewable resources.
Electric cars	Electricity is used for our electric and plug-in hybrid company cars. As colleagues can charge at home, we assume this electricity is gray.	We stimulate our colleagues to choose a (partly) electric car over a diesel/petrol car and therefore expect emissions from (gray) electricity to increase in the coming years.

### Scope 3 emissions

As we have already reduced our scope 1 and 2 emissions to nearly zero, our scope 3 emissions are approximately 99% of our total carbon footprint. The areas where reduction of emission would have the most impact are:

- Purchased goods and services, especially alcohol (scope 3 upstream)
- Transportation (scope 3 upstream and downstream)
- Packaging (end-of-life treatment of sold products) (scope 3 downstream)

Category	Explanation	Mitigating action
<b>Scope 1 emissions</b>		
Purchased goods and services	Our ingredients are mainly agricultural. Alcohol sourcing is most material within our purchased goods and services category. Packaging sourcing is also a big contributor to our emissions.	We are involving our alcohol suppliers in our climate journey. In 2022 and 2024, our sustainability manager visited our key alcohol suppliers to express our ambition and exchange knowledge. For our packaging materials, we are sourcing more and more recycled materials, that have lower carbon impact. We also reduce the weight of our packaging, resulting in lower volumes required.
Transport	We identified 5 categories of transport: <ol style="list-style-type: none"> <li>1. Upstream deliveries from our suppliers;</li> <li>2. Upstream distribution to our customers;</li> <li>3. Upstream transport between Burg Group sites;</li> <li>4. Upstream transport from Burg sites to external warehouses;</li> <li>5. Downstream transport and distribution to customers.</li> </ol>	Most impact comes from our transport suppliers who deliver to our customers. We have agreed with our key transport partners in the Benelux to shift to more sustainable fuels (HVO, Bio-gas and B100) per July 2024.
End-of-life-treatment of sold products (packaging)	Our packaging mainly consists of PET bottles.	We aim for fully recyclable packaging.

In 2025, we will further refine our scope 3 calculations by using more and more primary data from our suppliers. We will also work on establishing a policy including targets on scope 3 emissions.

### 8.4 Actions and resources related to climate change mitigation and adaptation

Decarbonization lever	Action	Timing (reporting year / planned)
Replacement of fossil fuel	Installation of heat pumps at our factories in Belgium and the Czech Republic	2024 – 2025
Energy efficiency	More detailed measurement and analysis of energy consumption of our factory in France	2024 – Q1

Decarbonization lever	Action	Timing (reporting year / planned)
Energy efficiency	Installation of equipment that can use heat from our production process to warm our production areas in Germany and new bottling hall in Czech Republic	2024
Energy efficiency	Replacement of our plate pasteurizer at Burg Siroop	2024
Energy efficiency	Replacement of all current lighting in production area for LED lights at our factories in Heerhugowaard and France	2024 - Q3
Energy efficiency	EED audit by an external expert at our factories in the Netherlands to explore improvement areas or energy reduction	2024 - 2025
Energy efficiency	Installation of solar panels at our syrup factory in the Netherlands	2024 Q4
Energy efficiency	Started preparations for installation of solar panels in the Czech Republic (installation in 2026)	2024-2026
Replacement of fossil fuel	Start production from several of our factories for EU-wide customer to reduce transport	From Q1 2024 onwards – multi-year customer

### 8.5 Targets related to climate change mitigation and adaptation

Target	Target year
<b>Scope 1 and 2</b>	
Net-zero (max. 1000 CO <sub>2</sub> e, carbon removals aligned with SBTi Net-Zero standard)	2025
30% reduction in natural gas Burg Syrup (BSI) (per liter syrup produced, compared to baseline year 2016)	2030
<b>Scope 3</b>	
Develop target	2025

### 8.6 Gross Scopes 1, 2, 3 and Total GHG emissions

	2021 (base year)	2023	2024	Change compared to last year
<b>Scope 1 GHG emissions</b>				
Gross Scope 1 GHG emissions (tCO <sub>2</sub> e)	1.207	1.048	1.001	-4%

	2021 (base year)	2023	2024	Change compared to last year
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	0	0	0	n/a
<b>Scope 2 GHG emissions</b>				
Gross location-based Scope 2 GHG emissions (tCO <sub>2</sub> eq)	n/a	7.391	3.658	-51%
Gross market-based Scope 2 GHG emissions (tCO <sub>2</sub> eq)	1484	19	28	+47%
<b>Significant scope 3 GHG emissions</b>				
Total Gross indirect (Scope 3) GHG emissions (tCO <sub>2</sub> eq)		93.011	94.419	+2%
1 Purchased goods and services		54.564	57.673	+6%
2 Capital goods		383	0	-100%
3 Fuel- and energy-related activities (not included in Scope 1 or Scope 2)		0	558	+558%
4 Upstream transportation and distribution		24.583	25.074	+2%
5 Waste generated in operations		395	347	-12%
6 Business traveling		137	109	-21%
7 Employee commuting		275	270	-2%
8 Upstream leased assets	n/a	266	255	-4%
9 Downstream transportation		2.247	2.324	+3%
10 Processing of sold products		0	2.773	+2773%
11 Use of sold products		5.127	0	-100%
12 End-of-life treatment of sold products		5.035	5.035	-
13 Downstream leased assets		0	0	-
14 Franchises		0	0	-
15 Investments		0	0	-
<b>Total GHG emissions</b>				
Total GHG emissions (location-based) (tCO <sub>2</sub> eq)		101.450	99.078	-2%
Total GHG emissions (market-based) (tCO <sub>2</sub> eq)		94.078	95.448	+1%

### 8.7 GHG removals and GHG mitigation projects financed through carbon credits

Carbon credits cancelled in the reporting year	2023	2024
Total (tCO <sub>2</sub> -eq)	-	-
Share from removal projects (%)	-	-

## 9 / Water

### 9.1 Impact, risk and opportunity management

#### Context

Water is a component of the end product and used for cooling in Burg Group's vinegar production process. In some regions where Burg Group is active, water (scarcity) is becoming a more prominent issue. Additionally, water is used to produce the agricultural raw materials that Burg Group sources.

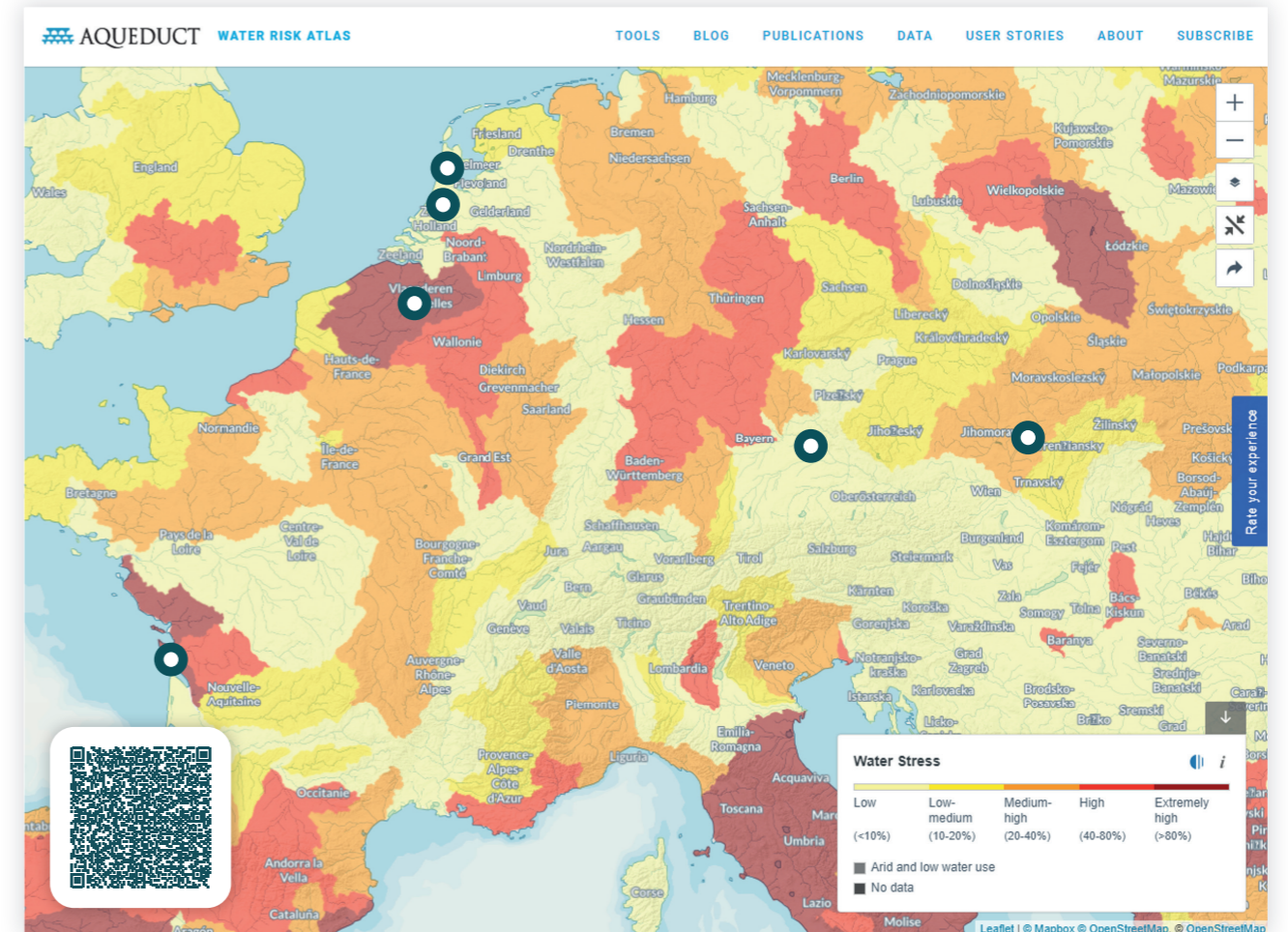


Figure 1: Water stress areas (Aqueduct water risk atlas): <https://www.wri.org/applications/aqueduct/water-risk-atlas> (February 2025)

#### Identified impact

- Increased or continuous water use in Burg Group's manufacturing process can contribute to water stress.
- Increased or continuous demand for water-intensive agricultural raw materials causes Burg Group to contribute to water stress in its value chain.

#### Identified financial risk

There is a risk of increased operational costs related to:

- decreased production due to water scarcity, leading to a loss of turnover.
- higher water prices due to water scarcity.
- fines and legal costs due to non-compliance with legislation.
- Higher purchasing costs due to lower agricultural production and crop failures.

Water reduction within Burg Group

Burg Group has been working on water reporting for several years, but no group-wide reduction policy has been put in place. In 2024, the topic was added to the company strategy. A reduction target and a detailed action plan will be developed in 2025.

### 9.2 Policies related to water

Water is the main ingredient of our product and an essential element in our production process. We see increasing water scarcity in our areas of operation. We therefore have a responsibility to help address water stress and protect local water resources.

Our focus for our own operations is on:

1. Reduction of cooling water used in our production process, by water recycling or innovative cooling practices.
2. Reduction of water in our product by selling our bulk vinegar undiluted to customers (e.g. above 20% acidity).

For our supply chain, we strive to source ingredients with minimal environmental impact. This means we take into account different environmental impacts (e.g. not only water but also climate impact, land use and other material impacts). This guides our sourcing decisions.

Water is one of the key topics in our strategy pillar 'Efficient Processes'. Progress of our water policy is therefore monitored as part of our overall strategy monitoring. It will also be included as a KPI in our Balanced Score Card (BSC), which is monitored on a monthly basis by the responsible Burg Group business unit.

### 9.3 Actions and resources related to water

Action	Timing (reporting year / planned)	Expected outcomes
Align key internal stakeholders and analysis of water consumption, withdrawal and discharge per production site	2024-2025	Insights into water usage
Develop a policy and target for water management	2025	Policy and target

### 9.4 Targets related to water

We are in the process of setting targets for water, but have not finalized this yet. We aim to publish our targets in our 2025 report.

### 9.5 Metrics related to water

We currently cannot report on our water consumption, and aim to be able to do so in our 2025 report.

# 10 / Resource use and circular economy - packaging

## 10.1 Impact, risk and opportunity management

Context

We produce our natural vinegar for different markets and different purposes. A substantial volume of our vinegar is brewed and delivered in bulk to other businesses. In this stream, product packaging is no issue. The rest of our volume is packed and delivered to retail customers in consumer packaging. This can be either food vinegar or cleaning vinegar products. Our syrups are only produced for retail customers and therefore always delivered in consumer packaging. The packaging we use for our vinegar and syrups is a big component of the end-product. Currently there are three focus areas: reduction of material use, use of recycled content, and recyclability of materials. The availability of non-virgin packaging materials remains limited, especially against competitive prices.

Identified impact

- The use of virgin products and materials in the supply chain of Burg Group products leads to continuous non-renewable resource extraction. This contributes to resource depletion and can cause other environmental damage such as land use change, pollution, and loss of biodiversity.

Identified financial risk

- Increased procurement costs caused by increased prices. For example, because of increased energy costs and increased costs of recycled materials.
- Lower sales due to failure to meet changing customer demands and/or legislative demands.

Reduced resource use within Burg Group

Packaging has been an important topic in our sustainability vision since 2020. In recent years, we actively worked on our packaging goals. We realized that progress with our private label customers was slower than with our own brands. In our updated 2024 company strategy, we therefore adjusted some of our packaging goals.

## 10.2 Policies related to packaging

At Burg Group we continuously work to optimize the possibilities for using recycled and recyclable materials in our packaging. Such materials are not always fully comparable with virgin materials on quality aspects such as stability and strength. This is why we stress the importance of ensuring that the increased usage of recycled and recyclable materials does not require adding extra packaging weight to compensate for their lower stability and strength.

While we produce bottles and cans with various materials (PET, HDPE, metal, glass), PET is the predominant material. Within Burg Group, about 55% of packaging materials is PET, 10% is HDPE, 30% is glass and 5% is metal (measured in weight).

In our packaging policy we distinguish between material inflow and material outflow. On the inflow side we focus on: 1) sourcing more recycled and less virgin material; and 2) weight reduction. Sustainable sourcing of renewable resources is important to us.

The focus on the material outflow side is on developing packaging that can be recycled after use.

**Inflow**

Achieving a reduction in (virgin) material inflow is a high priority for Burg Group. All our activities aim to lower the environmental impact of sourcing packaging material and their usage in production. Generally, the activities fall into two main categories: increase in usage of recycled packaging material and decrease in the average packaging material weight. Both main categories apply to primary, secondary and tertiary packaging.

#### Increase in usage of recycled packaging material

We aim to achieve a 100% rPET/rHDPE material usage for all primary packaging of the Burg Group brands by the end of 2027. In private label, where customer dependency is a balancing factor, we want to reach 60% rPET/rHDPE material usage for primary packaging by the end of 2029. These targets exclude caps and labels, which are currently out of scope due to technical complexities, but expected to be included as of 2026.

While the priority is on the PET & HDPE used for our bottles and cans (primary packaging), secondary and tertiary packaging are not excluded from our scope. Our 2025 target is to define a full plan for optimizing the recycled content of the secondary and tertiary packaging towards 2030. Secondary packaging at Burg Group can either be plastic or cardboard. All our cardboard is already FSC/PEFC certified since 2022.

For secondary packaging we are working towards a target of 75% recycled plastic and 85% recycled cardboard by 2030. Factors that are relevant in these targets are the physical consequences (e.g. quality of color prints on secondary packaging used in stores) and technical limitations (e.g. the currently available plastic does not yet allow a >50% recycled content percentage without affecting the required material weight). Adding extra packaging weight to compensate for a deviance in stability and/or strength of the recycled material is avoided by Burg Group. Tertiary packaging targets will be defined in 2025.

#### Reduction of average packing material weight

Burg Group strives to limit the weight of packaging material used, while avoiding the risk of bottle damage and reduced product quality. Our vision for PET is that we want to blow our bottles and cans from preforms in line. This allows an optimal control of the material weight, while avoiding the transport of empty bottles and cans from suppliers to our production facilities.

#### Outflow

To work towards a circular economy, we strive to increase the recyclability of our primary packaging. In the optimization process, Burg Group distinguishes three different components to optimize: bottle, label and cap. For each of these three, different projects are running to achieve the target.

Bottle: continuous process to eliminate variants that are not 100% recyclable.

Label: gradual transition per site. We aim to switch over from paper-based labels that are not optimally recyclable to polypropylene (PP) based labels, which are fully recyclable.

Cap: current market possibilities are limited. Focus on this sub-topic is for the years 2026 and later.

Packaging is one of the key topics in our strategy pillar 'Sustainable Products'. Progress on our packaging policy is therefore incorporated in our overall strategy monitoring. It is also included as a KPI in our Balanced Score Card (BSC), which is monitored on a monthly basis by all Burg Group business units.

### 10.3 Actions and resources related to packaging

Action	Timing (reporting year / planned)	Expected outcomes
Adjusting our bottles to reduce weight. This transition started at Burg Vinaigres France line 1, followed in the coming two years by Line 2 in France, both lines at Burg Ocet, Burg Azijn and Burg Siroop. This change has significant organizational impact and is therefore spread over time.	2025- 2028	At the start of the project, an estimated annual total of 282.000 kg plastic is to be reduced by this transition once all the facilities use the new bottle.

Action	Timing (reporting year / planned)	Expected outcomes
In 2025 we will install a new blowing machine in France, which enables us to blow in line. Preparations for this project have started in 2024.	2024 - 2025	Increase in (renewable) electricity at our factory, but a reduction in scope 3 emissions.
Switch virgin PET to rPET bottle for our own brands Etoile, Burg Ecet, Chef, Bzenecký Ocet and several syrup private label brands in Scandinavia.	2024-2025	Reduction of virgin material.
Switch virgin HDPE to 100% rHDPE for cleaning vinegar cans.	Started Q1 2024	Reduction of virgin material.
Transition from Paper to polypropylene (PP) labels on bottles in Burg Azijn, Burg Vinaigres France and Burg Siroop.	2024-2025	Increased recyclability of packaging.
Switch from metal cans to rPET bottles for syrup.	2024 (and ongoing)	Lower greenhouse gas emissions by gradually stimulating the change to rPET.
Switch to new stretch foil for our pallets in Ter Aar.	2024	Reduction of approximately 40% stretch foil per pallet, resulting in an annual reduction of around 10.000 kg of plastic.

### 10.4 Targets related to packaging

Target	Target year
<b>Inflow</b>	
100% rPET/rHDPE own brands primary packaging	2027
60% rPET/rHDPE private label primary packaging	2029
75% recycled plastics for secondary packaging	2030
85% recycled cardboard for secondary packaging	2030
10% reduced packaging weight of primary packaging (compared to baseline year 2024)	2030
<b>Outflow</b>	
90% of primary packaging is recyclable (incl. label and cap)	2030

## 10.5 Metrics related to packaging

### Resource inflows

#### Recycled material

	2022	2023	2024
% recycled PET for our own brands primary packaging (measured in weight)	43%	67%	72%
% recycled PET for private label primary packaging (measured in weight)	21%	27%	29%
% recycled HDPE for our own brands' primary packaging (measured in weight)	n/a	n/a	31%
% recycled HDPE for private label primary packaging (measured in weight)	n/a	n/a	0%
% recycled plastic for secondary packaging (measured in weight)	will be reported as of 2025		
% recycled cardboard for secondary packaging (measured in weight)	will be reported as of 2025		

#### Weight reduction primary packaging

	2022	2023	2024
% average weight reduction PET bottle compared to baseline year 2024	n/a	n/a	baseline

#### Sustainably sourced materials

	2022	2023	2024
% FSC/PEFC certified paper/cardboard	100%	100%	100%

### Resource outflows

#### Recyclable packaging

	2022	2023	2024
% recyclable primary packaging (measured in produced products)	n/a	98%	98%

# 11 / Own workforce

## 11.1 Impact, risk and opportunity management

### Context

Burg Group employs 320 people, working at 6 factories in 5 different countries and at the headquarters in the Netherlands. The entities in scope are Burg Azijn (NL), Burg Siroop (NL), Burg Ocet (CZ), Burg Essig (DE), Burg Vinegar Belgium (BE), Burg Vinaigres France (FR), and Burg Groep (NL). Employees included in this report are all employees with a formal labor agreement with the reporting entity and on the payroll of the reporting entity. An employee can perform work on an open term (permanent) or a fixed term basis, which is determined by the duration of the labor agreement. Temporary workers are excluded from this report.

Burg Group developed a new strategy in 2024 that puts employees at the center. The new people strategy is called Empowered People and is about empowering employees. We want our people to constantly grow and learn in a diverse and supportive workplace. Only then can we create a positive culture where every person is valued for their contribution.

The company culture is characterized by the 6 ingredients included in our strategy house.

### Identified impacts

- In the past years, we had major renovations at several of our sites which could have caused increased stress and work-life imbalance. Increased feelings of stress and job dissatisfaction can lead to decreased mental well-being (e.g. burn-outs) among Burg Group's employees.
- In the yearly satisfaction survey, one point was raised at Burg Groep B.V. about the inadequate ergonomic office environments. This can cause a decrease in vitality among employees.

### Identified financial risks

- Higher costs of personnel due to inefficient work by unmotivated employees and payments for sick leave in combination with the need to hire external temporary workers. The longer the absence, the higher the costs.
- Increased recruitment costs due to a worsened employer branding and higher employee turnover.

We have not identified any risk of forced labor or child labor.

We only work with temporary workers to a limited extent.

We have a warm company culture. Exemplary of this is that our CEO has introduction meetings with all new employees at all sites. Although we operate in different countries, we have constant interaction between our factories and we work towards a uniform company culture at all sites.

Own Workforce development within Burg Group  
The Burg Group Human Resources (HR) department ensures that adequate policies are in place and actively supports a positive working culture for all employees. Policies related to training & skills development and health & wellbeing have been established since years, and are currently further developed.



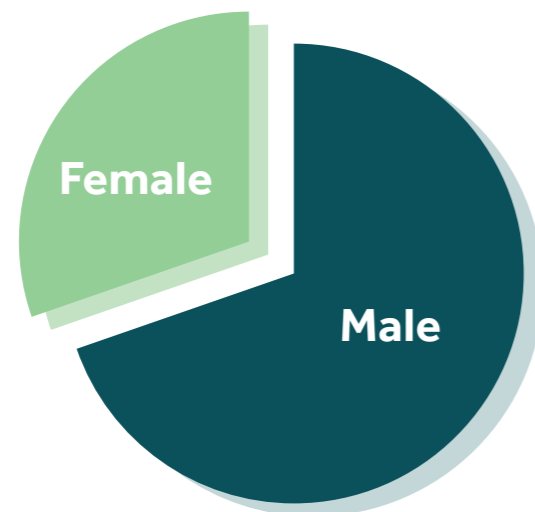
## 11.2 Characteristics of Burg Group's employees

### FTE per country\*

	The Netherlands			Belgium	France	Czech Republic	Germany	TOTAL
	Burg Groep	Burg Azijn	Burg Siroop	Burg Vinegar	Burg Vinaigres	Burg Ocet	Burg Essig	
<b>Total employees</b>								
2024	60	62	44	21	60	60	13	320
2023	52	55	45	21	64	52	11	300
<b>Full-time employees (2024)</b>								
Male	27	45	33	10	39	40	10	204
Female	7	3	2	3	21	13	0	49
Other	n/a							
<b>Part-time employees (2024)</b>								
Male	4	6	3	2	0	3	1	19
Female	22	8	6	6	0	4	2	48
Other	n/a							

\* Calculation for 2024 based on headcount on 31<sup>st</sup> December 2024. Calculation for 2023 based on number of FTE (average throughout the year).

Gender - Burg Group



## Turnover rate

	2023	2024
New employees	Not available	66
Departed	Not available	25
Turnover rate*	Not available	0,08

\*Turnover rate is calculated as the number of departed employees divided by the total number of employees.

## 11.3 Training and skill development

### Policies

Burg Group is committed to the continuous development of its employees. We focus on building and developing both sustainable employment and knowledge & skills through various programs. Conducting personnel interviews (as part of performance management) has received attention over the past year but is not yet conducted in a uniform manner. Much emphasis lies on leadership through maintaining good relationships between employer and employee.

### Causes:

- Underdeveloped workforce (including management) due to a lack of structured training and skill development.
- Higher turnover, resulting in knowledge loss in the organization and lots of time spent on onboarding new employees.
- Employees are increasingly required to have knowledge and skills in a modern work environment.

### Impact on the employee:

- The inability of an employee to unlock their potential, learn and seek new opportunities, can lead to exhaustion and underdevelopment of personal and professional skills.
- Lack of good leadership from management, for example through excessive micromanagement, inconsistent decision-making, or unreasonable demands, can lead to more stress and anxiety among employees.

### Impact on the organization:

- Increased personnel costs due to turnover, a deteriorated employer reputation, and subsequent costs of recruiting new employees and retaining current employees.
- Increased productivity costs due to underdeveloped staff and employees who need to teach others.

### Performance management

The goal of the personnel interviews is to optimize functioning so that the organizational (business) goals are achieved, and the employee is enabled to optimally utilize their capacities. This is important for employee engagement and motivation, which are in turn important factors for Burg Group's success. That's why Burg Group values that employees are being motivated and encouraged to develop themselves – both personally and in terms of job content – towards their "full potential". This includes two fixed interviews: the planning interview and the evaluation interview. Interim meetings are also held.

### Employee training and development

Professional development is the process through which employees increase and improve their knowledge, skills, and competencies to do their job better and enhance their career opportunities. Professional development is not only important for the individual employee but also for the organization, which can then rely on a qualified, motivated, and innovative workforce. We do this by facilitating workplace learning through mentoring, coaching, projects, and other forms of informal learning, allowing employees to learn from and with each other and share their knowledge and experience.

## Actions related to training and skill development

Action	Timing (reporting year / planned)	Expected outcomes
<b>Performance management</b>		
Concept performance management system developed based on input from employees, managers, and Management Team.	2024	A pilot performance management system.
Conducting personnel interviews as part of the Balanced Score Card.	2024	90% of employees has had a personnel interview.
Training managers and supervisors on providing feedback.	2025	Every manager and supervisor has received training in providing feedback.
Training managers on conducting 'the good conversation'.	2025	Half of the leaders have received training on 'conducting the good conversation.'
Pilot concept performance management system.	2025	The pilot performance management is completed and provides sufficient input for the final performance management system.
<b>Employee training and development</b>		
Setup of a system to train employees in a structured manner.	2024	An employee training system that can be used for several entities/ departments.
Rollout of the project 'documenting and securing required knowledge and skills', with the aim to train employees in a structured manner.	2025	The system has been rolled out in 50% of the organization.
Team development: gaining insight into team qualities and development points, thereby increasing team performance.	2025	Within 75% of the departments at headquarters, team development has started.

## Targets related to training and skill development

Target	Target year
One performance management system in place for the entire organization, in which providing feedback, sustainable employability, and development are part of the system.	2026
SMART target regarding training hours has been developed.	2025

## Metrics related to training and skill development

Percentage of employees that participated in regular performance and career development reviews

	2024
Male	Will be measured as of 2026
Female	Will be measured as of 2026

Training hours (average)

	2024
Per employee	Will be measured as of 2026
Male	Will be measured as of 2026
Female	Will be measured as of 2026

### 11.4 Health and well-being

Policies

Health is seen as part of sustainable employability. Sustainable employability is the ability of employees to work healthily, vitally, and productively now and in the future. Sustainable employability depends not only on the physical and mental health of employees but also on their motivation, engagement, job satisfaction, and work-life balance. By investing in sustainable employability, employees remain healthy, happy, engaged, motivated, and productive.

Employee satisfaction at Burg Group is monitored annually by an independent research agency. Among other things, we measure the engagement of our colleagues and their familiarity with our company goals and six strategy ingredients.

Emerging themes related to this topic include employee workload, work-life balance, and sustainable working conditions, especially for employees at production sites.

Risk factors:

- An increase in work-related stress due to, for example, major renovations in the factory, a disrupted work-life balance, or changing job demands.
- Insufficient attention to employee well-being and insufficient actions implemented around employee well-being, such as adjusting working conditions and a stronger focus on post-absence measures rather than preventing absence.
- Quiet quitting, leading to increased workload for other employees.

Impact on employees:

- Increased feelings of stress and job dissatisfaction can lead to decreased mental well-being (e.g., burnout) among Burg Group employees.
- Insufficient health programs at work can lead to decreased vitality among Burg Group employees.

Impact on the organization:

- Higher personnel costs due to inefficient work by unmotivated employees and payments for sick leave, combined with the need to hire external temporary workers. The longer the absence, the higher the costs.
- Higher recruitment costs due to a deteriorated employer brand and higher employee turnover.

### Actions related to health and well-being

Action	Timing (reporting year / planned)	Expected outcomes
Develop a vision on sustainable employability, with health and safety integrated.	2025	A vision on the sustainable employability of employees that aligns with our people strategy 'Empowered People.'
The culture supports business goals. To achieve behavioral and cultural change, we will develop a leadership framework. Managers play a crucial role in employee engagement and are key players in changing behavior.	2025	Having a leadership framework that describes what we expect from managers in terms of our six ingredients.

### Targets related to health and well-being

Target	Target year
Absenteeism rate reduced to 5%	2026
SMART target regarding Employee Satisfaction Survey developed	2025

### Metrics related to health and well-being

	2022	2023	2024
Employees covered by health & safety system	100%	100%	100%
# fatalities	0	0	0
# recordable work-related accidents	4	2	6
Number of days lost	236	44	221
Safety index (number of accidents per 200.000 worked hours)	1,6	0,8	2,2
% vacancies		not available	3,2%
% absence rate		not available	5,3%

The organizational goals are established annually by the Management Team, based on the 3-year strategy. These annual goals are recorded in the Balanced Score Card (BSC). For each entity, a local BSC is created. Every month, the Balanced Score Card is discussed by the (Group) Management Team and Local Management Team, performance is monitored, and adjustments are made where necessary.

### 11.5 Processes for engaging with own workforce and workers' representatives about impacts

The HR policies are developed by the HR team. Each entity has a Site HR Business Partner/HR Advisor. The Group HR Manager is based at the headquarters and hierarchically manages the HR team in the Netherlands, while functionally managing HR colleagues abroad.

The new HR policies, if applicable, are discussed with the local works council. Subsequently, the new HR policy is communicated to employees in various ways such as policy deployment days, intranet, town hall sessions, email, team meetings, etc. In these sessions, feedback is collected from employees.

In addition, we have a yearly employee satisfaction survey at all our entities. Our employee satisfaction survey is conducted by an independent market research firm to ensure anonymity. The results are discussed with the management team and then shared with the rest of the organization. Agreements are made locally with regard to selecting the relevant improvement points. In 2024 we saw a response rate of 76% and a satisfaction score of 8,08.

### 11.6 Processes to remediate negative impacts and offer channels to own workforce for raising concerns

We have a Speak Up policy for all employees to raise concerns. Our Speak Up policy aims to promote and support openness, create a culture of integrity and protect the reputation of the organization. The procedure ensures that employees are protected from disciplinary action and unfair treatment, including transfer, harassment, etc. when raising their concerns.

In our Speak Up policy we describe the procedure to raise concerns, which starts with a direct conversation with the person involved, or when this is not suitable, with a manager, plant manager, Group Management Team or our internal Legal Counsel, Group HR Manager or Group QHSE Manager. Finally, we also have an external confidant available at each location.

The Speak Up policy is published on our intranet and information about our external confidants is available on the physical Announcement screens at all of our locations. In 2024, 0 concerns were raised by employees. Concerns can also be raised in our yearly employee satisfaction survey.

# 12 / Business conduct

## 12.1 Impact, risk and opportunity management

### Context

Burg Group operates in different international contexts. The company aims to uphold ethical behavior and business practices through its Code of Conduct. Burg Group does business in high(er) risk countries. Fair competition training is given to a selected group of employees for whom this is most relevant.

### Identified impact

Immoral behavior, such as fraudulent activities or unethical competition, can have negative effects on society as it contributes to a culture of corruption and unfair competition.

### Identified financial risk

Burg Group's involvement in unethical practices, such as fraud or bribery, would cause legal and financial repercussions. Providing inaccurate information about products, pricing, or business practices can damage investment potential and trust, both in Burg Group and the industry as a whole. The latter would eventually also have a negative financial impact on Burg Group, as Burg Group benefits from a stable industry.

### Maturity level of Business Conduct within Burg Group

Burg Group has had an internal Code of Conduct and supplier Code of Conduct for several years. These are being updated in the end of 2024, accompanied by an internal training program on the Code of Conduct principles.

## 12.2 Business conduct policies and corporate culture

Burg Group is committed to conducting business with integrity, complying with all legal requirements and respecting human rights across our supply chain. Our corporate culture is anchored in our strategy house, which is based on our purpose, mission and vision. Our strategy house also includes our strategy ingredients. These define all the different aspects of how we want to work, and they relate to everything we do. A company is only successful when its people truly feel their contribution is seen and valued. At Burg Group, this means we want our people to enjoy the freedom to make choices, be relevant and develop themselves in their jobs and as human beings. It also means working together in a balanced way and taking responsibility for the results of the company. When you feel part of the bigger picture, you also feel that what you do every day has real positive impact.

### Establishment of our corporate culture

In 2024 we kicked off a project to update our business ethics framework, including a review of our corporate Code of Conduct, our supplier Code of Conduct, Speak Up (whistleblower) policy and the integration of these policies into our organization. We aim to finalize these in 2025 and will report on this in our 2025 Report.

### Grievance mechanisms

Our Speak Up policy is developed to promote and support openness, create a culture of integrity, and help protect the reputation of the organization. It describes our procedure for raising concerns: starting with a conversation with the colleague involved, or turning to a manager, our Management Team, or to our external confidant.

In our policy, we explicitly state that the privacy of people raising concerns is protected and that raising concerns cannot result in sanctions or unfair treatment.

As part of our business ethics framework update, we are reviewing our grievance mechanisms and will strengthen these where needed. We aim to finalize this in 2025 and will report on this in our 2025 Report.

## 12.3 Incidents of corruption or bribery

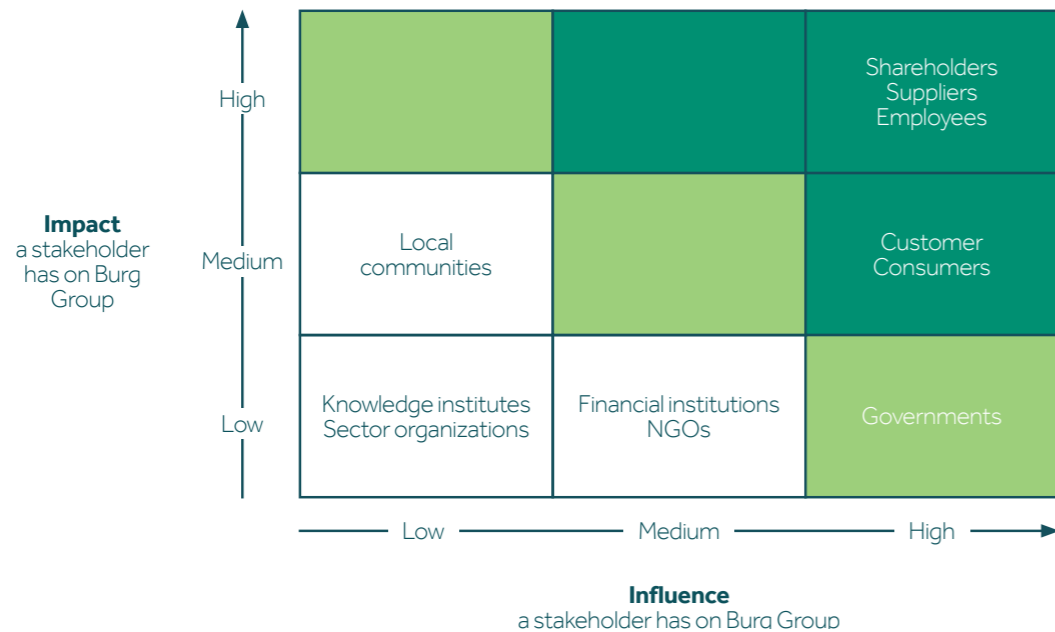
	2022	2023	2024
Number of convictions related to corruption and bribery	0	0	0
Amount of fines for violation of anti-corruption and anti-bribery laws	0	0	0

### Actions taken to address breaches

No breaches to our anti-corruption and anti-bribery procedures were detected in 2024.

# 13 / Stakeholders and partners

We care about our employees and other stakeholders. We strive to be a committed enterprise that contributes to our industry, the environment and generally to the Sustainable Development Goals set by the United Nations. Our actions towards this must fit with our purpose: 'Restoring natural living.' We identified several stakeholder groups and their importance to our business, shown in the graph below.



We engage in different ways with different stakeholders.

Stakeholder group	Engagement	Frequency	Topics discussed in 2024
Shareholders	Burg Group is a family-owned company, and our shareholders are therefore part of the Bakker family. They are involved in key strategic decisions. The board of the Stichting Administratiekantoor Groenland Invest has voting rights regarding the strategic direction of the company.	Our articles of association state that shareholders meetings are held at least once per year. In addition to the annual shareholders meeting, the CEO and CFO update the shareholders on a quarterly basis about the progress of the company.	CSRD, including requirements related to governance, strategy and impacts, risks and opportunities. Burg Group's strategic pillars, including our Purpose and progress on our (sustainability) goals.
Suppliers	We have long-term relationships with many of our suppliers and try to work with local suppliers as much as possible. Most of our supplier relationships are managed by our central purchasing team, and in small part by our local factories.	We are regularly in touch with our key suppliers through meetings and email.	With our suppliers we discuss prices and agreements, and also projects and innovation. With our main suppliers we coordinate our collective sustainability projects. Our suppliers expect good business practices from us and support for their strategy. We respond to this by offering attractive prices, maintaining long-term relationships and spending time on personal contact moments.

Stakeholder group	Engagement	Frequency	Topics discussed in 2024
Employees	Our colleagues are the foundation of our success. We need our employees to meet our goals. With the current tight labor market in some of our markets, it is important to retain our talents. Their feedback helps us improve our strategy and processes, including internal communication, HR-practices, and recruitment.	We maintain close relations with all colleagues and are responsive to employee concerns and suggestions for improvement. This is done through town hall meetings, intranet, leadership meetings and team meetings. We also conduct a yearly employee satisfaction survey.	Burg Group's strategic pillars, including our Purpose and progress on our (sustainability) goals. In our policy deployment days we discuss sustainability topics that are relevant to our factories such as energy efficiency and waste reduction. We also discuss the impact of our strategy ingredients.
Customers	Our customers are important to us. We produce many private label products, resulting in a situation where we don't have final (legal) responsibility over these products. However, we do want all our products to become more and more sustainable and work together with our customers to achieve this.	We see that our customers focus more and more on sustainability in their own operations and supply chains. This results in more frequent interaction regarding sustainability topics. We have answered over 20 customer questionnaires in 2024, mostly related to climate.	We use customer feedback in our commercial offer as well as in our overall proposition and strategic direction of the company. In 2024, we had exchanges on climate impact, salt reduction, as well as category management and our category visions.
Consumers	We mainly engage with consumers indirectly, as most of our products are private label products. Our customers interact with consumers and are responsible for their product labeling.	We are in touch with consumers through research, attending fairs, and our sales channels.	Consumer research helps us develop new products and packaging and set the right marketing strategy. Especially for our syrups, we continuously develop new flavors to meet consumer demand.
Governments	Compliance with local, national, and European legislation is key to our operations. As Burg Groep B.V. operates in 5 different countries and sells products in many more, we follow the development of new legislation closely. In some of the countries where we operate, we are the only vinegar producing company, which makes it harder to ensure sufficient knowledge is present among policy makers.	We engage with governments through meetings and compliance processes and adjust our way of working when required by law. Interaction with governments is mostly done by our local management teams.	We share information about vinegar production and its many uses. In Belgium we are in the application process of a permit extension.

Stakeholder group	Engagement	Frequency	Topics discussed in 2024
Local communities	We provide financial support to the sports clubs where our staff members are active. We also support several charity organizations, either financially or with our time and knowledge, such as Praethuys Alkmaar, Stichting Familiehuis Noordwest and Rescue Dogs - Service Dogs. We also donate vinegar and syrups to local food banks where possible.	We engage with local communities on a regular basis, managed mostly through our local colleagues.	We mainly discuss topics related to our people and vacancies. Besides that, we discuss the potential impact of our factories on local communities (e.g. odor, noise and traffic).
Knowledge institutes	We have various relationships with knowledge institutes, for example because we employ students or collaborate in research programs. This helps us gain insight into the latest scientific developments.	Our engagement with universities is not very frequent and largely managed locally.	Various topics, including innovation, effect of vinegar on the soil and sustainable business.
Sector organizations	Together with our industry peers, we are committed to high-quality and sustainable innovations. We are members of The Vinegar Institute, Culinaria NL, Kulinaria DE, France (Fedalim) and Culinaria Europe, Federatie Nederlandse Levensmiddelen Industrie (FNLI), Nederlandse Vereniging voor Frisdranken, Waters en Sappen (FWS), NVZ-Schoon-Hygiënisch-Duurzaam, the Belgian association of food producers Fevia, Tuinbranche Nederland and Artemis Natuurlijk. In addition, our CEO chairs the business group <i>Ondernemend Dijk en Waard</i> .	Especially at Burg Group level we have regular interactions with the industry organizations we are members of. Our local colleagues engage with their national sector organisations.	Various sustainability topics, including Ecolabelling, the upcoming Packaging and Packaging Waste Directive, Vinegar Life-Cycle-Assessment.
Financial institutions	We have regular meetings with our bank to discuss our financial performance and strategic direction.		

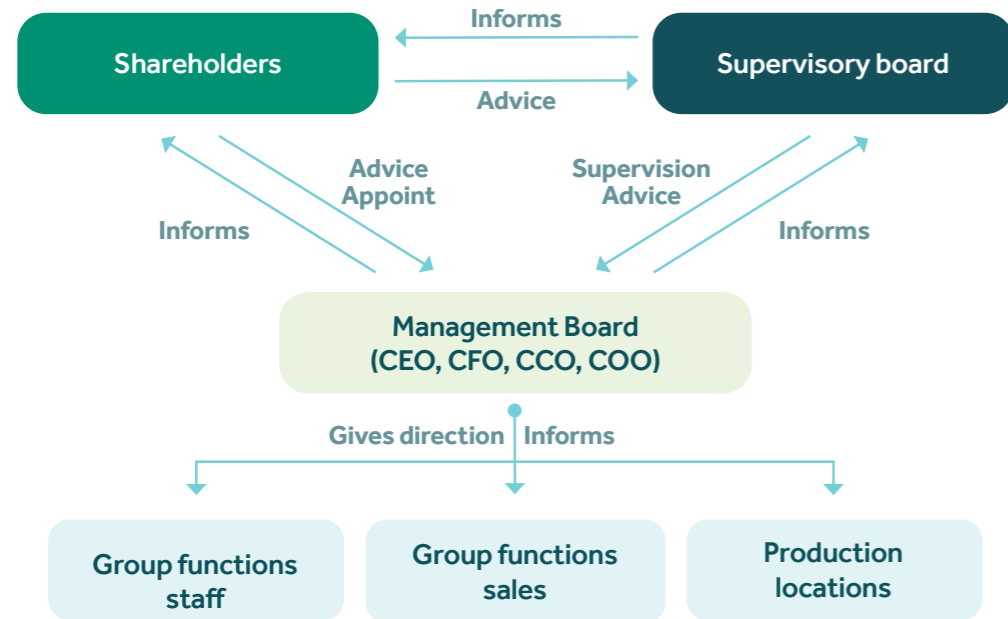
Stakeholder group	Engagement	Frequency	Topics discussed in 2024
NGOs	We collaborate with NGOs such as the Nierstichting in the Netherlands, to promote a healthy diet with less salt. We are also partners of the Female Cancer Foundation and Business Friend of the Máxima Center for pediatric oncology in the Netherlands. We are in contact with environmental NGOs in the Netherlands regarding the impact of vinegar on soils and (ground)water.	Various meetings per year and regular email contact, especially with the Nierstichting.	Health benefits of Vinegar, environmental impact of vinegar when used in the garden.

Our management team is often present in meetings with key stakeholders, and otherwise informed about the results through email or in update meetings. As we are a relatively small organization, we only have a few colleagues who engage with external stakeholders, and we often inform each other in an informal way.

# 14 / Governance

## 14.1 Corporate governance

Burg Groep B.V. is the parent company of all Burg production locations included in this report. Within our organization, we use the term 'Burg Group' when referring to our organization including its local factories. Burg Group has a two-tier board structure consisting of a Management Board (MB) and a Supervisory Board (SB). The Management Board is charged with managing the company under the supervision of the Supervisory Board. Both are accountable to the General Meeting of Shareholders for the fulfillment of their duties.



The business governance cycle provides the framework within which management and supervision takes place. This is summarized as follows:

Topic	Description	Approval	
Long-term Plan	3-5 year business planning, scenario & risk-assessment based	Annual	SB
Annual budget	Detailed (monthly) business & financial planning, incl. investments and departmental budgets	Annual	SB
Group Balanced Scorecard (BSC)	Objective setting & monitoring on key business dimensions: Sustainable Products, Happy Customers, Empowered People, Efficient Processes, Responsible Value Chain, Sustainable Growth	Annual	SB
Latest estimate	YTD actual results + YTG projections, adjustment of plans where appropriate	Quarterly	MB
Actual reporting	Reporting of monthly and YTD results (financial + BSC) vs. Budget & LY	Monthly	MB
Management Report	Annual accounts as approved by external auditor	Annual	SB

## The Management Board

The Management Board gives direction to the company. Under the chairmanship of the Chief Executive Officer (CEO) and supported by the other members of the Management Board, the board sets out the group strategy and drives the management agenda. In fulfilling its duties, the Management Board focuses on the interests of the company and its associated business activities. There are 4 executive Management Board members (100%) and the female to total board member ratio is 25%.

	Patricia Surendonk	Gerrit Keen	Pieter van Soest	Rogier van Hasselt
Role	CEO	CFO	CCO (since July 2024)	COO (since November 2024)
	Executive	Executive	Executive	Executive
Gender	Female	Male	Male	Male
Experience	Patricia is educated in law and worked in the financial sector prior to joining Burg. Over the last 20+ years, she fulfilled several roles within Burg Group, of which the last 12 years as CEO. Besides this, she serves in several supervisory roles and chairs the business group <i>Ondernemend Dijk en Waard</i> .	Before his appointment as CFO in 2023, Gerrit held various senior finance positions at Heineken, including in the Netherlands, Ethiopia, Austria, and Russia. He started his career as financial auditor at KPMG. Gerrit has a master's degree in business economics from the University of Groningen and is a Dutch qualified chartered accountant. At Burg Group he is responsible for financial performance, with a focus on growth and profitability, ESG performance management and reporting. Gerrit holds global IT responsibility.	Pieter graduated at Delft University. He has 20+ years' of experience in FMCG. He held various marketing & sales positions at Unilever in Foods, Personal care and Household cleaning. He worked in the Benelux and Italy. He also worked in retail, for Marqt and Bol.com. After being the country director at ECOstyle, Pieter was appointed CCO for Burg in July 2024. Pieter is passionate about working with customers to deliver sustainable growth.	Before joining Burg Group, Rogier gained over 20 years of experience in leading Operations, Supply Chain and Procurement in different Food Companies such as Tate & Lyle, Danone and JDE Peets. Besides in the Netherlands, he has also worked in other countries, including Ireland and Germany. His responsibilities at Burg Group include leading the factories, supply chain, procurement, technology, engineering and QHSE with a focus on operational excellence and continuous improvement.

### Supervisory Board

The Supervisory Board supervises the strategic direction of the Management Board and the general course of affairs in the company and its affiliated enterprises. It provides advice to the Management Board. In fulfilling its duties, the Supervisory Board focuses on the interests of the company and the business associated with it. In 2024, the Supervisory Board met with the Management Board six times. Besides the formal business governance topics, key topics in these meetings are: the elements of the business governance cycle, sustainability, business controls and risk management. There are no specific committees within the Supervisory Board.

All Supervisory Board members are independent (100%) and the female-to-male board member ratio is 0%.

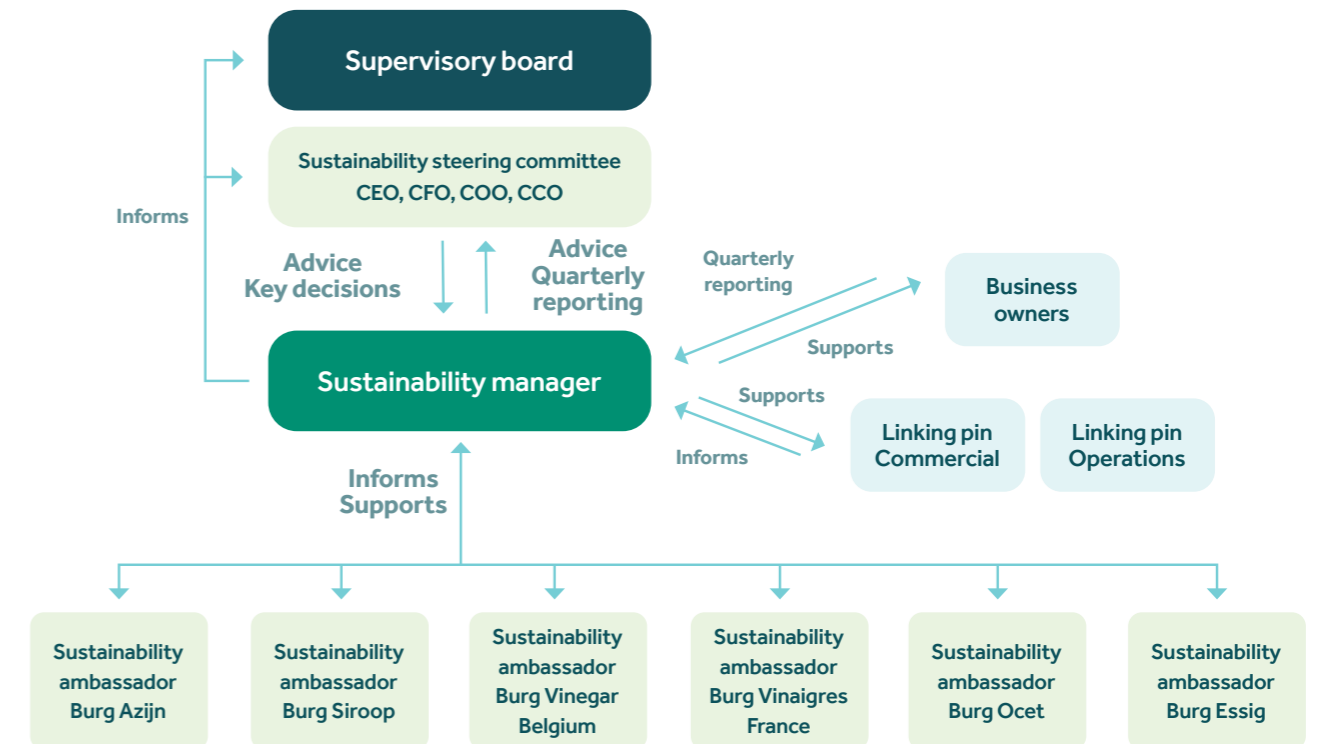
	Marcel Kannekens	Baptiest Coopmans	Anton de Bock
Role	Independent board member (chair)	Independent board member	Independent board member
Gender	Male	Male	Male
Experience	Marcel Kannekens chairs our Supervisory Board. He brings in over 25 years of experience in executive management and consulting. Kannekens is partner at Park Corporate Finance and currently serves in the non-executive boards of a number of companies in the Netherlands. Prior to that, he worked for over 15 years in Unilever, as CFO of the frozen food & ice cream business in the Benelux, as managing director of Unilever's meat business and in various supply chain and finance roles in Europe and South America.	Baptiest Coopmans is senior vice president of Liberty Global. Prior to that, he was, among others, CEO of Ziggo in the Netherlands during the merger with UPC, member of the Board of Directors of KPN, and held various management positions at Unilever at home and abroad for 17 years. In addition, Coopmans is experienced in supervisory roles. Among others, he was chairman of the Supervisory Board of Eindhoven University of Technology and is a member of the Supervisory Board of TNO and Royal Friesland Campina.	Anton de Bock has over 40 years of experience in the food sector as general manager and business owner. He has mainly been active in the mid-market, where he focused on growth strategies, margin increase and healthy sales. In recent years he acted as strategic and financial advisor for a range of companies, including Impact Buying BV, which focuses on supply chain mapping, due diligence and risk control.

### Shareholders

Currently, the second and third generation of the Bakker family co-owns the company. Two members of the Bakker family are working at Burg Group: CEO Patricia Surendonk and Sales Manager Floris Bakker.

### 14.2 Sustainability governance

Within Burg Group, we want all departments to work on the relevant sustainability topics and achieve the goals of our overall sustainability policy. We have identified business owners for all our sustainability targets, and work with sustainability linking pins and ambassadors to share knowledge on sustainability. Strategy and business objectives cascade through the company in a variety of ways, including senior leadership summits twice a year.



#### Supervisory Board

Since our first CSR report in 2021, the Supervisory Board has given approval of the annual CSR report before publication. This enabled them to be informed about Burg Group's targets and progress on sustainability topics. Since 2023, our Sustainability Manager gives an annual in-depth presentation of the progress on our targets to our Supervisory Board, as well as on key developments we see that could impact us in the future. In 2024, the focus was on new ESG regulations, especially CSRD and our material topics that we need to report on. Also, the updated purpose and sustainability ambitions were discussed in the Supervisory Board and shareholder meeting.

#### Sustainability Steering Committee

The Management Board members also form the Sustainability Steering Committee. This steering committee meets quarterly to evaluate the progress on our sustainability targets and adjust course when needed. This includes a review of the effectiveness of our policies, actions, metrics and targets related to sustainability. In addition, the committee guides the strategic direction and takes final decisions in sustainability-related issues. They validate the results of our materiality analysis, and are informed of relevant sustainability legislation, risks and opportunities. The Sustainability Steering Committee gives final approval on policies, targets, actions and corresponding budgets.

The main topics discussed in the Sustainability Steering Committee in 2024 are: results of scope 3 emission calculations, ESG reporting, water use in our own operations, recycled content in our PET and HDPE packaging, residual waste and double materiality assessment.

#### Sustainability Manager

Our sustainability manager Andrea Bolhuis is responsible for developing the sustainability strategy and facilitating its implementation process within Burg Group. The sustainability manager monitors progress against the defined targets and identifies opportunities for acceleration. She also works on internal and external engagement and communication. The sustainability manager reports directly to the CEO. Our sustainability manager has over 10 years of experience in sustainability in the food and retail sector. She has expertise in target setting and monitoring progress; sustainability governance structures and incentives to drive change in for-profit organizations. She has expertise in the details of climate strategies and carbon calculations; environmental management; circularity; responsible sourcing and supplier due diligence and sustainable packaging solutions. The sustainability manager chairs the sustainability steering committee and has regular update meetings with all Management Board members to discuss current issues. She is also involved in the yearly review of our business risk and opportunity analysis and in preparing for environmental external audits, such as ISO 14001.

#### Business owners

For each sustainability target, we have assigned a business owner. This includes, for example, our plant managers for water and electricity reduction, and our marketing manager for packaging. These business owners are responsible for these topics and need to include our sustainability aims as part of their daily business. They monitor progress and allocate resources to projects where needed. Our business owners have regular contact with our sustainability manager, either directly or through our sustainability linking pins. On a quarterly basis, progress on sustainability projects is communicated in writing to the sustainability manager and sustainability linking pins.

#### Sustainability linking pins

For each of our two business units (operations team and commercial team) there is a sustainability linking pin who gives sustainability updates in team meetings, collects written information on projects on a quarterly basis and is the first contact person for the team in case of questions. The linking pins have at minimum monthly update meetings with the sustainability manager to exchange information on internal projects and strategies, and external developments related to sustainability.

#### Sustainability Ambassadors

Each Burg Group site has a Sustainability Ambassador who promotes the sustainability strategy on the local site and provides input to the group sustainability manager about important local sustainability issues. The ambassadors also help organize local events and communicate about our sustainability results.

### 14.3 Integration of sustainability targets in remuneration policies and incentive schemes

The general management's annual incentive scheme is based on performance in terms of the annual targets of the Balanced Score Card (BSC). The BSC also includes targets on relevant business topics other than sustainability. The Supervisory Board approves both the annual BSC targets and the actual performance on those targets. At the end of each year, the annual incentive is determined, based on a) financial performance of the company (profit), b) the BSC results and c) individual performance. In 2024, the following sustainability targets were included in the BSC:

Indicator	BSC target	Department BSC	Actual result
Gas reduction since 2016 (per liter produced)	-18%	Group, operations	Met (-21%)
Use of recycled PET for Burg's own brand primary packaging	90%	Group, commercial	Not met (72%)

Indicator	BSC target	Department BSC	Actual result
% fully recyclable own brand and private label primary packaging	90%	Commercial	Not met (86%)
Electricity reduction since 2016 (per liter produced)	-14%	Group, operations	Met (-14%)
Residual waste	47.600 KG	Group, operations	Not met (69.871 kg)

The BSC targets are reviewed and updated each year to ensure progress. The targets on sustainability are set by the relevant business owner with input from the sustainability manager and approved by the Management Board and Supervisory Board.

## 15 / Impacts, risk and opportunity management

Risk management is integrated in our business processes and embedded throughout the organization. The continuous risk management processes consist of identifying, measuring, reporting and evaluating various risks.

An important element is our risk management framework, including organizational set-up, risk limits, roles & responsibilities, as well as policies & procedures (such as controls).

To identify risks, periodic meetings are organized with employees, and interviews are conducted with customers, suppliers, and other relevant stakeholders. Risks are identified in the following areas: Operations, Compliance, Sustainability, Supply Chain, Procurement, Sales & Marketing, IT Systems, HR, Finance, NPD, QHSE, and Strategy & Future Plans.

For identifying potential risks, historical data is used, including:

- Common operational risks;
- Compliance with new and/or amended laws and regulations;
- IT risks, such as data breaches and system failures;
- HR risks, such as labor disputes, an aging workforce, labor shortages, and high turnover rates;
- Supply chain risks, such as disruptions in delivery or logistics.

Our group-wide Business Risk & Opportunity analysis is evaluated and updated on an ongoing basis, with formal annual review and approval by the Management Board (CFO). This process is led by the Group QHSE manager and the CFO. The Business Risk & Opportunity analysis provides a quantitative business risk assessment of all key business risks, together with mitigating actions/controls and prioritizations for follow-up. This feeds back into strategy setting and annual business planning. Sustainability & environmental risks are integral parts of our overall business risk framework. These risks are business-owned, with strong sponsorship from the sustainability manager.

## 16 / Scope of reporting - Basis for preparation

Burg Groep B.V. is a privately held family business, headquartered in Heerhugowaard. This report concerns the reporting period from 1 January 2024 to 1 January 2025. It is published annually and covers all sites of the Burg Group, namely Burg Groep B.V. (NL), Burg Azijn B.V. (NL), Burg Essig GmbH (DE), Burg Ocet s.r.o. (CZ), Burg Siroop B.V. (NL), Burg Vinaigres SAS (FR) and Burg Vinegar Belgium NV/SA (BE). Burg Vinegar Jefferson (BVJ) is still out of scope in this year's report.

Reporting is done on a consolidated basis. This report covers Burg Group's own operations and value chain. We identified that our material impact, risks and opportunities reside in our own operations and upstream in our value chain. That is why those are in scope of this report. Scope 3 emissions are based on primary purchasing data; estimations are used for transport.

Details about energy-efficient innovations in our factory equipment are not specified in this report as this is proprietary information. Sensitive information on mergers and acquisitions are not included in this report.

This report was written by Burg Group's sustainability manager and reviewed by the Management Board, all plant managers, QHSE managers and other relevant internal stakeholders. It was approved by the Management Board and Supervisory Board. More information about the way we organize sustainability at Burg Group can be found in the chapter 'Governance' of this report.

### Statement on due diligence

In 2023, Burg Group conducted a materiality assessment, which was reviewed in 2024. More information on this process and its results can be found in this report. Besides this, a due diligence process is in place to review suppliers yearly. In this process, we identify and assess actual or potential adverse impacts, based on internal expertise and external risk assessments. We work together with high-risk suppliers to cease, prevent or mitigate adverse impacts. Suppliers in high-risk countries or sectors have often mitigated potential risks by additional measures or certifications. Our risk-analysis is continuously updated whenever we receive new information or when we have onboarded a new supplier. We assess key risks on an annual basis to ensure monitoring of action plans. This assessment is done by a group of key internal stakeholders from different disciplines and includes representatives from each factory. The result of the assessment is communicated to the COO and all plant managers. For each supplier, an improvement plan is developed and monitored.

### Definitions

'Produced liter of product' is defined as a combination of fermenter output of 10% acidic acid, synthetic acid 10% and liters produced syrups.

# 17 / Looking ahead to 2025

## Changes to our business in 2025

We expect that the continued integration of customers acquired from Spitz GmbH will result in some in-organic volume growth in 2025 – especially in Austria, Germany and some Central & Eastern European countries.

## Strategy development

The new strategy will be communicated externally in 2025, starting with our customers and the wider public through our social media channels. The new strategy will also be even further integrated into our organization to ensure that all projects and investments are related to our strategic goals.

## ESG Targets

For 2025, we are planning to set SMART targets for several ESG topics: scope 3 emissions, water and training hours. This involves insight in current performance, alignment with internal and external stakeholders on realistic reduction measures and approval from our Management Board.

## Sustainable growth

We see most potential for growth in the bottle production of Burg Vinaigres France, Burg Siroop and Burg Ocet (Czech Republic). In 2024 we started a project to add a blowing machine in our factory in France. This ensures that we can blow our bottles in line and that we have separate blowing machines for our line 1 (1 and 1,5 liter bottles) and line 2 (bottles smaller than 1 liter). We expect to finalize this project in Q2 2025 and increase bottle production from that moment.

We are also preparing for installation of a new bottling line in Czech Republic in 2026. Our current bottling line is over 30 years old and its capacity is decreasing. We will use 2025 for construction of a new packaging hall, tender processes, and related activities to ensure we can install the new bottling line early 2026.

At Burg Siroop we are also planning to install a bottle blowing machine. Currently, our PET bottles are partly produced at Burg Azijn in Heerhugowaard and partly by a third-party supplier. They are delivered by truck to the factory of Burg Siroop in Ter Aar, resulting in scope 3 emissions related to transport. When we have a blowing machine at Burg Siroop we expect to reduce these emissions, as well as the amount of damaged bottles from transport that are now sent to waste (for recycling). Key constraint for the execution of this investment is the availability of the necessary electricity, as the Ter Aar area is currently facing grid restrictions.

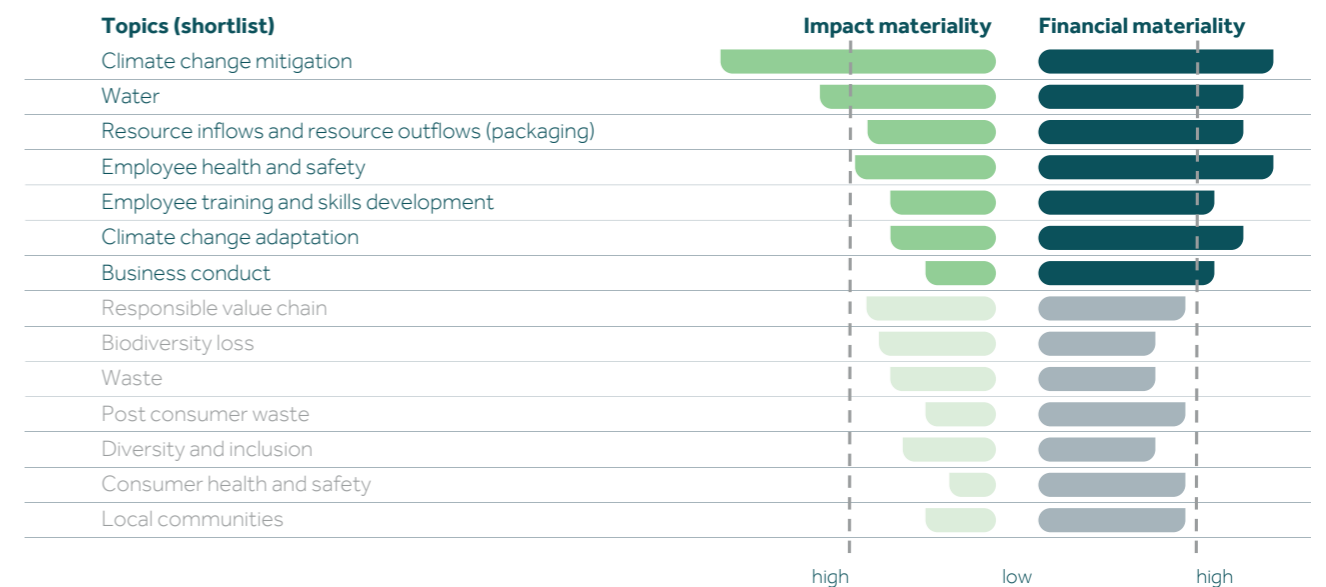
## ESG reporting

We have worked towards CSRD compliance reporting by 2025. However, with the Omnibus proposal published by the EU in February 2025 Burg Group would no longer be in scope of the CSRD.

# 18 / Annex 1: DMA Process and Impacts, Risks and Opportunities

In 2023, Burg Group performed the first (double) materiality assessment. The project was initiated to comply with relevant legislation and to get validation of the sustainability strategy. An external consultant was hired to support the process and internal and external stakeholders were included to ensure a solid result. The results were reviewed in 2024, with limited changes as a consequence. The wording of material topics was refined to closer match with the CSRD.

Seven (sub-sub)topics were assessed to be material for Burg Group, as shown in the visual below.



## Process

The initial process followed 3 main steps, visualized below.



### Step 1. Baseline and longlist

The baseline measurement of step 1 was performed to determine which ESG topics are to be considered and assessed in the next steps. This first step was split into two main activities to collect the insights needed: an internal analysis and an external analysis.

- The internal analysis was executed to get an understanding of our current (sustainability) strategy and efforts related to sustainability.
- The external analysis was performed to get an understanding of the external environment in the form of key peers, suppliers, and customers as well as main legal developments.

The internal analysis was conducted by analyzing strategic documents and linking their contents to the ten ESG topics and various underlying sub-topics described in the European Sustainability Reporting Standards (ESRS) that form the backbone of the CSRD. Some topics that are specific for Burg Group were added.

The external analysis was conducted by reviewing publicly available information from a selection of external actors in the categories: suppliers, peers, and customers. Companies in scope represented the markets in which Burg Group is active, considering the size of the companies, geographic spread, market presence, commercial relevance both upstream and downstream and maturity of sustainability.

After executing the internal and external analysis, the respective input was used to conduct the longlist of 16 ESG topics.

### Step 2. Stakeholder consultation and shortlist

Stakeholder engagement is an important element of the CSRD expectations, serving to retrieve potential material impacts, risks and opportunities. Therefore this was included in the process as a separate step. Three external stakeholders were engaged through interviews: an important supplier, a key customer and a peer in the vinegar industry. Interviews were chosen as a suitable form of information collection. This ensured that input could be explained well, and that sufficient background information was included in the analysis. External views were also reflected throughout the process by internal stakeholders (supplier views by the purchasing department, customer views by marketing & sales department etc.) as sustainability is discussed with stakeholders in regular business meetings. Four interviews with internal stakeholders (employees) were conducted to represent the views of employees, customers, suppliers and governments. Using the insights from the internal analysis, external analysis and the interviews, a shortlist of 14 ESG topics was drafted. We used this shortlist for the assessment step.

### Step 3. Assessment

The purpose of the assessment was to determine impacts, risks and opportunities (IRO's).




- The main (potential) impacts of Burg Group on people, society and the environment was based on their scores on the variables scale, scope, irremediability (negative impact) and likelihood (potential impact) ('Inside-out')
- The main (potential) financial risks and opportunities from the outside world on the (financial) performance of Burg Group were assessed on the basis of their scores on the variables magnitude and likelihood ('Outside-in')

Following the final shortlist of topics, the impacts, risks and opportunities (IROs) were determined. The determination of IROs was based on the findings of step 1, interview input, and expert knowledge.

Workshops with internal experts were held to further identify the most important IROs related to each topic. In total, two materiality workshops were conducted, split between environmental topics and social & governance topics.

The obtained information from the workshops was processed and a first assessment of IROs, both from financial and impact perspectives, was made by the consultant and the Sustainability Manager. To further refine the first draft assessment, internal experts provided their reflection on the impact score and the financial score. Scoring scales were approved by the CFO and Sustainability Manager.




A final validation meeting took place with the Sustainability Steering Committee (Management Board). The process and methodology as well as the refined materiality matrix was discussed here in brief. No alterations to the materiality matrix followed from this meeting.

Material topic	Description	Boundary	Time-frame <sup>1</sup>	Strategic pillar
 Climate change mitigation (risk)	Burg Group focuses on the sourcing of materials, production, and distribution of vinegars and syrups, resulting in GHG emissions. Climate change, as a result of CO <sub>2</sub> emissions, has serious consequences for the societies in which we operate and can have negative impacts on our financial performance due to regulation, higher procurement costs and required investments in renewable energy technology.	Own operations, upstream value chain	Short, medium, and long term	Efficient processes: CO <sub>2</sub> -neutral scope 1 and 2; Responsible value chain: Reduced climate impact from raw material sourcing, Low-carbon transport in our supply chain
 Water <sup>2</sup> (risk)	Water is included in the end product and used for cooling in Burg Group's production process. In some regions where Burg Group is active, water (scarcity) is becoming a more prominent issue. Additionally, water is used to produce agricultural raw materials. In certain areas from which Burg Group sources, water is scarce. Cane sugar production for alcohol uses water for irrigation purposes.	Own operations, upstream value chain	Medium- and long-term	Efficient processes: Reduced water
 Resource inflows and resource outflows (packaging) (risk)	As we produce both bulk vinegar and consumer products, packaging is a big component of our end product. Currently three focus areas exist: reduction of material use, use of recycled content and recyclability of materials. The availability of non-virgin packaging materials remains limited, especially against competitive prices.	Own operations, upstream value chain	Medium- and long-term	Sustainable products: Circular packaging and reduced packaging weight
 Employee health and safety <sup>3</sup> (risk)	Burg Group has 320 employees working across six factories in five different countries. Safety plays a vital role, particularly within the manufacturing sites that are subject to various physical safety risks, such as working with chemicals, site traffic, mechanical risks, and exposure to vinegar vapors. Employee satisfaction is monitored on a yearly basis and the turnover of employees is low.	Own operations	Short, medium- and long-term	Empowered people: Integrated safety culture

<sup>1</sup> Short= <1 year; medium = 1-5 years; long = > 5 years.

<sup>2</sup> In our 2023 report we formulated this as 'Water consumption' to better align with terminology used within Burg Group. As the CSRD/ESRS terms are now better known within Burg Group, we decided to align with that terminology.

<sup>3</sup> In our 2023 report 'Employee health and safety' was split from 'safety' to better align with terminology used within Burg Group. As the CSRD/ESRS terms are now better known within Burg Group, we decided to align with that terminology.

Material topic	Description	Boundary	Time-frame	Strategic pillar
Employee training and skills development (risk) 	Burg Group is committed to the continuous development of its employees. The company aims to build and develop both sustainable employment and knowledge & skills through different programs.	Own operations	Medium- and long-term	Empowered people: Developed employees
Climate change adaptation (risk) 	Burg Group has manufacturing sites in various countries, including the Netherlands, Belgium, France and Czech Republic. For certain locations, the risk of extreme weather events driven by climate change is higher due to geographic positioning and/or local climate circumstances (flooding, drought, fire). This might result in production losses or damage to assets. Also, in our supply chain, this can result in lower production volumes and higher prices.	Own operations, upstream value chain	Medium- and long-term	Efficient processes
Business conduct (risk) 	Burg Group operates in various international contexts. The company aims to uphold responsible/ethical behavior and business practices through its Code of Conduct. Burg Group does business in high(er)-risk countries, which may lead to more risk.	Own operations	Long-term	Empowered people

 = impact materiality  = financial materiality

#### Financial implications

We are already working to mitigate our material impacts for a number of years, while balancing financial investments and returns. Sustainability-related investment needs are an integral part of our business governance cycle. We see that investments in energy-efficient innovation at our factories have led to significant reduction in energy sourcing. At the same time, increasing demand for recycled plastic results in higher purchase prices that create short-term challenges for the incorporation in our products with which we compete in price-sensitive markets. In the medium and long term we see stronger relationships with our key customers that are on the same sustainability journey as we are, and we expect to win new customers that have similar ambitions as ours.

We do not foresee any material sustainability-related adjustments within the next annual reporting period to the carrying values of our assets and liabilities stated in our financial statements.

	Financial effect	Short (1 year)	Medium (1 – 5 years)	Long (>5 years)
Environment	Investment in - Energy reduction (fermenters, cooling, heating) - Carbon reduction scope 1 (electric transport, other fuels) - Packaging - Water recycling & reduction - Responsible sourcing	negative  neutral	positive negative neutral negative negative	neutral neutral neutral neutral negative

	Financial effect	Short (1 year)	Medium (1 – 5 years)	Long (>5 years)
Social	Investment in: - Safety - Health & wellbeing - Training & skills development	neutral negative negative	neutral positive positive	neutral positive positive
Governance	Business conduct	negative	neutral	neutral

#### Strategic implications

Most of the material impacts were already included in our sustainability strategy, business model and decision-making, but we have emphasized these more strongly in our updated company strategy. Sustainability is now fully integrated into our core strategy, which makes it even more central to decision making and strategic planning.

#### Policies adopted to manage material sustainability matters

To mitigate material impacts, we have adopted several policies. Our policies are described in chapters 8 – 12 of this document. All our sustainability policies are approved by our Management Board. The Board is the most senior level that is accountable for the implementation of the policies.

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**Disclaimer**

Full accuracy of all data cannot be guaranteed due to the manual data collection for some indicators. For the results on greenhouse gas emissions and energy, we rely on data supplied by third parties. All forward-looking information presented in this report is subject to a level of uncertainty.



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