



OUR JOURNEY  
**FOR GOOD**  
Sustainability  
Report 23/24

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SUSTAINABILITY STATEMENT

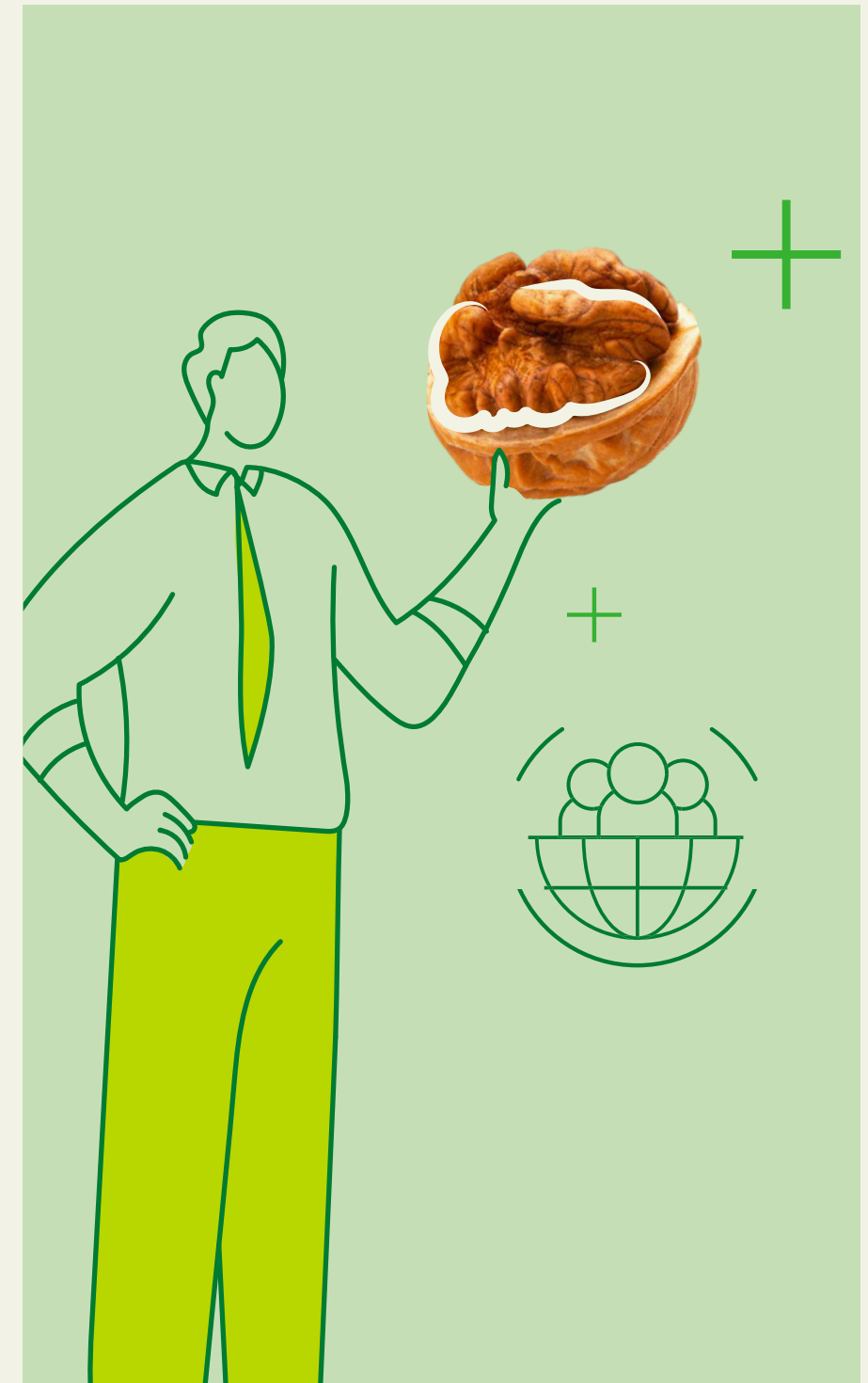
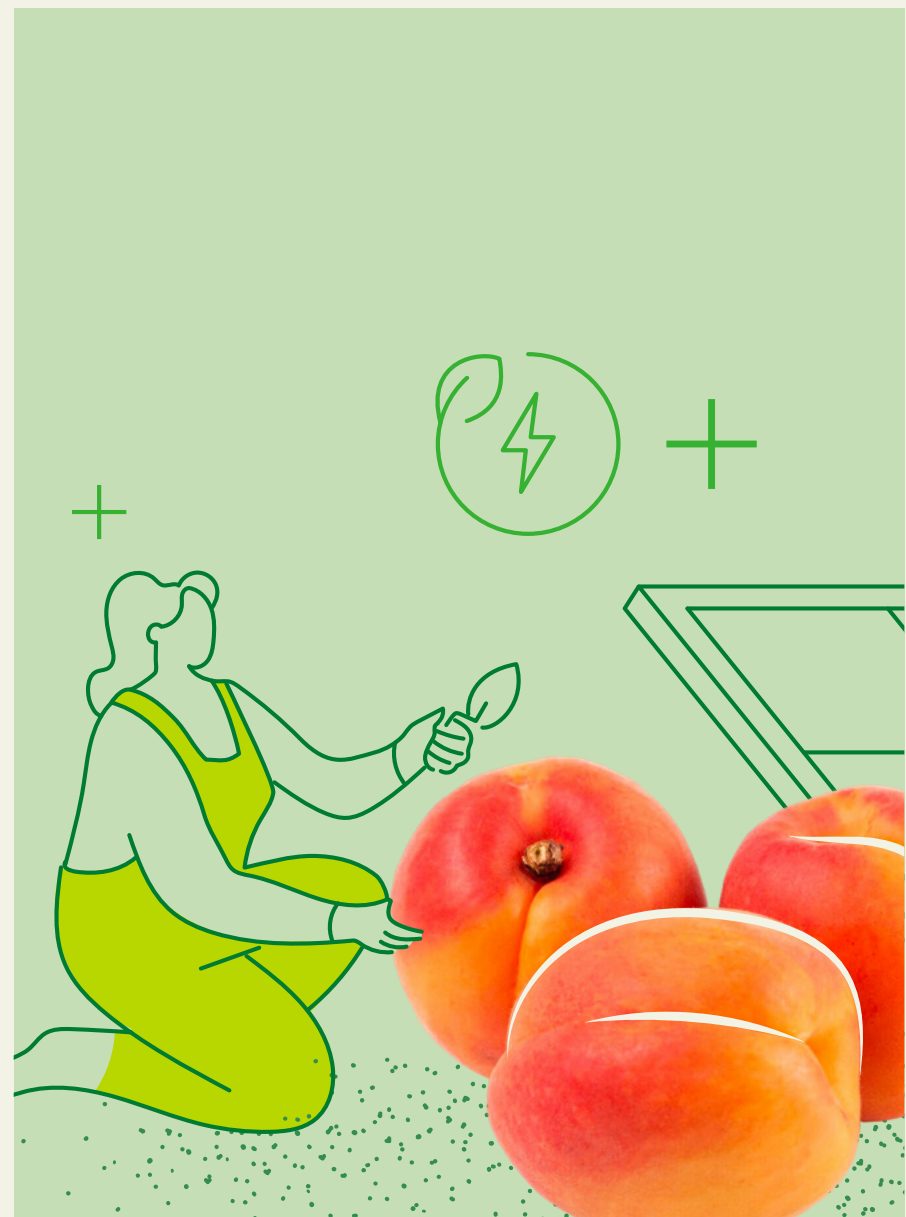
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# Our Commitment

## Our Journey, for Good

At Frulact, our sustainability journey is driven by a clear ambition: **to act for good.** More than a purpose, this vision guides how we create value, manage risk, and build long-term resilience — embedding sustainability at the core of our business strategy.

From the beginning, our sustainability approach has been built around our value chain for sustainability — **a circular value chain** that represents both the source of our impact and the key to our influence. This perspective has enabled us to integrate sustainability into every stage of our operations. Yet we know that meaningful transformation cannot happen in isolation. That is why we are strengthening partnerships across the value chain — working alongside suppliers, partners, customers, and other stakeholders to identify solutions and amplify positive impact.

In 2024, we took a significant step forward by conducting a **double materiality assessment** aligned with the **Corporate Sustainability Reporting Directive (CSRD)**, enabling us to reassess our priorities in light of today’s context — considering both the external impacts of our business on people and planet and our internal dependencies.

This report introduces our renewed sustainability vision: **Our Journey, for Good.** Still rooted in our value chain, this new approach acknowledges that sustainability is not a fixed destination, but a continuous path of progress.

In 2023-2024, we advanced across three key areas:

### Environment:

Achieved third-party certification for five production sites, increased the use of renewable energy, and improved process efficiency — supporting our decarbonization and resource optimization goals.

### Social:

Strengthening of our **Safety First** culture and investment in training to support knowledge sharing and organizational development.

### Governance:

A renewed focus on ethics, with updated **Codes of Ethics** and a fully anonymous whistleblowing platform, strengthening our culture of integrity, transparency, and responsible business conduct.

The actions outlined in this report demonstrate the progress we have made so far and reaffirm our strategic direction: **to embed sustainability into every decision, promote a just and regenerative system, and create shared value across our ecosystem.**

# Frulact Group

A decorative graphic on the left side of the page consists of four overlapping circles in various shades of green, ranging from light to dark, arranged in a curved, overlapping pattern.

## Our Vision

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Be a global leader in natural ingredients solutions.

## Our Mission

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Provide innovative solutions for the food & beverage industry that enhance health & sustainability on Earth.

## Our Values

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### Innovation

We strive to propose to our customers the next big step.

### Passion

We are committed in everything we do.

### Agility

We constantly adapt and anticipate market changes.

### Customer-Centric

Our entire organization is dedicated to satisfying our customers.

# Frulact Group

8 countries  
11 factories  
860+ employees



**Fruit & Vegetable Preparations**  
Portugal, France, Morocco, South Africa, Canada, Germany, Switzerland and USA

**1st Fruit Processing**  
Morocco

**Plant-based Ingredients**  
Portugal

**Flavors**  
Portugal

**Frutech & HQ**  
Portugal

# Frulact in Numbers

## Clean Label

The annual growth rate of the revenues with “Clean Label”



## Training

The annual growth of training hours registered



## Water

The reduction rate of specific water consumption



## Waste

The percentage of waste valued through circular economy as part of total waste



2023

34%

25%

-3,5%

96%

2024

4,3%

61%

-3,2%

96%

GOAL 2025

3,5%

5%

-2%

98%

Frulact USA consumptions from 2024 were not considered because the unit was in tests fase.

# Our Progress

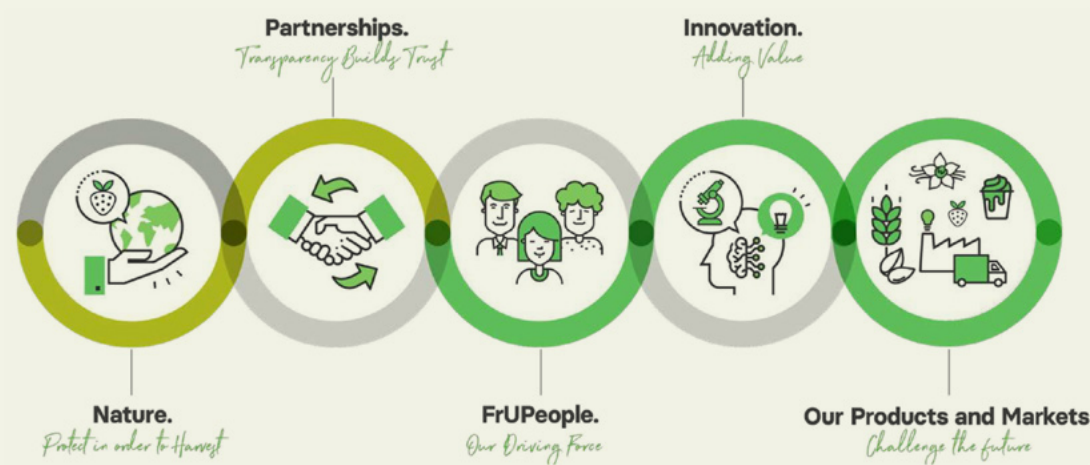
From day 1 **Innovating Food** *For good*

## 2018-2019

Material Matrix

Innovating Food. For Good.

Frulact's first sustainability report



## 2020-2022

Acquisition by **ARDIAN**

Promoting a positive impact

Strengthening our commitment to sustainability:

Monitoring Frulact's impact on the people and the planet

Creation of the Sustainability Committee

Definition of Sustainability Strategy and Road Map

## 2023-2024

Sustainability KPI's included in bonus scheme to all employees

Clean Label		Training	Water	Waste

Ecovadis silver recognition



Investment in Rewable Energy  
 Photovoltaic Investment in Maia, Totosendo and Morocco  
 Fleet Policy changed to electric and Hybrid Car

Publication of the 2021-2022 sustainability report

## 2025-2030

Enhanced with creation of the Sustainability Department

Double Materiality analysis according to ESRS G2

New ESG Roadmap

Questionnaire Fullfilled to All Business Units

SEDEX audits:  
 Frulact South Africa: July 2023  
 Innova (Morocco): March 2024



Ethics

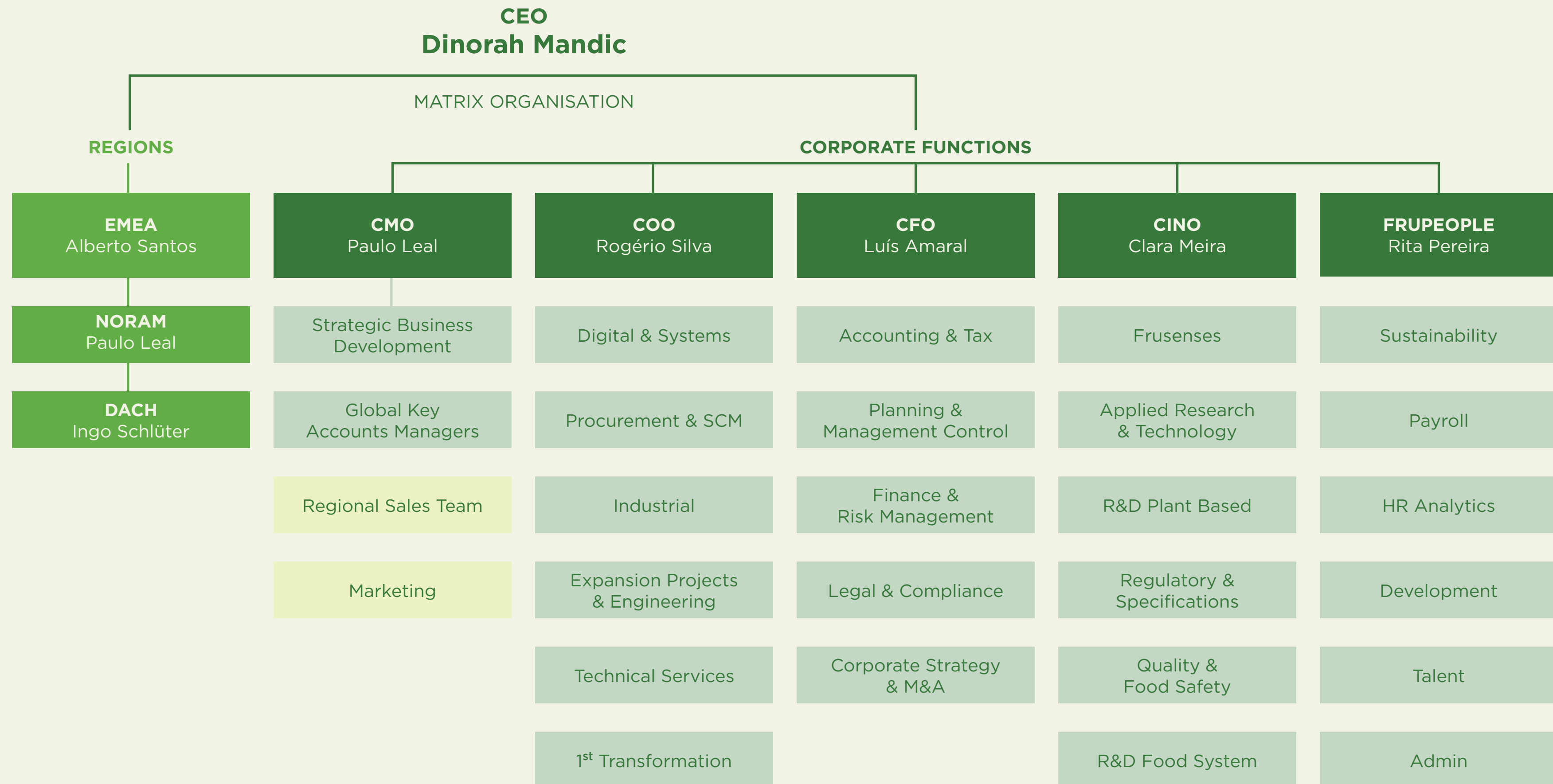
New governance structure  
 Whistleblower channel now available online

Sustainable Procurement  
 New strategy definition

New Technologies  
 ESG Impact Evaluation

# Organizational Chart

## Top Management



# About this Report

This report is a transitional step in preparation for upcoming legal obligations under the Corporate Sustainability Reporting Directive (CSRD), which will require companies to report in line with the European Sustainability Reporting Standards (DR ESRS). While those requirements are not yet applicable to our organization, we have chosen to follow the Voluntary Sustainability Reporting Standard for SMEs (VSME) for this reporting cycle. We have applied both the basic and comprehensive disclosures under Option B (VSME B1 24(a)). All information has been consolidated at group level, in accordance with VSME B1 25(c).

To reinforce our contribution to the global sustainable development agenda, we align each material topic with the most relevant United Nations Sustainable Development Goal (SDG). This alignment enhances the strategic relevance of our actions and underscores our commitment to advancing shared global priorities.

In this report, a tonne (t) is defined as 1,000 kilograms (kg).

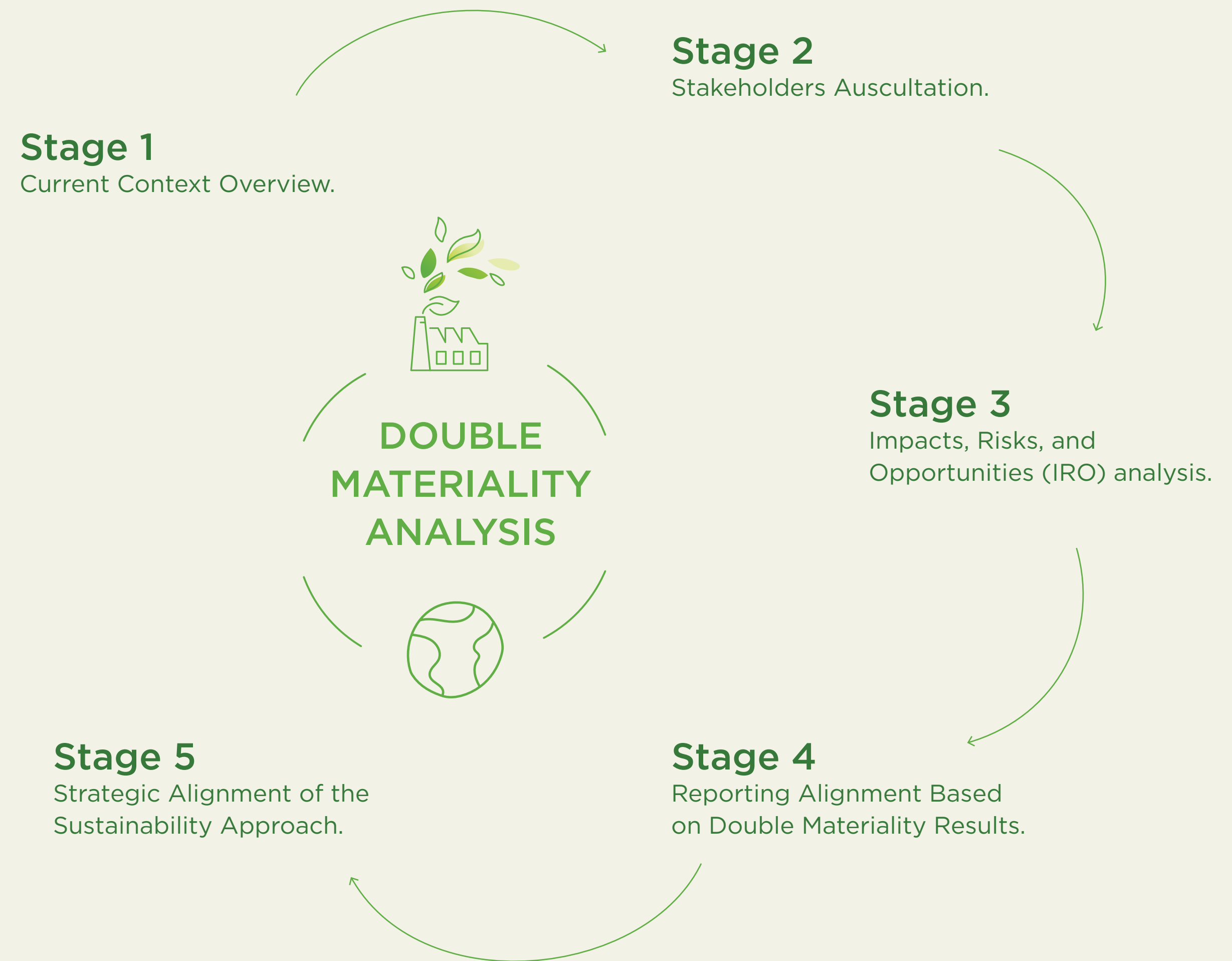
# Materiality Analysis

DR related to DR ESRS 2 IRO-1

Since our last materiality assessment in 2018, significant changes in our internal environment have shaped our external relationships. We highlight:

- The transition from family ownership to acquisition by the investment firm Ardian marked a shift in our management approach, introducing enhanced governance practices, a more structured strategic focus, and a strengthened commitment to long-term value creation.
- We expanded our international presence from five to eight countries, establishing operations in Germany, Switzerland, and the United States.

To realign our sustainability strategy with the internal and external changes we conducted a new materiality assessment in 2024. This process was carried out with the support of KPMG and in compliance with the requirements of the CSRD (Corporate Sustainability Reporting Directive) for double materiality analysis.



# Materiality Analysis

DR related to DR ESRS 2 IRO-1

## Stage 1 Current Context Overview

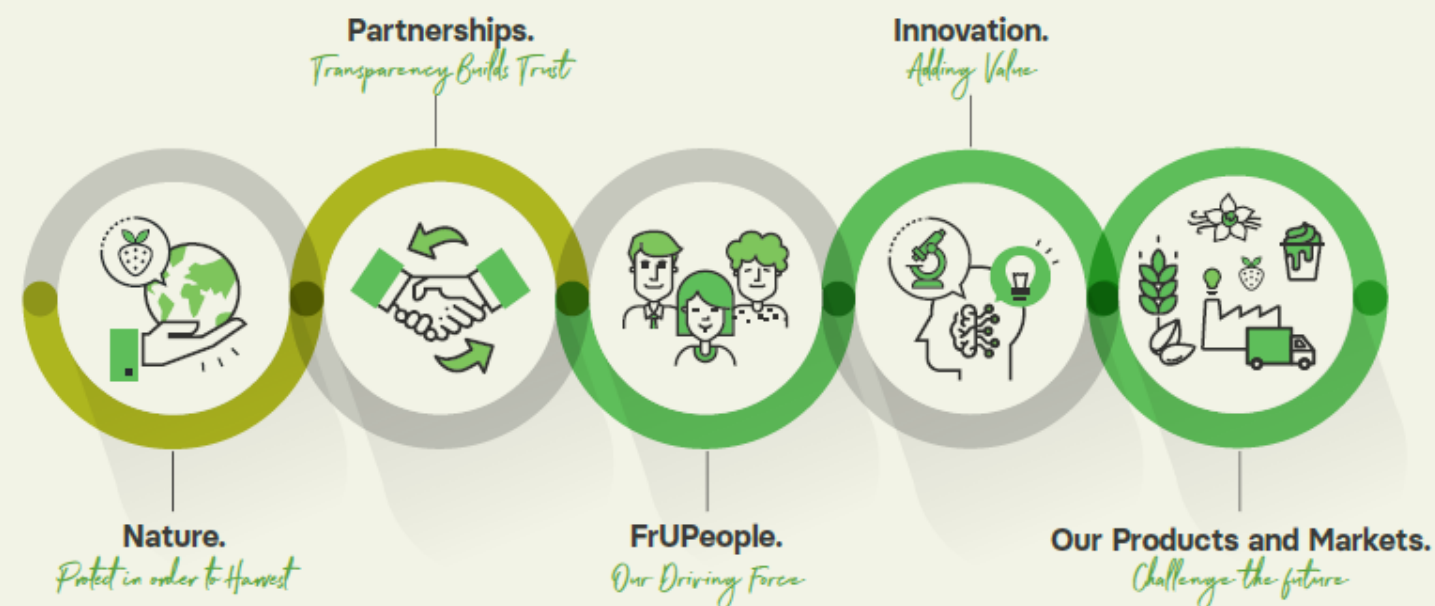
We reviewed how our internal sustainability approach has evolved over the past years in order to identify the most relevant topics for the future.

For the internal context, we considered the roadmap defined by our shareholders.

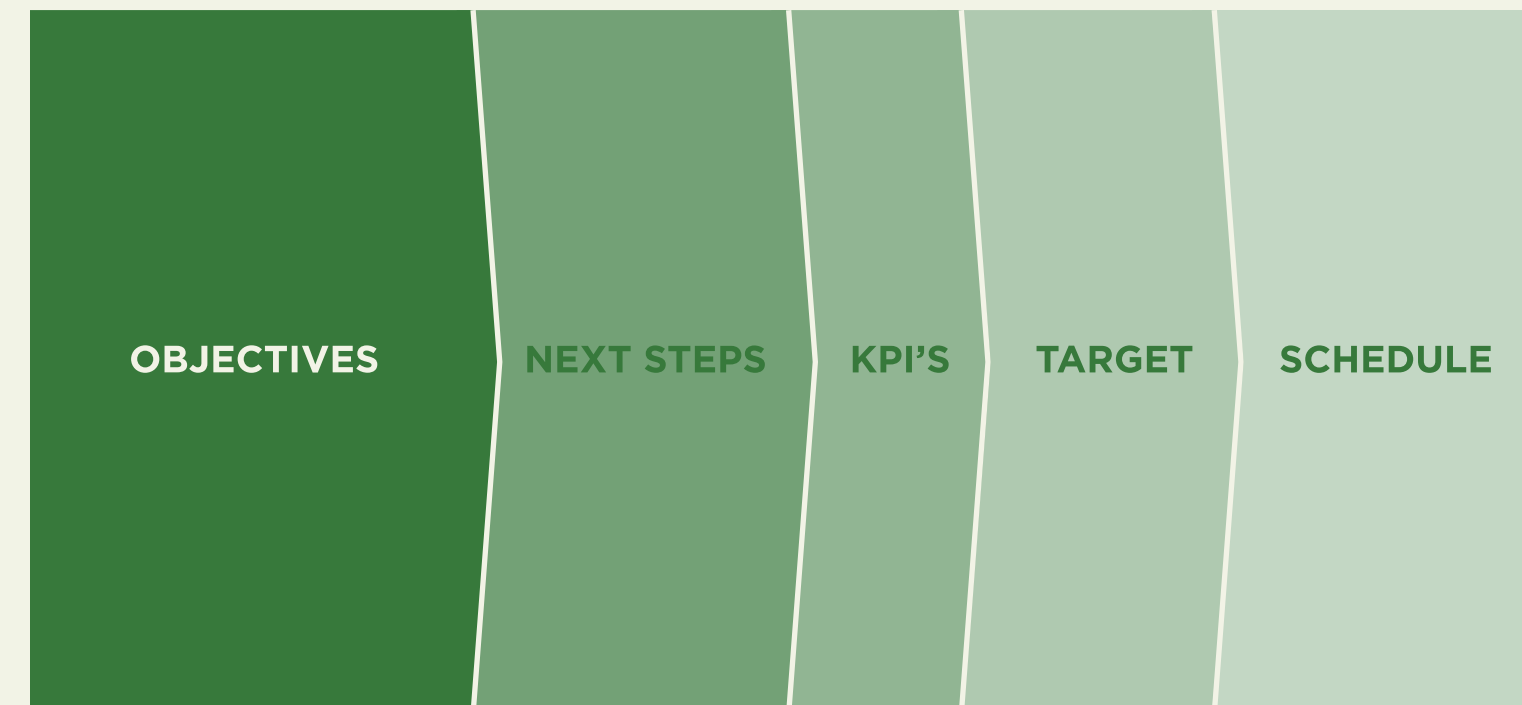
For the external context, we conducted a benchmarking exercise, comparing our practices with those of suppliers, competitors, and customers to identify gaps and opportunities for improvement.

### Internal

The previous approach:



Shareholder's roadmap:



See detailed table on pag. 90

### External

Benchmarking



See detailed table on pag. 91

# Materiality Analysis

DR related to DR ESRS 2 IRO-1

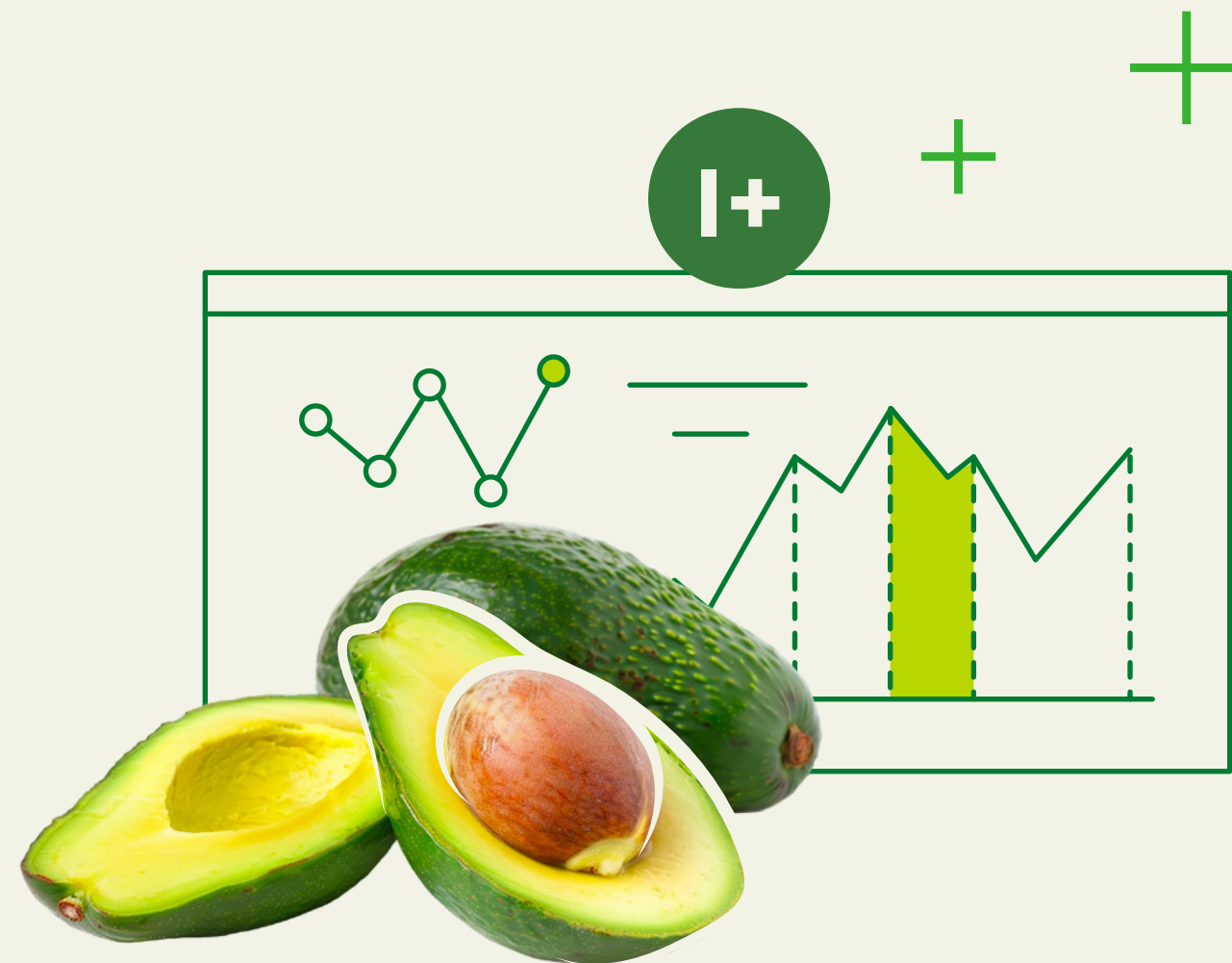
## Stage 2 Stakeholders Auscultation

As part of the engagement process, we circulated a comprehensive questionnaire to all internal stakeholders and invited external stakeholders to participate. This consultation enabled a broad evaluation and prioritization of the topics that will shape Frulact's future sustainability strategy. Each topic was related to one of the three categories E, S, G.



# Materiality Analysis

DR related to DR ESRS 2 IRO-1



## Stage 3 IRO's Analysis

### Exhaustive Identification of Impacts, Risks, and Opportunities (IRO):

Conducted based on the results of stage 1 and 2 and organized in accordance with DR ESRS

### Impact Evaluation of IROs:

Assessed using defined methodologies, incorporating input from internal and external stakeholders.

### Consolidation and Calibration:

Combined impact and financial materiality assessments, followed by calibration of the results.

### Validation and Alignment:

Final classification and the double materiality matrix validated with the Sustainability Committee to ensure alignment with Frulact's strategy.

Throughout this report, we refer to the key Impacts, Risks, and Opportunities (IROs) identified during our double materiality assessment. To ensure clarity and consistency, we use the following icons to indicate the nature of each topic:

**I+** POSITIVE IMPACT

**I-** NEGATIVE IMPACT

**O** OPPORTUNITY

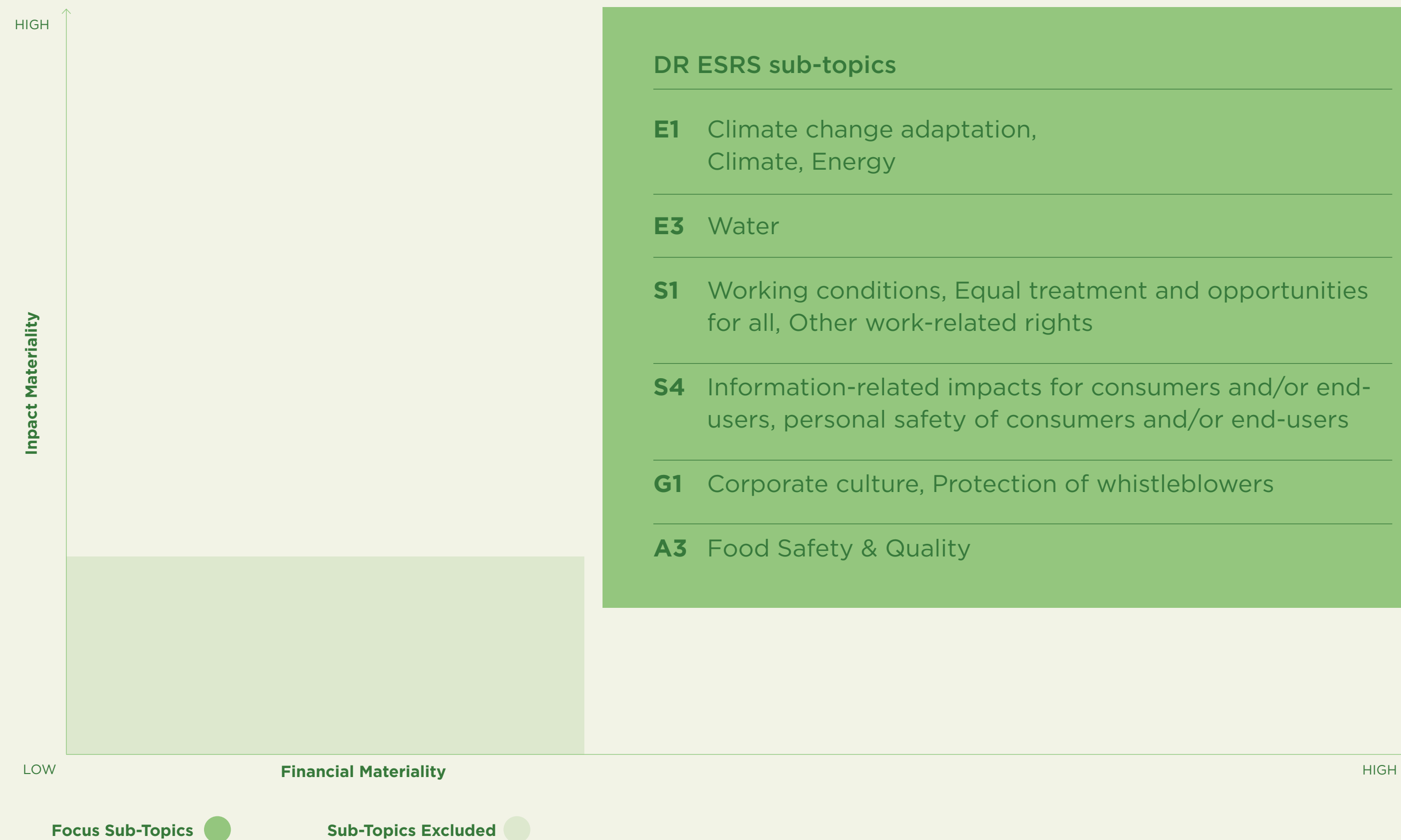
**R** RISK

# Materiality Analysis

DR related to DR ESRS 2 IRO-1

## Stage 3 Reporting Alignment Based on Double Materiality Results

Based on the results of the Impacts, Risks, and Opportunities (IRO) analysis, we identified mandatory reporting requirements and aligned our reporting strategy accordingly



# Materiality Analysis

 DR related to DR ESRS 2 IRO-1

## Stage 4 Strategic Alignment of the Sustainability Approach

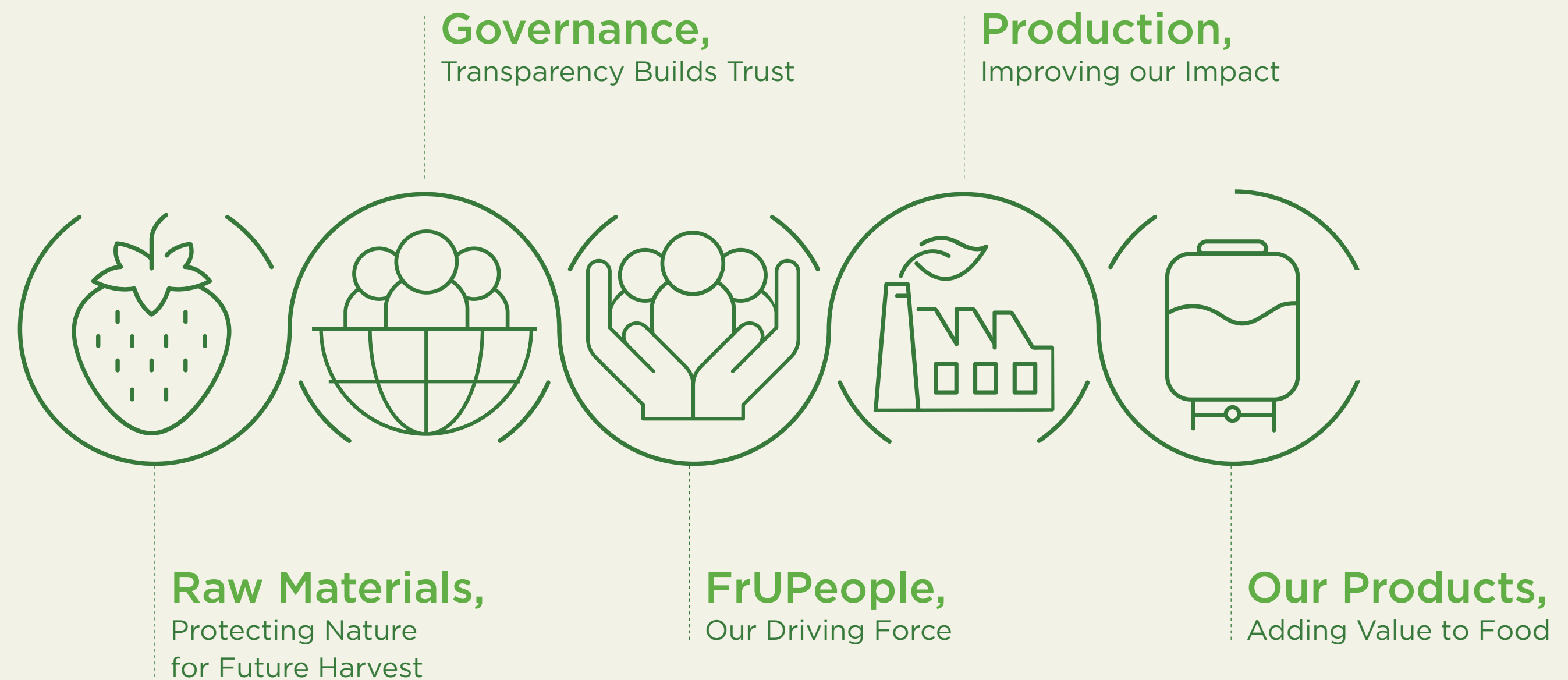
Our sustainability approach was strategically reviewed to ensure it remains meaningful and aligned with our values and business context. We chose to maintain a value chain perspective, reflecting both our internal and external impacts. The circular nature of the approach was also preserved, as it embodies our “for good” commitment — to give back as much as we receive. Strategic priorities were defined based on the results of the Impacts, Risks, and Opportunities (IRO) analysis, ensuring a focused and material response to the challenges and expectations identified.

We call it:

OUR JOURNEY  
**FOR GOOD**

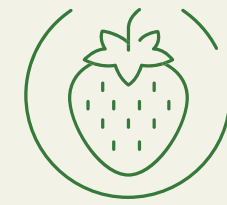
# Our Journey for Good

At Frulact, our sustainability strategy is structured around a flexible, circular value chain that reflects how we generate business value through sustainable practices and resource optimization. Originally launched in 2019 as the “Value Chain for Sustainability”, this approach recognizes the impact of our internal and external activities on both the company and the wider community. By promoting knowledge exchange and investing in innovation, we drive continuous improvement and shared value creation across all stakeholders.



# Our Journey for Good

## Areas of Commitment



**Our Raw Materials,**  
Protecting Nature  
for Future Harvest

Strengthen our resilience by reducing the risks of sourcing from nature. We monitor the environmental and social performance of our suppliers and invest in regenerative agriculture to support sustainable ecosystems.



**Governance,**  
Transparency Builds Trust

Make our decisions guided by ethical principles: respect for people, integrity, value sharing, and transparent communication. We offer an anonymous Whistleblower Channel to report irregularities safely and confidentially.



**FrUPeople,**  
Our Driving Force

Prioritise occupational health, safety, and well-being, while fostering an inclusive work environment where everyone is treated with fairness, respect, and equal opportunity, regardless of identity or background.



**Production,**  
Improving our Impact

Act responsibly to reduce our environmental footprint through regular monitoring, resource efficiency, and innovation. Several of our sites are certified under ISO 14001:2015 for Environmental Management.



**Our Products,**  
Adding Value to Food

Uphold a culture of Quality and Food Safety across all operations, ensuring value creation throughout the entire food value chain.

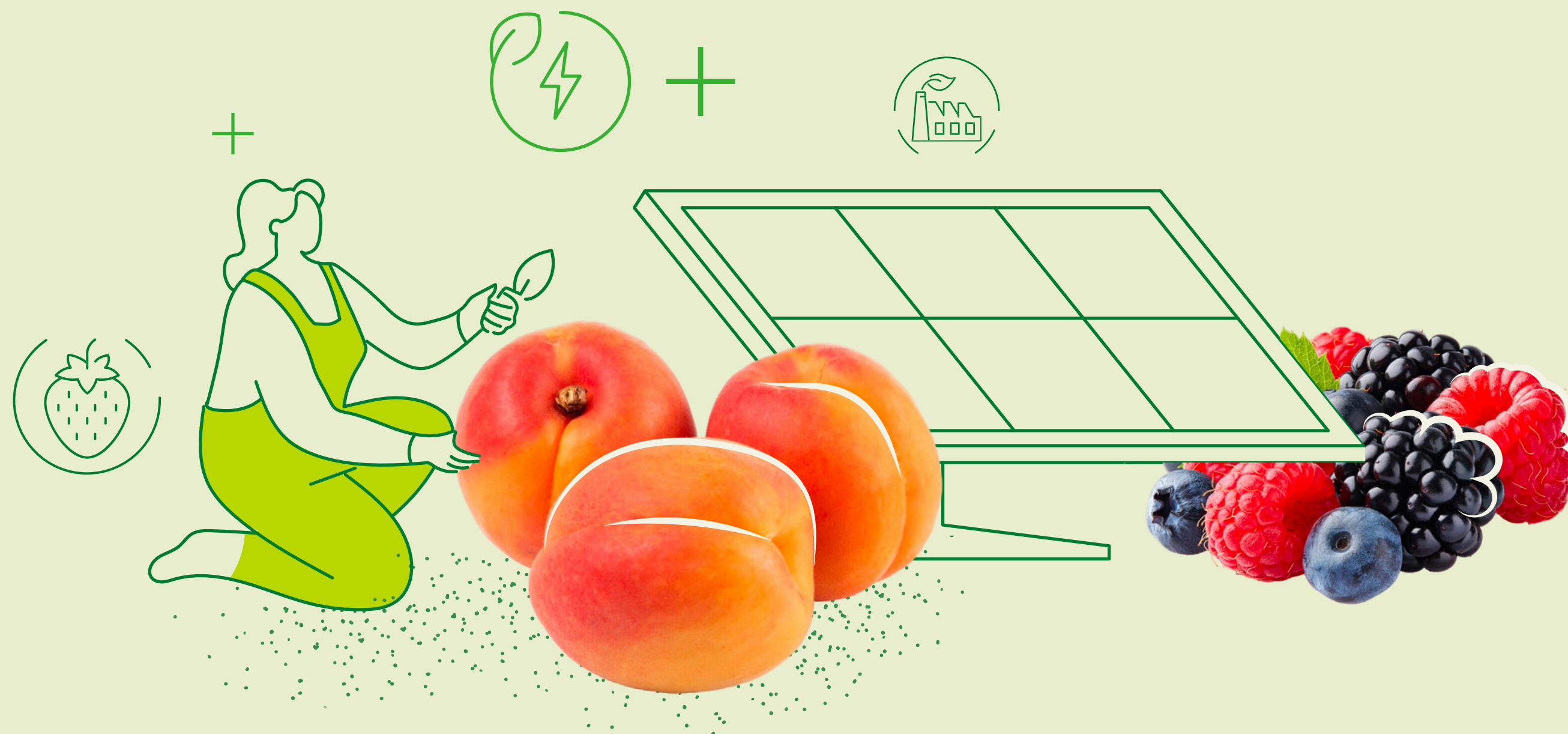
# Environment

E1 - Climate Change

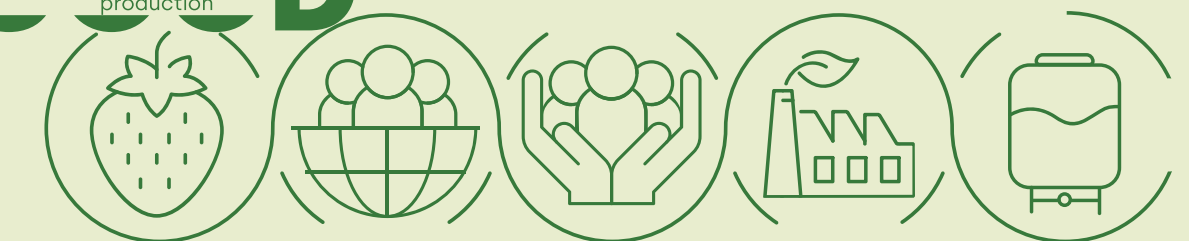
E3 - Water

E4 - Biodiversity

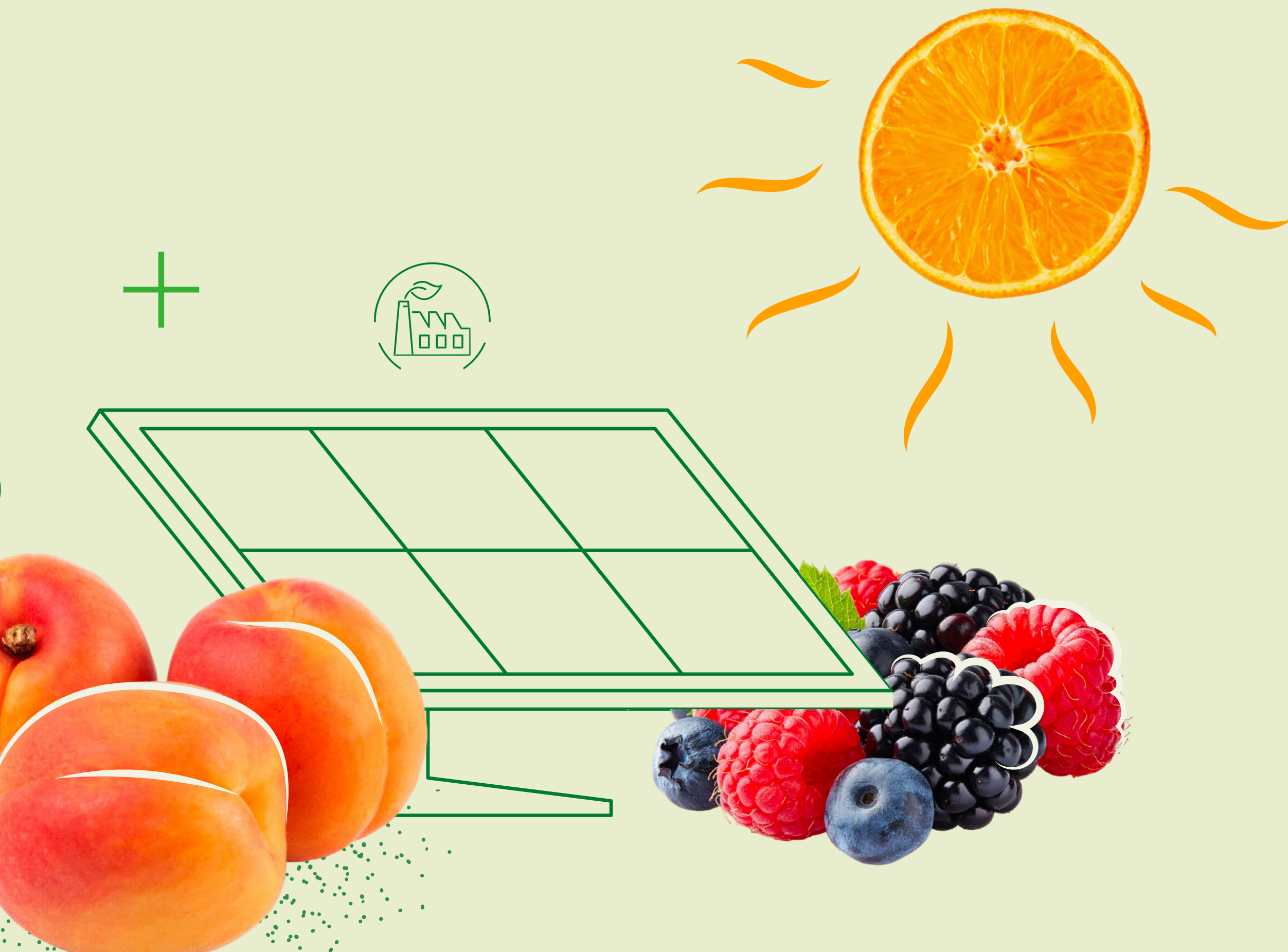
E5 - Resource Use and Circular Economy



OUR JOURNEY  
FOR GOOD



# Environment



Our journey for good begins in nature. We know that the raw materials we depend on come from ecosystems that need care and protection. That is why we are working to reduce the risks linked to sourcing from nature.

The efforts to reduce our environmental impact must include an analysis of our production. Across our sites, we are committed to using resources more efficiently. Water, energy and waste are monitored monthly, and we invest in solutions that help us reduce our footprint. Whether it is optimizing water use, cutting emissions, or minimizing waste, we believe small changes across the value chain add up to meaningful impact.

# Environment

## Environmental Management System

At Frulact we have an Integrated Management System that includes the Environmental Management System. We have a common policy that is implemented and disseminated at group level.

## Environment

Ensure the efficient use of resources and reduce environmental impact through the entire value chain

- Prevent Pollution
- Increase in energy use efficiency
- Reduce, reuse and value waste

Each year, we set specific energy and water consumption targets for all business units. A corresponding action plan is defined, and we monitor KPI performance on a monthly basis.



9 of our Business Units are certified in accordance with ISO 14001

## INTEGRATED MANAGEMENT SYSTEM POLICY

### COMMITMENT TO CONTINUOUS IMPROVEMENT IN QUALITY, ENVIRONMENT, FOOD SAFETY, AND RESEARCH, DEVELOPMENT & INNOVATION

Frulact: Group of leading companies in design, development and supply of value-added ingredients to the agri-food industry. Be acknowledged according to standards ISO 14001 | ISO 22000 | FSSC 22000 | BRCGS Food Safety.

#### QUALITY, ENVIRONMENT AND FOOD SAFETY - Our Commitment

- Comply with legal, regulatory, quality, environment, food safety, client, authenticity requirements, and adequate standards for the sector in which Frulact operates.
- Monitor processes through objectives and goals.
- Prioritize value creation and continuous improvement.
- Promote continuous improvement of Quality and Food Safety Culture.

#### RESEARCH, DEVELOPMENT AND INNOVATION - Our Ambition

- To be recognized as the most innovative industrial group within the sector.
- Foster knowledge to ensure sustainable practices.
- Promote a 360° innovation culture that stimulates creativity.
- Establish strong partnerships for knowledge acquisition and production.
- Ensure research creates value.

#### NATURE - Protect to Pick Raw Materials & Suppliers Optimize supplier performance

- Monitor risk factors.
- Establish sound partnerships based on transparency.

#### ENVIRONMENT Ensure the efficient use of resources and reduce environmental impact through the entire value chain

- Prevent Pollution
- Increase in water use efficiency.
- Increase in energy use efficiency.
- Reduce, reuse and value waste.

#### INGREDIENTS - Add Value 1st-Processing | 2nd-Processing | Flavors | Vegetable Bases Add value to raw materials by processing them into ingredients for the agri-food industry

- Develop value-added products likely to exceed client and consumer expectations.
- Optimize raw materials through efficient production processes, reducing food losses and waste.

#### FRUPEOPLE Our Driving Force

##### Attract, Develop And Retain Unique And Diverse People

- Capture talent.
- Develop employees' performance through continuous training.
- Promote the balance between work and personal life.
- Ensure safe and secure work practices.

#### CLIENT - Anticipate Needs Client satisfaction

- Meet requirements and needs, exceeding expectations
- Establish strong partnerships based on transparency.
- Respect client confidentiality.

#### Agrifood Industry:

- Dairy Products | Ice cream | Desserts | Pastry Beverages | Vegetable-based products | Savory products

#### COMMUNICATION - Promote transparency

Communicates relevant aspects that impact Food Safety and Environment throughout the value chain.

# E1 Climate Change

 DR ESRS 2 SBM - 3

Subtopic	IRO
<b>I+</b> Climate Change Mitigation	Mitigation of transportation emissions due to the transition to a greener fleet and implement initiatives across the value chain to reduce GHG emissions.
<b>I-</b> Climate Change Mitigation	GHG reductions not in line with 1.5 degrees target.
<b>R</b> Climate Change Mitigation	Costs related to implementation of a neutral/low carbon measures to comply with regulations and market (e.g. new equipments, technologies, freight, purchases, etc) along the value chain.
<b>I-</b> Energy	The use of fossil fuels (coal, oil, and natural gas) for steam and electricity in the production process relies on finite resources that will eventually run out. Their use also contributes significantly to greenhouse gas emissions, increasing environmental impact and long-term risks for the business and its value chain.
<b>I-</b> Energy	Promote energy efficiency can reduce the consumption values and avoid emissions from non-renewable sources.
<b>I+</b> Energy	Use of renewable energy sources, such as solar, wind, hydro, and geothermal. Their use does not deplete finite resources, ensuring long-term energy security and sustainability. Additionally, renewable energy produces little to no greenhouse gas emissions during operation, significantly reducing the carbon footprint compared to non-renewable sources.
<b>R</b> Energy	Increase the costs related to implementation of low-emissions sources of energy (e.g. boiler eletrification to generate steam) due to new strict regulation, tax on non-renewable energy use, clients requirements, among others.

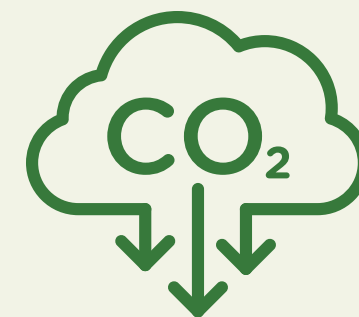
# E1 Climate Change

 DR ESRS DR E1-2

Our energy policy reflects a firm commitment to efficient energy management, promoting the use of renewable sources and continuous improvement in energy performance across all operation.

## Our goal?

**Reduce the intensity of CO2 emissions**



## How do we do that?

### By improving energy efficiency

- KPIs defined per unit and monitored monthly
- Energy audits
- More efficient technologies

### By promoting renewable energy

- Biomass Boiler (Tortosendo)
- Photovoltaic Energy (Portugal and Morocco)
- More sustainable Fleet Policy



# E1 Climate Change

 DR ESRS E1-3



In 2023, Frulact promoted the SEEDS – a System of Excellence to Execute Develop and Sustain. This system was designed to support the execution, development, and sustainability of our culture and processes, fully aligned with our way of working.

## Promote a culture of efficiency

- Mindshift
- Challenge current processes
- Make change happen
- Progress and Traction on the action plan
- Structure and Best Practices
- See the impact

## Analyse Processes and redefine flows

- Energy (page 24)
- Water (page 33)
- Quality & Food Safety (page 74)



# E1 Climate Change

 DR ESRS E1-3



Our internal project SEEDS has gone beyond process optimization – it has been a catalyst for tangible environmental improvements across various areas, including planning, production, and maintenance. As a result, we have achieved measurable reductions in both energy and water consumption, reinforcing our commitment to sustainability and resource efficiency.

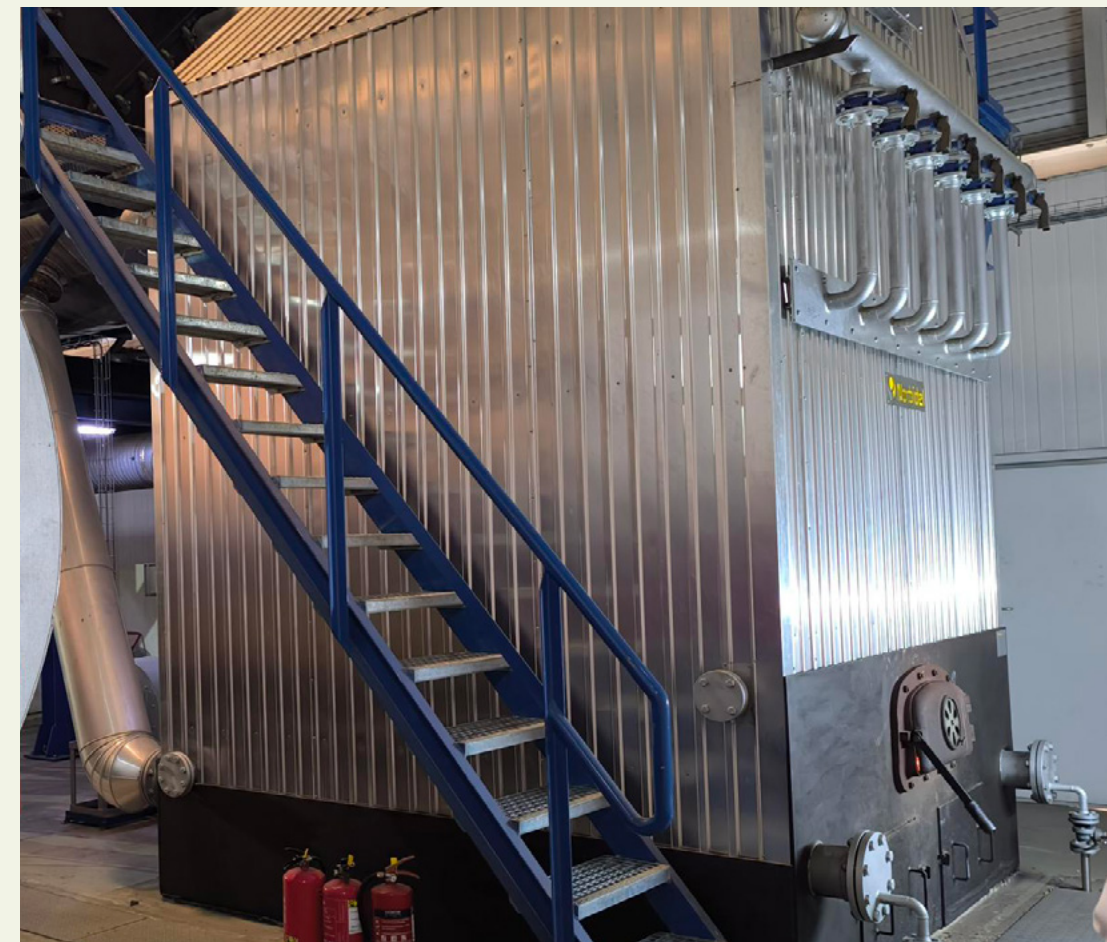
- I+** **Planning (Tortosendo and Germany)**  
Created guidelines to promote optimized production cycles – including set up matrices, algorithms, and line allocations.
- I+** **Maintenance & Utilities (Tortosendo)**  
Identified key energy consumption points and implemented actions to reduce usage. This included shutting down the boiler during weekends, improving building insulation, and creating a new logistics route to enhance energy efficiency across the site.
- I+** **Production (Tortosendo)**  
Improved production by reorganizing the layout, setting a new shift start procedure, and using tickets to assign tasks. Additionally, a tool was created to provide better visibility and plan workload, while standardizing operations and improving the process for managing frozen raw materials to prevent production constraints.

# E1 Climate Change

DR ESRS E1-3

## I+ Thermal Energy Consumption with lower impact

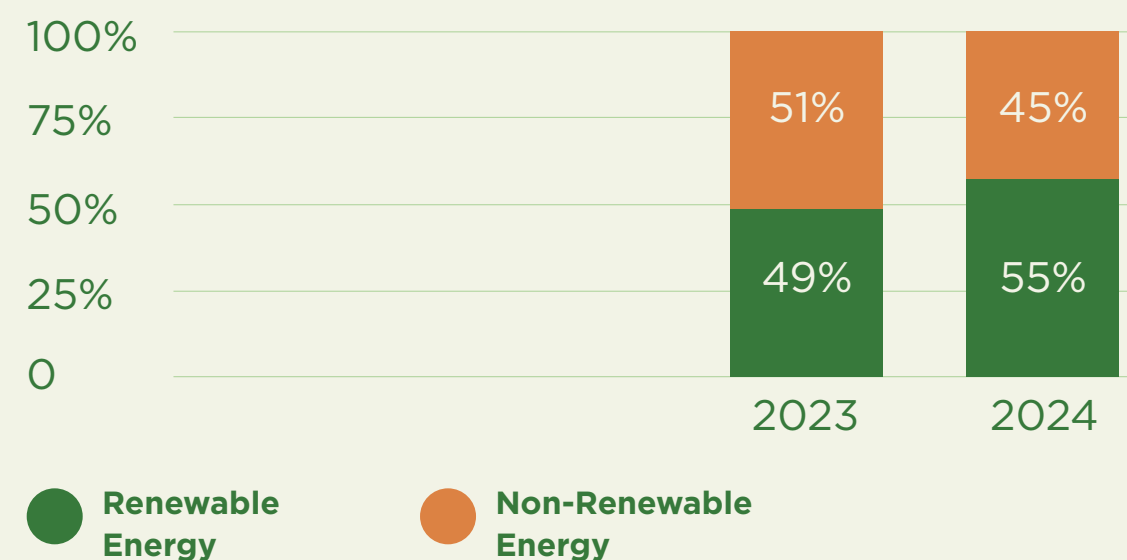
We have been actively exploring lower-impact alternatives, and prioritizing less polluting fossil fuels. Our largest energy consumption is associated with thermal energy production, particularly for steam generation. We have been actively exploring lower-impact alternatives, and prioritising less polluting fossil fuels. At our Tortosendo facility, for example, we operate a biomass boiler as a more sustainable solution.



## I+ Promote the use of renewable energy

In line with our commitment to climate mitigation and energy transition, Frulact has continued to increase the share of renewable energy across its operations. In 2024, renewable sources accounted for **55%** of our total energy consumption, up from **49%** in 2023. This shift reflects ongoing investments in solar, supporting our ambition to reduce greenhouse gas emissions and enhance energy resilience. Our trajectory demonstrates measurable progress toward our decarbonization goals.

	2023	2024
<b>Total Electricity</b>	<b>21 797</b>	<b>22 417</b>
<b>Renewable Electricity</b>	<b>10 603</b>	<b>12 290</b>
<b>Non-Renewable Electricity</b>	<b>11 194</b>	<b>10 290</b>
<b>Photovoltaic Produced</b>	<b>983</b>	<b>1 872</b>



## I+ Our policy is to use exclusively electric or hybrid cars in our fleet

To mitigate emissions, Frulact has implemented a policy of exclusively using electric or hybrid vehicles in its fleet, promoting a transition to greener mobility.

**19** Frulact fleet cars are electric

**22** Are plug-in hybrid

**100%** Electric fleet by 2030

**New chargers** in Portugal and Germany

**Limitations:**  
**Morocco and South Africa:** Absence of infrastructure for electric vehicle charging.  
**North America:** Electric cars with limited range that do not allow covering the long distances typically traveled by commercial vehicles.

# E1 Climate Change

DR ESRS E1-5

The installation of solar panels at our facilities has been a key part of our ongoing commitment to reducing our environmental impact. This transition to renewable energy has significantly reduced our reliance on non-renewable electricity and, as a result, has contributed to a measurable decrease in our CO<sub>2</sub> emissions.

In 2024, CO<sub>2</sub> emissions were reduced by 675 tonnes compared to 2023.



Tortosendo | Portugal



Larache | Morocco

# E1 Climate Change

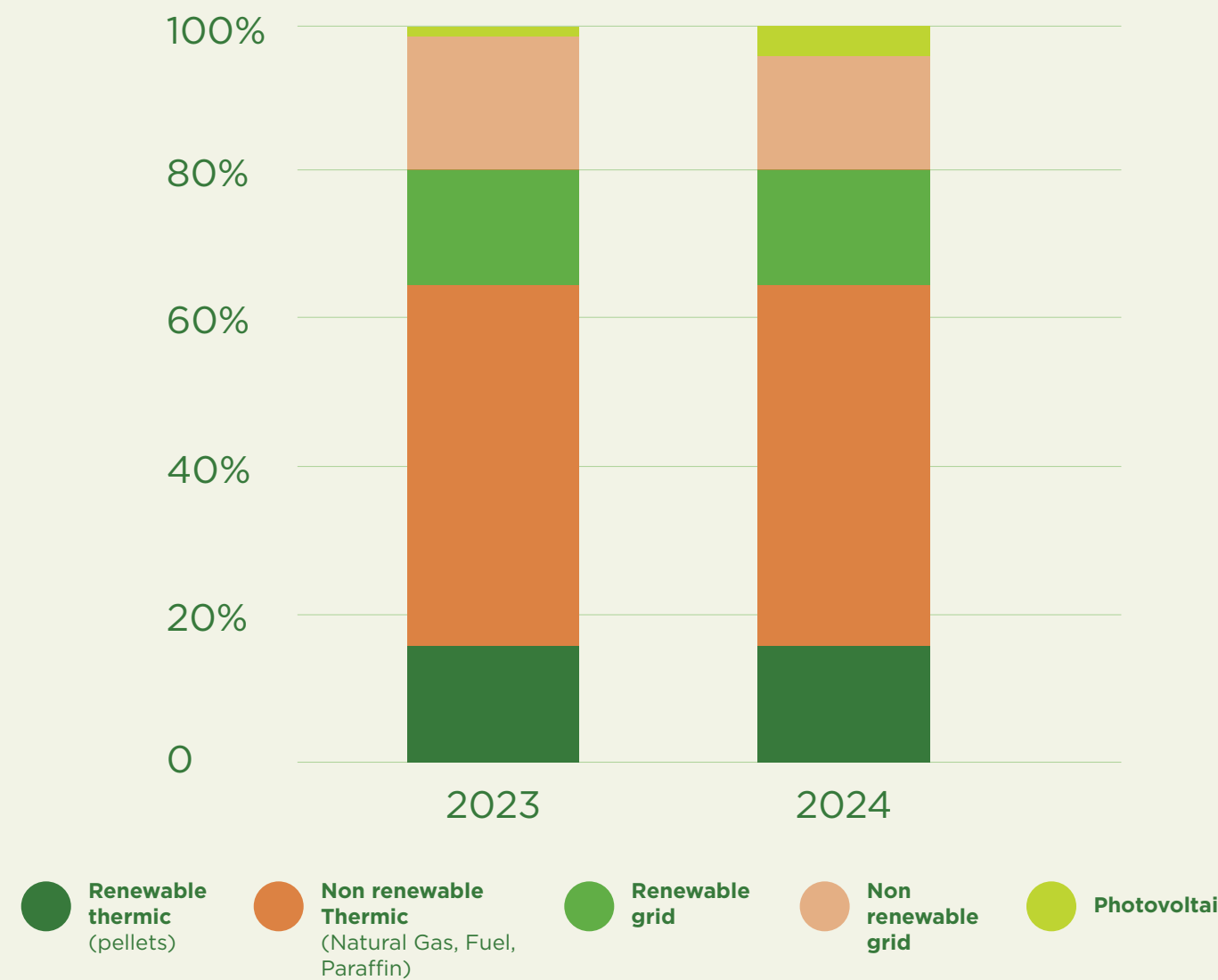
DR ESRS E1-5 | VSME B3 29

## Specific Energy consumption (without fleet)

671 MWh/tonne (2023)

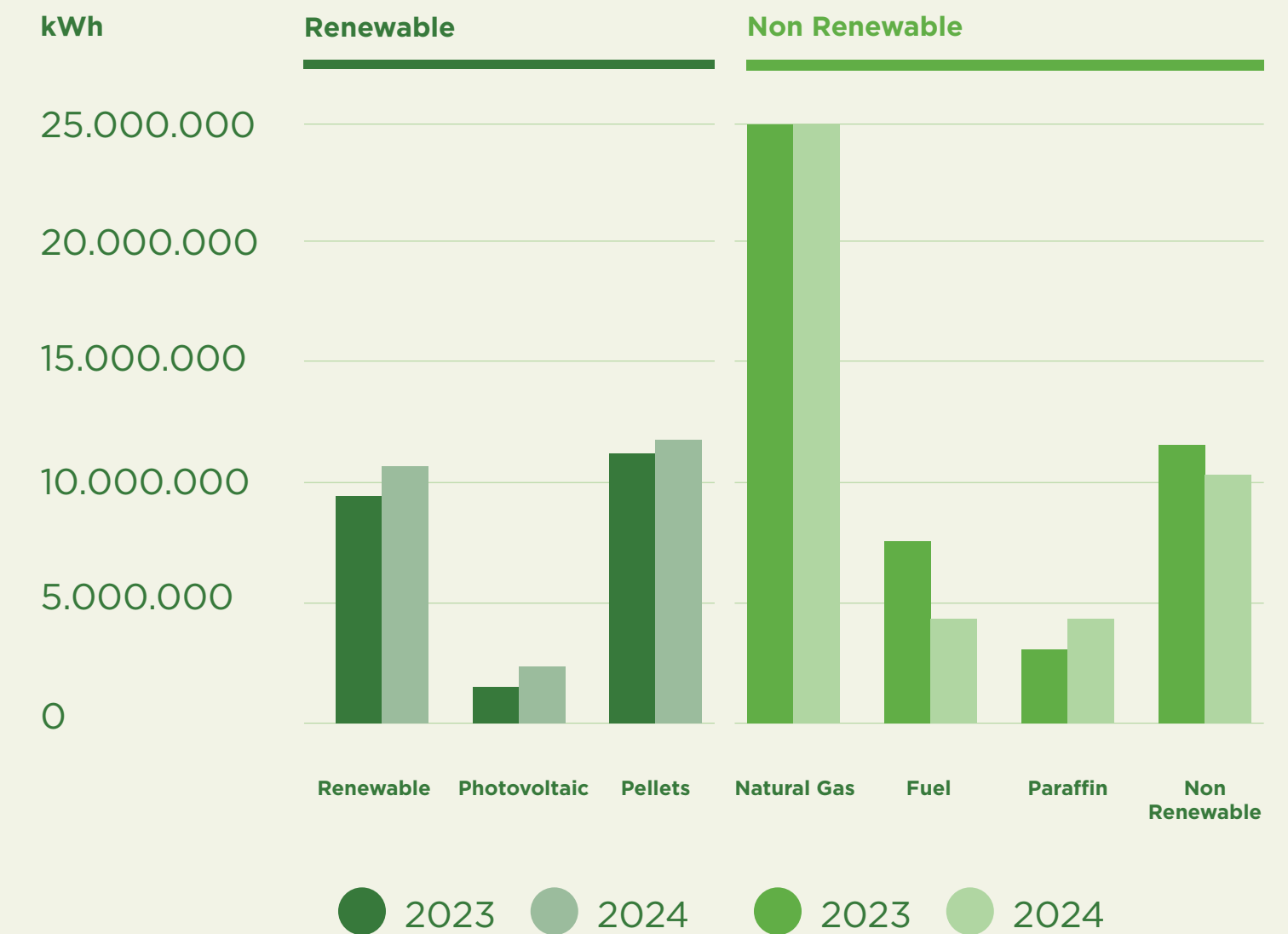
651 MWh/tonne (2024)

Monitoring our energy mix—across thermal and gridsources, renewable and non-renewable—allows us to identify opportunities to reduce reliance on fossil fuels and minimize greenhouse gas emissions. By investing in renewable energy, including on-site production like UPAC, and promoting energy efficiency, we contribute to long-term energy security, reduce operational risks, and lower our environmental footprint.



Overall, we have successfully reduced the specific energy consumption across our operations achieving our KPI goal. Detailed information for each individual unit can be found in the appendix.

In 2024, our total energy consumption from renewable sources increased compared to 2023, reflecting our ongoing efforts to reduce reliance on fossil fuels. Photovoltaic energy consumption rose up to 10 million Kwh, while pellet usage remained stable. Overall, renewable energy use reached over 11 million kWh. Conversely, consumption of non-renewable sources decreased slightly, with a notable reduction in fuel usage. However, natural gas remains the predominant energy source, accounting for approximately 25 million kWh in both years. This data underlines our progress towards decarbonization, while highlighting the need for further transition away from high-emission sources, in line with our climate targets.



# E1 Climate Change

DR ESRS E1-6 | VSME B3 30 (a) (b) | VSME C3 53

## Being aware of our emissions

The following data presents our gross greenhouse gas (GHG) emissions, measured in tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e) and calculated in line with the GHG Protocol Corporate Standard. This disclosure provides a clear view of the climate impact of our operations and serves as a baseline for ongoing mitigation efforts. Site-level details are available in the appendix.

In 2024, we improved reporting accuracy by consolidating data sources and updating emission factors to reflect local or market-based values.

### Scope 1 slight reduction

Scope 1 emissions decreased slightly in 2024, mainly due to energy efficiency measures and a shift at our Swiss facility, where natural gas replaced fuel oil—resulting in a cleaner and more efficient energy mix.

### Scope 2 significant reduction

In 2023, Scope 2 emissions were calculated using outdated Portuguese legislation (from 1998) applied across all business units. In 2024, we adopted local and market-based emission factors, significantly improving accuracy and aligning our methodology with international best practices.

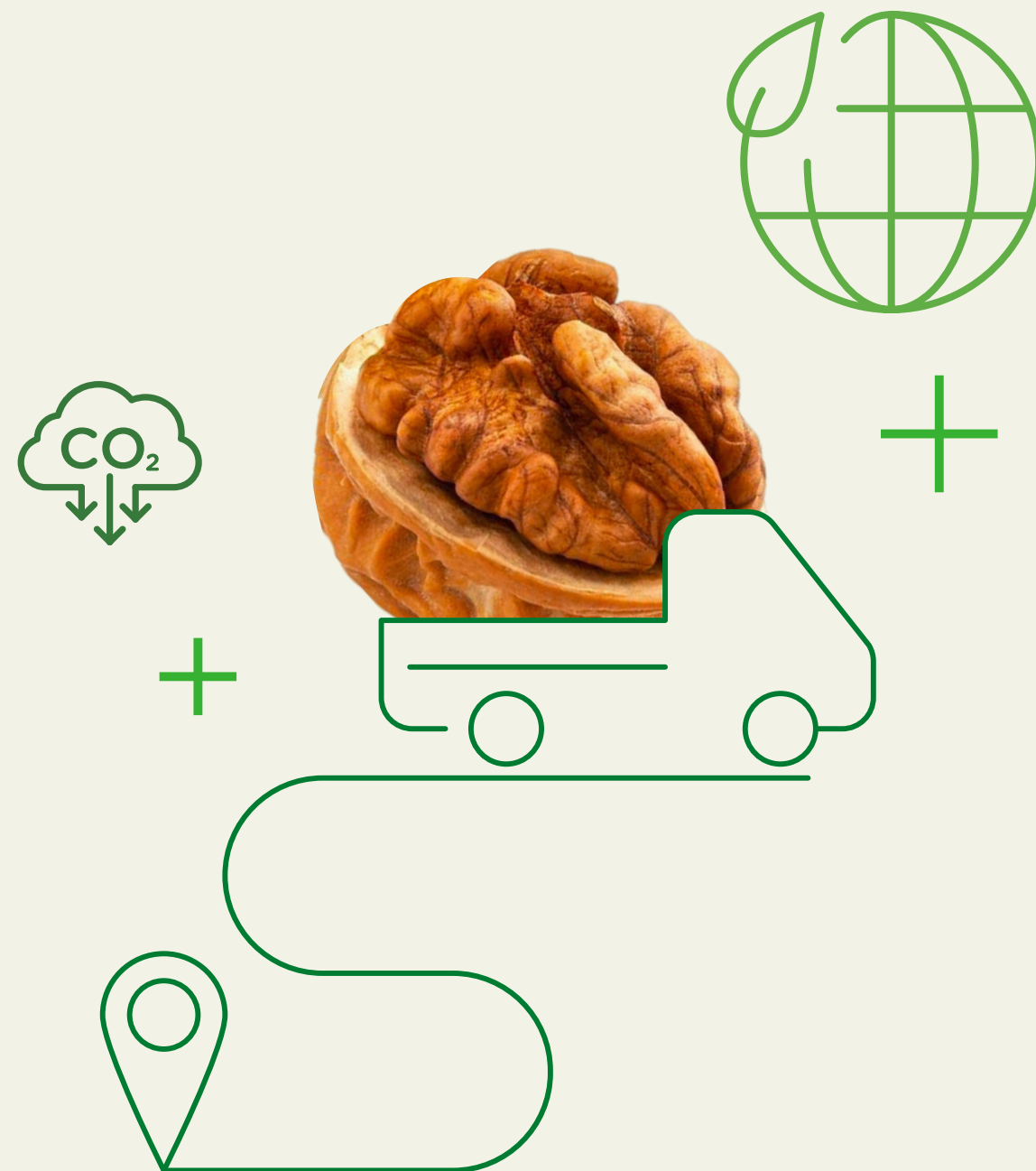
### Scope 3 increase

Scope 3 emissions were initially calculated in 2023 using the Sweep platform at group level, but inconsistencies were observed across Business Units. In 2024, we implemented a unified methodology, resulting in a more accurate and comprehensive Scope 3 profile.

	Scope 1	Scope 2	Scope 3
2023	9 091	9 169	42 354
2024	8 036	5 028 (location based)	49 385
<b>Variation</b>	<b>-11,6%</b>	<b>-45,2%</b>	<b>+16,6%</b>

# E1 Climate Change

DR ESRS E1-4



**Our Ambition:**

**Advance towards a low-carbon value chain**

2025

**Goal**

Define target reduction in line with best practices for science-based targets  
 Improve Energy Efficiency

**Action Plan**

Invest in technology to use energy in a more efficient way (new boiler in France)  
 Global plan to promote the identification of energy efficiency opportunities

**Our Next Steps:**

**Reduce the intensity of scope 1 & 2 CO2 emissions**

2030

**Goal**

To define targets reduction scope 1 & 2 CO2 emissions in line with best practices for science-based targets



**Production, Improve Our Impact**

# E3 Water and Marine Resources

 DR ESRS 2 SBM-3

Subtopic	IRO
<b>I+</b> Water Consumption	Reduction in the water consumption, allowing resources conservation and availability.
<b>I+</b> Water Consumption	Increase in the use of underground water at the facilities directly (for cleaning and other activities that do not require sanitary water) instead of purchasing water from the grid, which leads to less water loss and leaks due to the water not being distributed/transported a long way from the grid.
<b>I-</b> Water Consumption	High water consumption from public service can reduce water availability and promote water scarcity.
<b>R</b> Water Consumption	Limited availability of water for production processes (constraints faced in the production process, when insufficient water is available / water scarcity scenario). This limited availability can lead to an increase in water prices, specially in water-intense sites located in areas at water risk (Tortosendo, Morocco and South Africa).

# E3 Water and Marine Resources

DR ESRS E3-1

Water is essential not only for ensuring the quality and food safety of our products but also for sustaining our operations. Acknowledging the risk of water scarcity, we are committed to using it responsibly.





Our Policies	Impact, Risk and Opportunities	<b>Our Actions</b>	Metrics	Goals
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# E3 Water and Marine Resources

DR ESRS E3-2  
DR ESRS E3-2 | VSME B6 35

## I+ Improved efficiency and hygiene

Since 2023, a washing machine system has been operating at the Tortosendo site, enhancing equipment cleaning processes and promoting greater efficiency and hygiene standards.

## R Water Management and Sustainability in High Water Stress Areas

To reduce the risk of limited water availability, we comply fully with local regulations and apply the required water treatment processes.

We invest in both internal and external communication to ensure widespread awareness about water scarcity.

We have identified our sites located in high water-stress areas—such as Portugal (Tortosendo), Morocco, and South Africa—and closely monitor and manage water usage at these locations.

In Morocco and Portugal, we operate boreholes to support our water needs, reducing dependence on the public water supply and limiting distribution losses.

## Responsible Wastewater Management

Our wastewater is discharged ensuring compliance with environmental regulations and our own sustainability standards. In units like Tortosendo and Maia, treatment is carried out in our own WWTPs.



# E3 Water and Marine Resources

 DR ESRS E3-2



As previously mentioned, all projects, adjustments, and changes implemented under the SEEDS have had a significant impact on reducing both energy and water consumption. Here we highlight some initiatives that had a particularly notable effect on reducing water usage, further reinforcing our commitment to sustainability and resource efficiency.

- I+** **Planning**  
Developed guidelines to optimize production cycles, including setup matrices, a task allocation algorithm, and line assignment rules.
- I+** **Production (Tortosendo)**  
Adapted all production lines to operate in a closed-loop system when using water. Also raised the cooling temperature set point to reduce water consumption, improving both efficiency and sustainability.
- I+** **Cleaning**  
Designed a planning tool to improve workload visibility and sequencing. Defined standard procedures for each task, considering team availability, to increase efficiency and organization.
- I+** **Maintenance & Utilities**  
Reduced water usage by targeting key consumption points. Actions included leak inspections, condensate recovery, optimized CIP drainage, and replacing high-flow hoses with waterless guns in Germany — all to boost water efficiency across operations.

# E3 Water and Marine Resources

VSME B6 35 | DR ESRS E3-4

## I+ Water Management and Consumption

Our continued focus on water efficiency has resulted in a reduction in specific water consumption, driven by the implementation of targeted improvement projects across our operations.

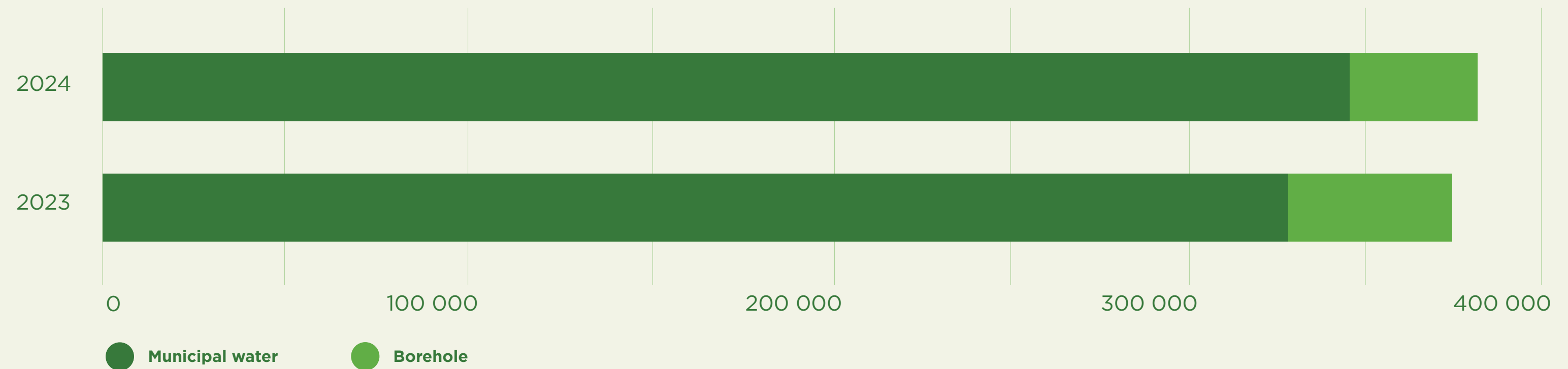
### Specific water consumption\*

3,67 m<sup>3</sup>  
3,55 m<sup>3</sup>

\* Note: detailed breakdown for all units can be found in the appendix.

	Water consumption**	Water withdrawal (borehole)**
2023	376 470 m <sup>3</sup>	46 204 m <sup>3</sup>
2024	384 070 m <sup>3</sup>	35 557 m <sup>3</sup>

\*\* Note: Overall, we have successfully reduced the specific water consumption across our operations achieving our KPI goal. Specific consumption of water used in the production process per production unit (tonne) can be found in the appendix.





Our Policies

Impact, Risk and Opportunities

Our Actions

Metrics

Goals

# E3 Water and Marine Resources

DR ESRS E3-3



Our Ambition:

## Honoring water

2025

### Goal

-2% Specific water consumption

### Action Plan

Global plan to promote the identification of water efficiency opportunities

Kaizen Project Germany

Our Next Steps:

## Reduce our water consumption

2030

### Goal

-2% per year specific water consumption




Production,  
Improve our impact

Our Policies	Impact, Risk and Opportunities	Our Actions	Metrics	Goals
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# E4 Biodiversity

DR ESRS 2 SBM-3  
DR ESRS E4-2

Create a value chain ecosystem/framework that promotes better agricultural practices without compromising yield.

Subtopic	IRO
 Impacts on Ecosystems and Species	Supporting and expanding regenerative agriculture, along with leading biodiversity conservation and carbon sequestration projects, can enhance reputational value and strengthen resilience across the upstream supply chain.



# E4 Biodiversity

## Our Project for 2025

### Strawberry, For Good

- Strawberry from Kenitra Morocco is at the highest level of climate risk - meaning a yield reduction >10% will be expected.
- Our first transformation unit, through engagement with farmers, will foster collaboration.

### Next steps

- Increase knowledge about regenerative agriculture.
- Promote contact with technical specialists – farmers, consultants.
- Benchmark with similar projects.
- Collect data from different suppliers.

## Crop Cycle

1

### Crop outcomes definition

- Plan harvest according with the outcomes with more impact to be achieved
- Define monitorization plan and tool

2

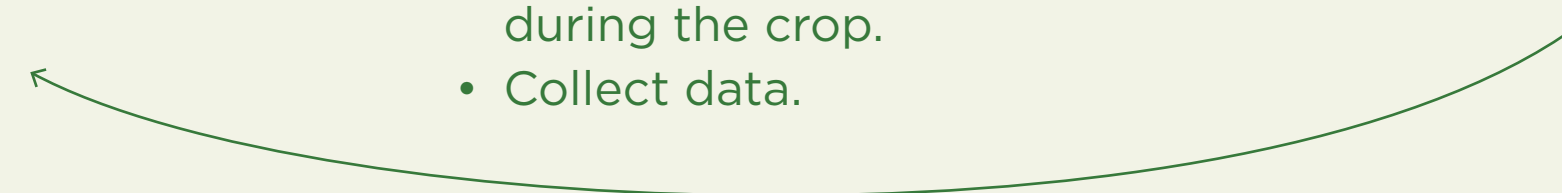
### Regenerative practices implementation

- Determine which practices best support the desired results established for the crop.
- Share knowledge with farmers- through training and support during the crop.
- Collect data.

3

### Crop outcomes Analysis

- Analyse Data collected
- Measure Harvest Outcomes
- Report the impact in the Material areas



# E4 Biodiversity

DR ESRS E4-3



**Our Ambition:**

**Protect from the field to enhance environmental and social impact**

2025

**Goal**

Define KPIs for Sustainable Procurement

**Action Plan**

- Implementation of an External Supplier Approval Platform
- Promotion of Regenerative Agriculture, as members of the SAI Platform and through the project “Strawberry, for Good”

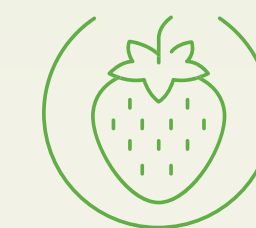
**Our Next Steps:**

**Reduce Social Environmental Risks in the Supply Chain**

2030

**Goal**

- We will increase the volume of Raw Materials from suppliers with environmental and social certifications.



**Our Raw Material, Protect Nature, Ensure Harvest**

# E5 Resource Use and Circular Economy

DR ESRS 2 SBM-3  
DR ESRS E5-1



	Our Policies	Impact, Risk and Opportunities	Our Actions	Metrics	Goals
<b>Subtopic</b>	<b>IRO</b>				
<b>I+</b> Waste Management	Reducing non-recyclable waste can optimize the use of resources such as raw materials, energy, and water.				
<b>I+</b> Waste Management	Frulact products with food safety issues are disposed of through valorization methods such as composting, biogas production, and animal feed, among others.				



# E5 Resource Use and Circular Economy

DR ESRS E5-2

## I+ Improving Waste Recovery and Management: A Project in Canada

A project was implemented at Frulact Canada with the goal of improving waste recovery and enhancing overall waste management practices. Key actions included:

- The development of a colour-coded waste flow signage system to facilitate better waste separation and increase recovery rates;
- The execution of a detailed waste audit to identify opportunities for improving both separation and recovery processes.

The initiative is designed as a pilot with the objective of being replicated across other factories in the group, promoting consistent and effective waste management practices globally.

## I+ Promoting electronic waste treatment and supporting the local community

As part of the Quartel Electrão project, our Maia and Tortosendo sites participated in the collection of electronic waste. Thanks to these efforts, the Fundão Volunteer Firefighters won first prize in 2024 —a new Light Firefighting Vehicle (VLCI) for forest fire intervention. This accomplishment underscores our commitment to sustainability and support for local communities.

## I+ Promoting a Waste-Free Workplace: Reducing Disposable Cup Use

We took action to reduce the use of disposable cups in our coffee machines by giving all employees reusable cups. We also track disposable cup usage monthly. This initiative promotes awareness, encourages responsible consumption, and supports a more sustainable workplace.



6 out of 100

In October, for every 100 drinks taken from the machine, only 6 used reused cups.

# E5 Resource Use and Circular Economy

DR ESRS E5-2 e E5-5

## I+ Organic waste valorization through animal feed

Part of the organic waste generated in our operations is now considered a by-product, as a portion is redirected to be used in animal feed. This initiative ensures:

- Guaranteed recovery and valorization of waste;
- Reduction of greenhouse gas emissions associated with transportation and disposal;
- Contribution to a circular economy by closing the loop on organic materials;
- Cost reduction and the potential to generate financial returns from waste repurposing

34,4 tonnes

(2024) Tortosendo

124,7 tonnes

(2024) Switzerland

# E5 Resource Use and Circular Economy

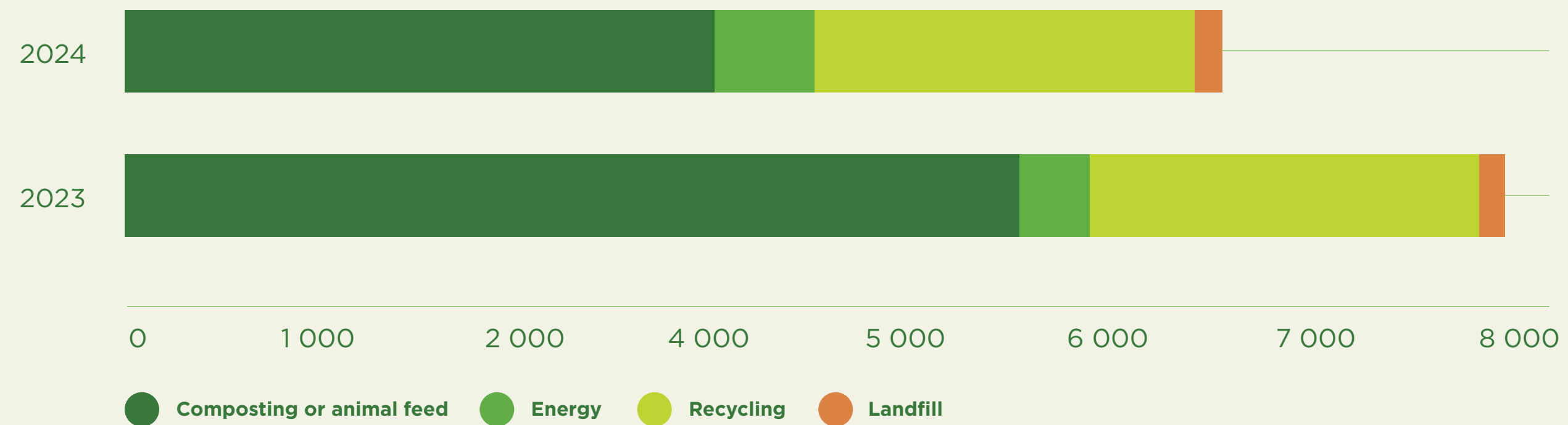
🌐 VSME B7 38 a) b) | DR ESRS E5-5

## I+ Waste and Circular Economy Disclosure

Aligned with the principles of the circular economy, we are committed to minimizing waste generation and maximizing resource efficiency across all areas of our operations. Since 2021, we have strengthened our efforts to improve waste recovery rates, ensuring that an increasing proportion of our waste is diverted from landfill and channelled into recovery and recycling processes.

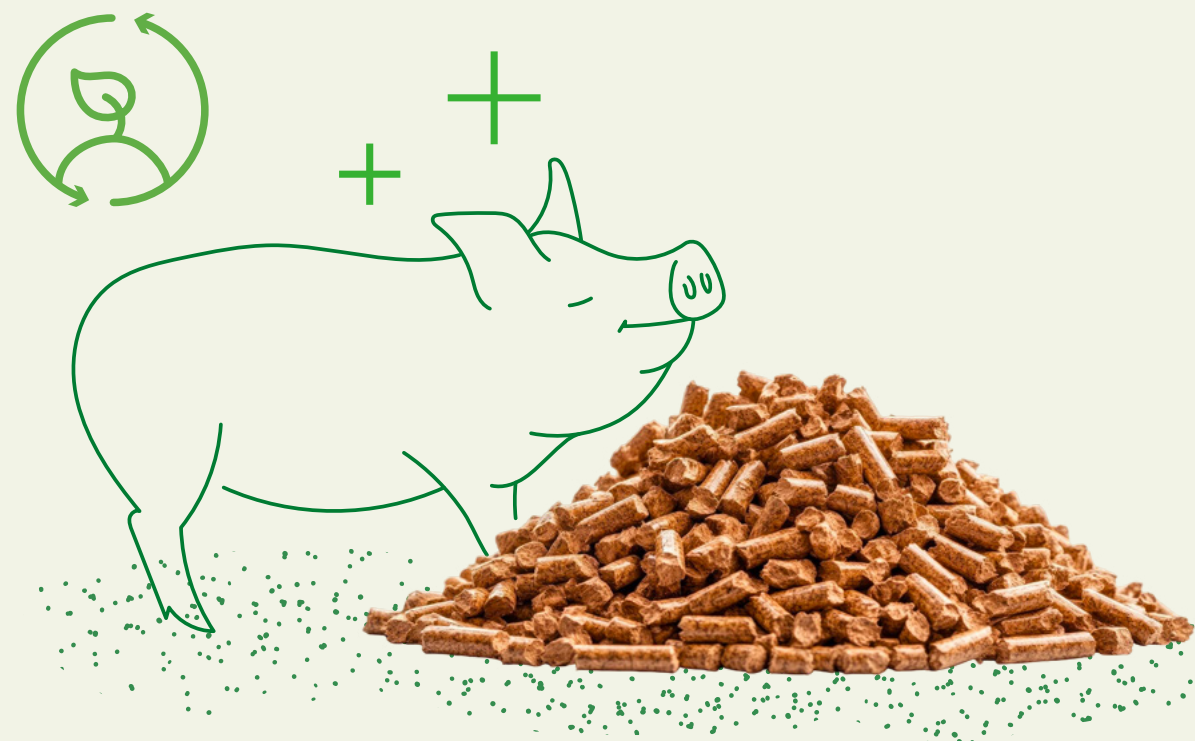
In 2024, we recovered 96% of our non-hazardous waste, maintaining a high recovery rate despite a reduction in overall waste generation. Additionally, all hazardous waste generated in 2024 was sent for recovery operations. This marks a significant improvement in the treatment of hazardous materials and reflects our commitment to responsible and sustainable waste management.

A detailed breakdown of the type of waste and its destination and values by unit can be found in the appendix



# E5 Resource Use and Circular Economy

 DR ESRS E5-3



## Our Ambition:

### Embrace efficient material utilization

2025

#### Goal

98% of waste valued through Circular Economy

#### Action Plan

Foster a waste management culture

Work with our partners to identify new solutions in South Africa and Canada

## Our Next Steps:

### Embrace circular economy principles

2030

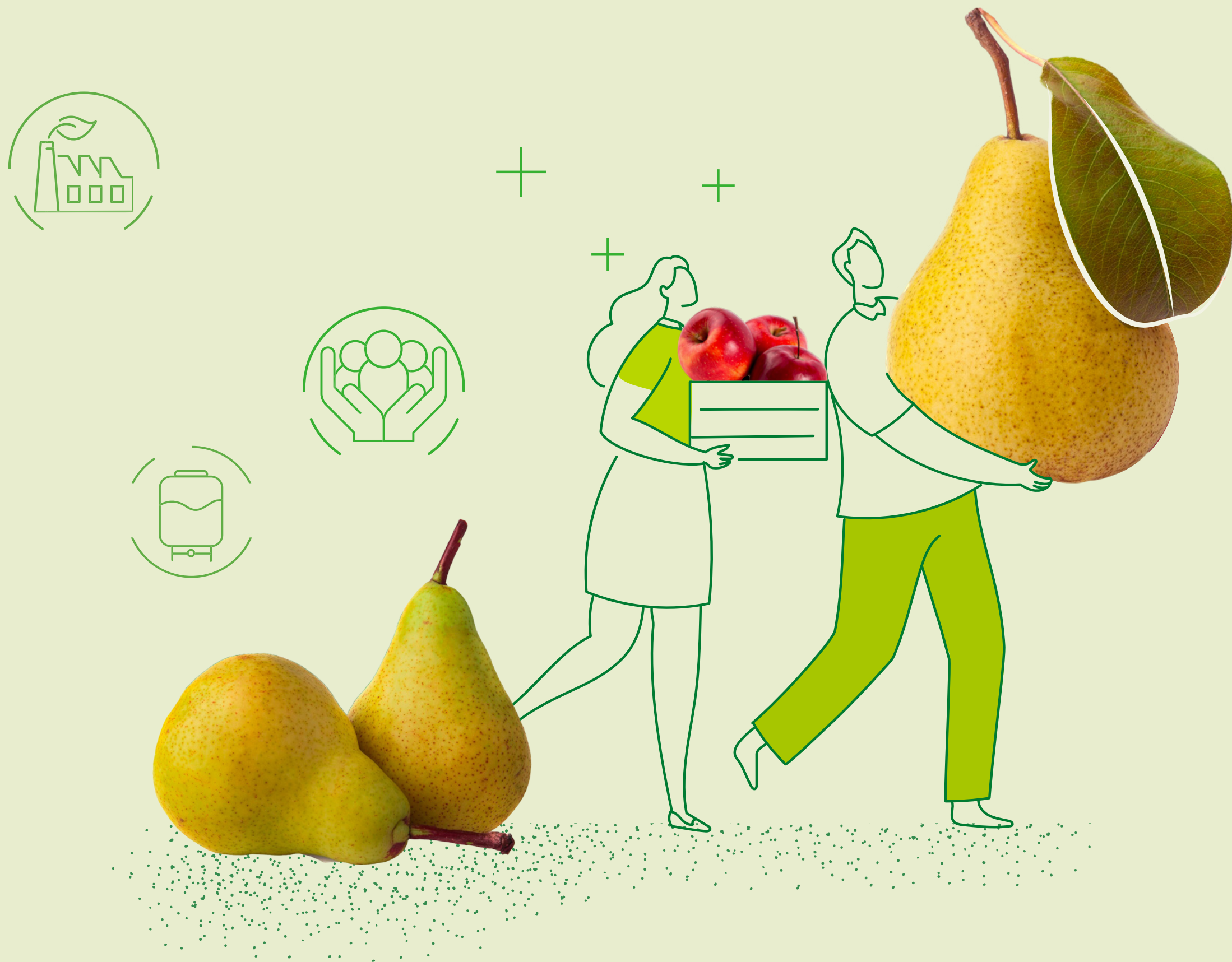
#### Goal

100% of waste valued through Circular Economy



**Production,  
Improve our  
impact**

# Social



S1 - Own Workforce

S2 - Workers in the Value Chain

S4 - Consumers and End Users

OUR JOURNEY  
**FOR GOOD**



# Social

At Frulact, people come first. Through the work of our Frupeople team – the people who take care of our people – we strive to create a safe, respectful and inclusive workplace. We prioritize occupational health and safety, promote well-being, and ensure that everyone has equal opportunities to grow, no matter their background or identity. Alongside this, we take our responsibilities seriously when it comes to digital privacy, social engagement and continuous learning – because a stronger culture starts from within.

But our commitment to people goes beyond the workplace. It extends to those who enjoy the products we create. That’s why we place such a strong focus on food safety and quality – making sure that everything we produce meets the highest standards. It’s part of how we connect this pillar to our production strategy: ensuring that our impact is positive, responsible and felt across the entire food value chain.





**Our Policies**

Impact, Risk and Opportunities

Our Actions

Metrics

Goals

# S1 Own Workforce

DR ESRS S1-1

We believe our success begins with our people. Beyond developing skills and optimizing performance, we focus on creating an environment where every employee feels valued, challenged, and inspired to achieve their best, fostering well-being and the “Pride of Being Frulact.”

Our mission is to ensure working conditions support personal and professional growth, while attracting and retaining top talent. We aim to position Frulact as a dynamic, innovative, and competitive organization where people love to work, strengthening our internal and external reputation.

At Frulact, we believe a diverse and inclusive work environment drives innovation, creativity, and growth for all employees. Our Diversity and Inclusion policy ensures that everyone, regardless of background, gender, age, ethnicity, religion, sexual orientation, disability, or any other characteristic, is treated with respect and has equal opportunities.

## Our Commitments:

We aim to create a welcoming, respectful, and safe environment, free from harmful behaviors.

All decisions, including hiring, promotions, and professional development, are based on merit and competencies, ensuring no discrimination or bias.

Frulact has a code of conduct covering child labor, forced labor, human trafficking, discrimination, accident prevention, and a whistleblower channel.

**Frulact has no recorded incidents related to child labor, forced labor, human trafficking, or discrimination.**



# S1 Own Workforce Health and Safety

DR ESRS 2 SBM-3

Subtopic	IRO
I+ Health and Safety	Implementation of comfort and well-being initiatives boosting employee productivity and abilities to contribute to a better workplace.
I+ Health and Safety	Provision of a safe work environment for the own workforce, e.g. provision of secure workwear, ergonomic chairs, etc.
R Health and Safety	Work accidents and diseases reduce productivity, increase absenteeism, and raise costs.
R Health and Safety	Legal and reputational risks in case of health and safety incidents within own workforce.





## FRUSAFE PURPOSE



### OUR MISSION

We are all responsible for guaranteeing our safety of others



### OUR VISION

Zero Accidents



### OUR VALUES

Proactivity, Excellence, Commitment.



### OUR AMBITION

Reach Zero Accidents by 2030

# S1 Own Workforce Health and Safety

DR ESRS S1-1, S1-2, S1-3, S1-4

We are committed to ensuring the well-being of all employees and partners, striving for the ultimate goal of guaranteeing that everyone returns home safely at the end of each workday. We aspire for all stakeholders to trust our unwavering commitment to treating safety as a core value.

### HEALTH AND SAFETY IN THE WORKPLACE - Our Commitment

- Provide and maintain a safe and healthy working environment.
- Guarantee compliance with the applicable law and regulations
- Identify, assess and mitigate working risks.
- Encourage a culture of prevention of work accidents and occupational diseases.
- Raise awareness and train employees with regard to good safety practices.
- Carry out regular reviews and audits to bring ongoing improvements.

### PREVENTION AND CONTROL - Our Attitude

- Implement preventive measures to eliminate or reduce occupational risks
- Prioritise life-threatening and physical integrity risks
- Monitor the work processes, spaces and equipment.
- Comply with and surpass the best practices of the sector.

### MAIN RISKS Focus on Security

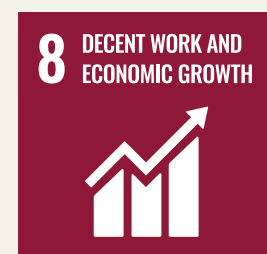
- Legionella
- Working at height
- Working in confined spaces
- Manual movement of loads
- Industrial equipment and operations
- Hazardous substances

### INVOLVEMENT AND RESPONSIBILITY A Culture of Safety

- Encourage the communication and reporting of risks
- Involve all the hierarchies in the improvement of safety
- Develop programmes to raise awareness and for continuous training
- Ensure hygiene and safety in the working environment

### MONITORING & IMPROVEMENT CONTINUOUS Permanent Commitment

- Reinforce regular audits, inspections and reviews
- Assess the Health and Safety at Work performance indicators
- Guarantee that safety is never compromised





**Our Policies**


Impact, Risk and Opportunities

Our Actions

Metrics

Goals

# S1 Own Workforce Health and Safety

 DR ESRS S1-1, S1-2, S1-3, S1-4

This commitment is based on five fundamental pillars that guide all our actions in favor of safety:

**Legal & Regulatory Compliance:**

Promote strict compliance and conformity with all applicable OSH-related regulations. This is the first step in ensuring that we operate within the required legal norms and standards, protecting employees and the company.

**Competences & Behaviors:** Continuously develop the skills, attitudes and behaviors that support the company’s OSH vision. We believe that safety starts with people and that developing a safety culture is fundamental to preventing accidents.

**Communication & engagement:**

Promote clear and constant communication, actively involving all employees in safety processes. Every employee plays a vital role in promoting a safe working environment, and it is crucial that everyone is aware of the policies and procedures in place.

**Equipments & Assets:**

Ensure that all equipment and infrastructure complies with safety requirements. A safe working environment depends on the proper functioning and maintenance of all our assets.

**Monitoring & Assessment:**

Set clear targets and carry out continuous monitoring to assess the implementation and effectiveness of our strategies and safety-related activities. Continuous improvement is central to the success of our approach to OSH.

# S1 Own Workforce Health and Safety

DR ESRS S1-1, S1-2, S1-3, S1-4

## I+ Commitment to Occupational Health and Safety Excellence

At Frulact, health and safety are core values — not negotiable. Our clear goal is **zero accidents**, and safety is a shared responsibility. The Health and Safety team regularly updates risk assessments and procedures, supported by ongoing training and awareness efforts to ensure a safe workplace for all.

To reinforce this commitment, we created **FRUSAFE**, a movement that brings safety principles into everyday practice. It promotes concrete actions and encourages everyone to take ownership of safety, helping to build a strong, proactive safety culture across the company.

R We recognize that health and safety incidents can pose significant legal and reputational risks. To mitigate these risks, we maintain strict compliance with all applicable regulations and continuously invest in preventive measures, training, and awareness initiatives. Our goal is to foster a strong safety culture that protects our employees and upholds the trust of our stakeholders.





# S1 Own Workforce Health and Safety

DR ESRS S1-14 | VSME B9 41 a) b)

## **I+** Zero fatalities during the reporting period

We are proud to report that no fatalities occurred across our operations during the reporting period.

## **I+** Reduction in Work-Related Injuries

In line with our ongoing commitment to improving workplace safety, we recorded a decrease in the number of work-related injuries, from 39 in 2023 to 25 in 2024.

## **I+** Decrease in Days Lost Due to Injury

**41** (2023-2024 Record of Days without Accidents)

	Accidents	LTA (Number of Lost Time Accidents)	Lost days	Frequency Rate	Severity Rate
2023	51	33	547	27	448
2024	39	25	524	16,3	342



# S1 Own Workforce

## Health and Safety

DR ESRS S1-5



### Our Ambition:

**Foster our people by enhancing their health, safety, and well-being**

2025

### Goal

17 Frequency index of work accidents

### Action Plan

Safety Leadership Training - Lead by example

Safety Knowledge and Competences Development

### Our Next Steps:

**Raise Awareness in Health & Safety**

2030

### Goal

Zero Accidents



**FrUPeople,  
Our Driving Force**



# S1 Own Workforce

## Well-being and Work Environment

DR ESRS 2 SBM-3

Subtopic	IRO
<b>I+</b> Employee well-being	Providing the minimum days of vacation required by national law to the own workforce allowing a better wellbeing of the workers related to mental, social, spiritual and physical health.
<b>I+</b> Employee well-being	Corporate employees can experience a better work-life balance (e.g. flexible working hours) and well-being to dedicate time to other non-work related matters, such as family care.
<b>I+</b> Employee well-being	Failure to address work-life balance concerns can aggravate social inequalities: for example, as women tend to be the main family caregivers, when companies don't offer flexibility and work-life balance measures, women's career progression is affected as result of increased absenteeism.
<b>R</b> Employee well-being	Conflicts between management and workforce may cause legal fees, arbitration, or strikes.





# S1 Own Workforce

## Well-being and Work Environment

DR ESRS S1-1, S1-2, S1-3, S1-4 | S1-11, S1-15 | VSME B10  
DR ESRS S1-11

### I+ Flexible Working Hours and Remote Work

#### Flexible Working Hours

To help employees balance work and life, we offer flexible working hours whenever possible. This lets employees adjust their schedules to fit their needs while still meeting team goals.

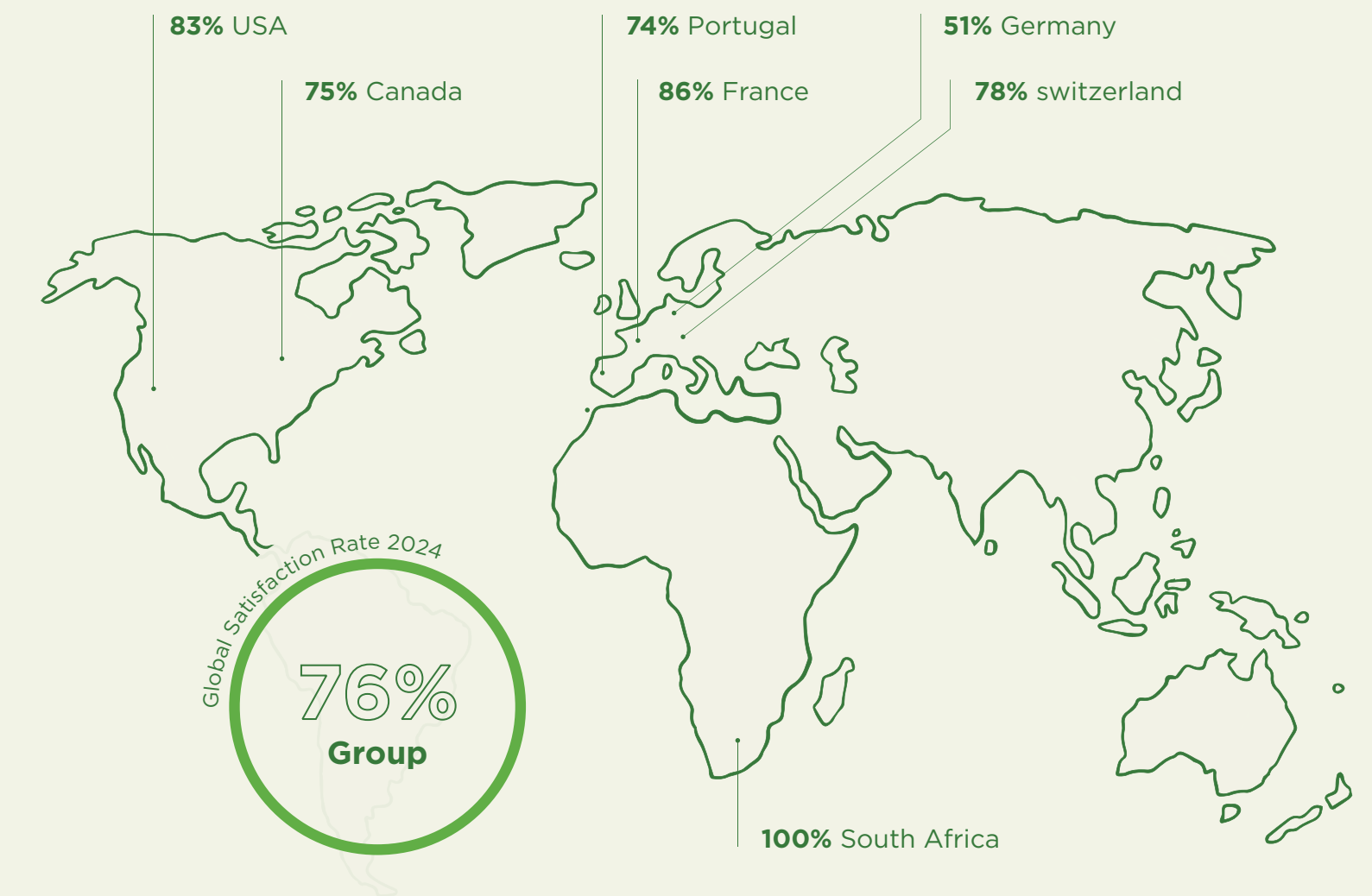
#### Remote Work

We support remote work because it gives employees more freedom and helps them work efficiently. We follow a hybrid model with two days remote and three days in the office, agreed weekly with your manager.

### I+ Monitoring Employee Satisfaction

To better understand and respond to the needs of our teams, we regularly conduct employee satisfaction surveys. In 2023 and 2024, different methodologies were applied, allowing us to continuously improve our approach and gain deeper insights into employee experience and engagement.

### Global Satisfaction Rate



### I+ Recognition Through Additional Vacation Benefits

In some geographies, employees benefit from additional vacation days in line with local practices. Additionally, employees with over 10 years of service are granted one extra vacation day

# S1 Own Workforce

## Well-being and Work Environment

DR ESRS S1-1, S1-2, S1-3, S1-4

### I+ Making a Positive Impact on Our Community

We promote initiatives to strength our connection with the community, promoted employee engagement, and supported organizations that make a positive social impact

#### Raising Awareness for IRS Consignment Option

We raised awareness about the IRS consignment option: encouraging taxpayers to support a non-profit organization without any additional cost.

#### Solidarity Fair

During São João, a popular celebration in Porto and other parts of Portugal, we organized a Solidarity Fair. Several non-profit organizations were invited to showcase their causes and raise funds

#### Christmas Market

Over the past years, we have organized a Christmas Market in Portugal where we raise donations for one non-profit organizations selected by our employees.



**IRS consignment** allows you to send part of the tax that would otherwise go to the state to an organization or association of your choice - free of charge. The government gives up 1% of your personal income tax and sends this 1% to a beneficiary organization.



# S1 Own Workforce

## Training and skills development

Subtopic	IRO
I+ Training	Offering development program, including regular performance, career development and training to a large amount of the own workforce, promoting skills development and competences with a positive impact on society and economic development.
I- Training	Not recognized by employees that regular performance and career development reviews to own workforce impacts in the employees skills development and competences.
O Training	Securing know-how due to continuous development of own workforce leads to a better performance and growth.
O Training	Employee retention and win of new employees due to developed opportunities.



# S1 Own Workforce

## Training and skills development

DR ESRS S1-4 | VSME B10 42  
ESRS S1-9 | VSME B8 178

### Content Development and Training Platforms

Our goal is to ensure that every employee, regardless of role or location, has access to essential training on **sustainability, health and safety, and quality and food safety**, reinforcing a strong culture of responsibility, compliance, and continuous development across the Group.



This platform allows us to develop our own contents and to keep them available in all Business Units. We use it to create the contents for:

#### Onboarding

That is the training that all new employees in all geographies need to do before start working with Frulact.

#### Code of Conduct and Ethic

training developed to disseminate the new version of the Code that is now included in onboarding training program.

#### Environmental training

content designed to raise awareness and build competencies on sustainability and environmental stewardship.

### Training hours

	Health & Safety	Quality and food safety	Sustainability/Environment
2023	2 671	3 239	692
2024	2 731	4 273	269



Our Policies	Impact, Risk and Opportunities	<b>Our Actions</b>	Metrics	Goals
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# S1 Own Workforce

## Training and skills development

DR ESRS S1-4 | VSME B8 178  
DR ESRS S1-9

### **+** Supporting Continuous Growth

As a multicultural company with teams in diverse geographies, we recognize that effective communication and digital skills are essential to daily operations.

To strengthen cross-border collaboration and support our multicultural environment, we promote English language training across several teams. This initiative helps improve day-to-day communication, enhance team integration, and foster a shared corporate culture.

In parallel, we provide Excel training to boost operational efficiency and strengthen data literacy across all functions. This supports more informed decision-making and increases autonomy in data handling and analysis.



#### Training hours

	Excel	English	E-learning mixed model
2023	374	803	8 195
2024	912	762	3 898

Since 2024 we are part of the UN Global Compact and all our employees have access to the UN Global Compact Academy.



Over the past few years, through our partnership with Dynargie, we have delivered a leadership development program for our management teams. This initiative aimed to strengthen key leadership competencies, promote self-awareness, and support a more effective, inclusive, and purpose-driven leadership culture across the organization.



#### Training hours

	Leadership
2023	268
2024	934



Our Policies

Impact, Risk and Opportunities

Our Actions

**Metrics**

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# S1 Own Workforce

## Training and skills development

DR ESRS S1-9  
VSME B8 178

### Courses hours

	Training Sessions	Courses to evaluate	Courses evaluated as effective	Efficiency
2023	131	63	50	96%
2024	279	233	117	94%

### Training Hours


	Total training hours per employee	Anual total training hours	Increase rate compared with the previous year
2023	39 <small>Note: We do not have this information broke down by gender for all units</small>	33 568	19%
2024	48	41 531	23%

### Training hours per School

	Corporate School	Management School	Sustainability School	Technical School
2023	6 829	1 385	416	24 937
2024	4 572	1 112	116	35 731

# S1 Own Workforce

## Diversity, Equality and Inclusion

 DR ESRS S1-1, S1-6,S1-11 | VSME B10 a)

## Remuneration and Benefits

 DR ESRS S1-2



### Gender-Neutral Recruitment

At Frulact, we ensure that gender is not a factor in our recruitment or promotion processes. All hiring decisions are made based solely on candidates’ technical expertise and social competencies. By upholding a gender-neutral approach and offering inclusive policies such as flexible work arrangements, we actively support equal opportunities and help mitigate systemic barriers to career progression — particularly for those with caregiving responsibilities.

#### Number of employees

	Male	Female	Total employees
2023	519	340	859
2024	542	328	870

Check the detailed number of employees per country on page 99

### Sustainability Integration in Performance Management

Our annual bonus is linked to sustainability KPIs, reinforcing our commitment to integrating environmental and social goals into our core performance indicators. This approach ensures that sustainability remains a key focus in our overall business performance.



Our Policies

Impact, Risk and Opportunities

**Our Actions**

Metrics

Goals

# S1 Own Workforce

## Employee Engagement and Relations

DR ESRS S1-2

### I+ Connecting through our monthly newsletter

Every month, a newsletter is shared with all employees with the latest updates, highlights that concentrate information from geographies all over the world so that we are all aware of what is happening at Frulact.



### I+ Celebrating Our Creations

The Hall of Fame is an initiative implemented in Portugal, Canada, and France, designed to showcase the exceptional flavours of the products we help create. Through this initiative, employees have the opportunity to taste the products they contribute to and get to know the teams behind their development, strengthening pride and connection to our shared work.



### I+ HappyForce: Giving Voice to Our People

HappyForce is our internal communication tool, currently available in Portugal, designed to give employees a voice and keep them connected to the company. It fosters a transparent, collaborative, and participative work environment.

Through HappyForce, employees can share their opinions on workplace aspects, whether it's suggestions, concerns, or innovative ideas. They can also stay updated on key topics, access important announcements, and engage in surveys and questionnaires. This feedback helps Frulact evolve into an organization increasingly focused on its people.



# S1 Own Workforce

DR S1 4, S1 5  
DR ESRS 2 SBM-3

## Labour Rights and Freedom of Association

DR ESRS S1-8

Subtopic	IRO
I+ Labour Rights	Freedom of association and the presence of work councils provide a platform for employees to express their views on matters such as working hours, salaries, and public participation, among other topics.

### I+ Strengthening Social Dialogue and Promoting Fair Labour Practices

We are committed to fostering a workplace where open communication and mutual respect are encouraged through structured mechanisms of social dialogue. Freedom of association, the existence of collective agreements, and the presence of works councils provide employees with trusted platforms to express their views on essential matters such as working hours, pay, health and safety, and overall well-being.

These measures contribute to fair labour practices, help prevent conflict and legal disputes, and strengthen a culture of transparency, trust, and shared responsibility across the organization.

#### Employees affiliated with a trade union

2023 27%

2024 24%



Our Policies

**Impact, Risk and Opportunities**

Our Actions

**Metrics**

Goals

# S1 Own Workforce

## Labour Rights and Freedom of Association

DR ESRS 2 SBM-3

## Workforce Turnover and Stability

DR ESRS S1-6 | VSME B8 39 a) and b) in full time equivalent

Subtopic	IRO
<b>I+</b> Secure employment	High number of full-time employees with guaranteed hours. Secure employment positively contributes to employee wellbeing and to the stability and strength of the economic fabric.

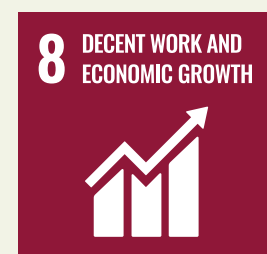
### **I+** Secure Employment and Workforce Stability

The majority of our workforce is composed of full-time employees with guaranteed hours, demonstrating our commitment to secure and stable employment. This approach supports employee wellbeing and contributes to long-term economic resilience in the communities where we operate.

**Note:** Detailed information on VSME B8 39 c): country of the employment contract, in appendix.

### Number of employees

	Temporary contract	Permanent contract	Total employees
2023	<b>39</b>	<b>740</b>	<b>859</b>
2024	<b>23</b>	<b>745</b>	<b>870</b>



# S1 Own Workforce

## Workforce Turnover and Stability

 DR ESRS S1-6

### Turnover

Our turnover rate has remained relatively stable over the past years, with only minor fluctuations, it reflects a steady trend rather than a growing concern.

We are committed to improving employee retention and continue to implement targeted initiatives to create a more engaging and supportive work environment. These include fostering people development, promoting work-life balance, and strengthening internal communication channels. Through these efforts, we aim to foster long-term commitment and satisfaction among our teams.

### Voluntary Turnover (%)

2023 14%

2024 13%

Voluntary turnover refers to employees who leave the organization by their own decision. The values presented do not account for the temporary employees. A detailed breakdown of the information by unit can be found in the appendix.

### From Internships to Long-Term Stability

In Protugal, through our strategic partnership with IEFP (Instituto Emprego e Formação Profissional), we have transformed professional internships into fixed-term employment contracts. By securing full-time positions with guaranteed hours, we not only boost employee well-being but also contribute to the strength and resilience of our economic fabric.

2023 33

2024 16



Our Policies

Impact, Risk and Opportunities

Our Actions

Metrics

Goals

# S1 Own Workforce

## Data Privacy and Protection

DR ESRS 2 SBM-3  
DR ESRS S1-1

Subtopic	IRO
I+ Privacy	Respecting of employee's personal information, autonomy, and personal space within the workplace according to local culture and legislation.

At Frulact, we value technology as a fundamental ally to the success of our operations and efficient communication. The IT resources and digital tools we make available are designed to facilitate daily work, guarantee information security, and promote collaboration between employees.

In parallel, we are strongly committed to safeguarding the privacy and personal data of our stakeholders. Our IT team continuously works to strengthen data protection systems, ensuring compliance with applicable regulations and the highest standards of information security. Our Privacy Policy is regularly reviewed and updated to incorporate best practices, technological developments, and regulatory requirements. Through this proactive approach, we maintain the confidentiality, integrity, and availability of the data we manage, reinforcing trust across our operations.

**DIGITAL  
& SYSTEMS.**  
cybersecurity



# S1 Own Workforce

## Data Privacy and Protection

DR ESRS S1-13

### Cybersecurity Awareness

To reinforce our information security practices, Frulact is actively working with the “MyCompliance” platform. This tool supports two action areas:

- **E-learning:** structured courses on cybersecurity and data protection, available to all employees
- **Phishing simulations:** real-case email tests to measure awareness and training effectiveness

These actions aim to promote a culture of prevention and accountability in handling digital information.

For 2025, we are planning a full cycle of actions to assess and manage cybersecurity and information security risks, reinforcing our proactive stance on digital protection.



We made it easy for employees to report phishing emails.

# S2 Workers in the Value Chain

DR ESRS 2 SBM-3

Subtopic	IRO
<b>R</b> Working Conditions	Reputational damage due to not ensuring the respecting fair working hours of value chain workers.
<b>R</b> Working Conditions	Legal and reputational risks due to health and safety incidents of upstream workers.



# S2 Workers in the Value Chain

DR ESRS S2-1

## We will influence stakeholders to reduce our impact

A sustainable value chain starts with strong foundations. At Frulact we define clear commitments to human rights, environmental protection and ethical practices in the following documents:

- Supplier Code of Conduct
- Sustainable Procurement Policy Developed
- Contractors and service providers procedures

These documents had been developed by a transversal team that includes: Procurement, Quality and Food Safety and Sustainability.

These documents apply across the entire group and are shared from the start through our onboarding process. By promoting a responsible value chain, we reduce risks, ensure legal compliance, strengthen our reputation, and align with global sustainability trends — building resilience and creating long-term value.



### Sustainable Procurment Policy

Promote Frulact’s competitiveness and sustainability through the supply chain, by actively procuring:

**The best quality products at the best possible prices, while ensuring availability at the highest ethical standards.**





# S2 Workers in the Value Chain

DR ESRS S1-1, S2-2

## Internal and External Communication

Reinforcing our commitment to integrity, transparency and corruption prevention, Frulact has developed a series of awareness-raising actions aimed at employees, partners and the general public.

These initiatives were promoted through the company's internal and external communication channels, with the aim of raising awareness of the importance of ethics in business and the role of each individual in building an honest and responsible organizational culture.

Some public examples:

Endorsement on United Nations Global Compact



LinkedIn publication on International Anti-Corruption Day



LinkedIn publication on International Day for the Remembrance of the Slave Trade and its Abolition



We also joined South Africa Women Month



## Public Commitment



United Nations  
Global Compact

Our commitment to the UN Global Compact reflects our broader responsibility to uphold and promote human rights across our entire value chain. By aligning with its principles, we reinforce our dedication to ethical business practices, ensuring that respect for human dignity, fair working conditions, and non-discrimination are embedded not only within our operations, but also among our suppliers and partners.



Our Policies	<b>Impact, Risk and Opportunities</b>	Our Actions	Metrics	Goals
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# S4 Consumers and End Users

## Quality and Food Safety

DR ESRS 2 SBM-3

Subtopic	IRO
<b>I-</b> Quality and Food Safety	Cases of contamination and other aspects that could endanger the health and safety of end-users: Allergens, harmful bacteria, viruses and parasites can contaminate food and cause ill health in humans. Similarly, food contamination can result from antimicrobials, pesticides residues, heavy metals, foreign bodies and microplastics.
<b>R</b> Quality and Food Safety	Reputational risk from non-conforming products (due to chemical, microbiological, or foreign body contamination), leading to product recalls and commercial impact for the client, including media warnings.
<b>I+</b> Quality and Food Safety	Food safety culture at all levels of value chain.
<b>R</b> Quality and Food Safety	Intentional contamination/sabotage, food fraude, and general food security concerns related to the industrial process and final products, can increase the product recalls, lead client and reputational losses, as decrease in customer satisfaction.

# S4 Consumers and End Users

## Quality and Food Safety

DR ESRS S4-1

### Food Safety is the main focus of Frulact

In May 2024 Frulact had reviewed the Integrated Management system Policy to:

Enhance Quality & Food Safety Culture

Include commitment with Sustainability - added “reuse and valorize waste”

Include commitment with Food Loss & Waste (FLW)

Add “Savory products”





**Our Policies**

Impact, Risk and Opportunities

Our Actions

Metrics

Goals

# S4 Consumers and End Users

## Quality and Food Safety

DR ESRS S4-1

Business units	Central Offices	Flavors	Plant-based ingredients	Fruit, Vegetables and Cereals								
				1st Processing	2st Processing							
Industrial Sites / Companies		Frusenses	Sensesinfood- benefit	Innovafruits	Frulact	Frulact France	Frulact Maroc	Frulact South Africa	Frulact Canada	Frulact Germany	Frulact Switzerland	Frulact USA
Town / Country	Maia Portugal	Maia Portugal	Maia Portugal	Larache Morocco	Tortosendo Portugal	Apt France	Larache Morocco	Pretoria South Africa	Kingston Canada	Emmerich Germany	Reinach Switzerland	Logan USA
Food Safety	<b>BRCGS Food Safety</b>		✓		✓	✓			✓			✓
	<b>FSSC 22000</b>		✓		✓		✓	✓		✓	✓	
	<b>ISO 22000</b>										✓	

All certifications are updated and available on our website: [Certificates in quality, environment, food safety | Frulact](#)



Our Policies

Impact, Risk and Opportunities

**Our Actions**

Metrics

Goals

# S4 Consumers and End Users

## Quality and Food Safety

Raw materials DR ESRS S4-2, S4-3



### Suppliers and raw materials approval

Frulact is part of the TraceGains network, a platform that allows suppliers to share standardized data related to their Quality and Food Safety (Q&FS) systems. This participation enhances transparency and collaboration across the supply chain, streamlining audits and compliance processes while supporting continuous improvement in food safety and quality management.



### Food Fraud Risk Assessment

#### RM Food Fraud

We developed an in-house reporting tool to enable faster and more accurate assessment of food fraud risks in raw materials. This tool facilitates systematic identification, evaluation, and monitoring of potential fraud incidents, improving supply chain transparency and supporting compliance with food safety standards. By proactively managing fraud risks, it helps safeguard product integrity, protect consumers, and maintain regulatory compliance.



# S4 Consumers and End Users

## Quality and Food Safety

🌐 Finished product DR ESRS S4-2, S4-3

### I+ Operational Improvement Projects

To enhance overall production efficiency, safety, and product quality, several targeted improvement projects have been initiated. These focus on key areas critical to our operational performance and compliance:

- Foreign Body Detection: Implementation and enhancement of systems to identify and eliminate foreign objects in production lines, ensuring product safety and compliance.
- Hygiene Efficiency: Projects aimed at improving cleaning processes and protocols to maintain high hygiene standards and reduce contamination risks.
- Production Planning Optimization: Initiatives to streamline production schedules, increase efficiency, and reduce downtime, supporting timely delivery and resource management.
- Product Pasteurization: Optimization of pasteurization processes to ensure product safety while maintaining quality and nutritional value

### I+ Weekly Critical Reference Review

In the SEEDS we Identified and reviewed critical references during weekly meetings to discuss key production steps, enabling proactive actions and ensuring alignment with quality and safety standards.



# 25%

The reduction in the number of accepted customer complaints between 2022 and 2024

# S4 Consumers and End Users

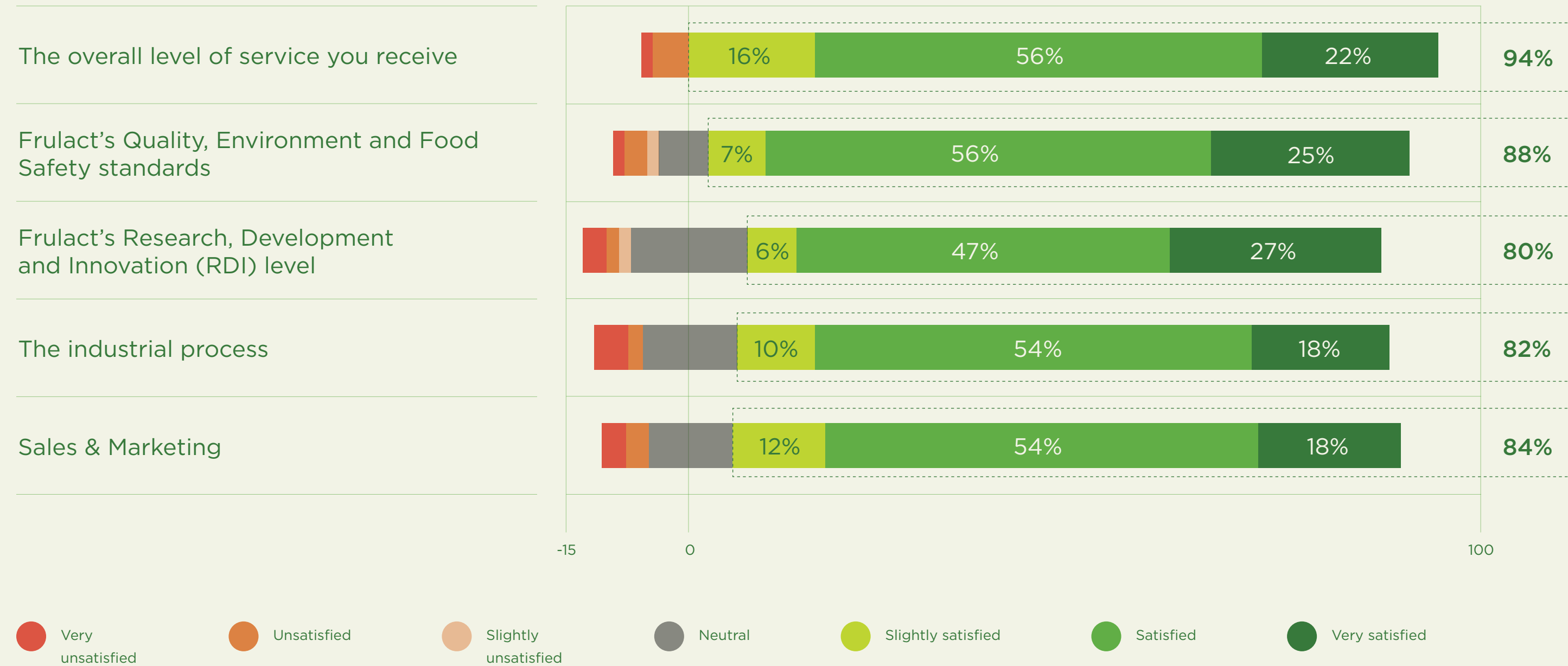
## Quality and Food Safety

DR ESRS S1-5

### Monitoring Satisfaction to Improve Performance

Customer satisfaction is a key indicator of our performance and in our relationship strategy. These insights help us identify strengths and opportunities for improvement, supporting our ongoing efforts to deliver safe, high-quality products and continuously improve our performance.

#### 1. Please indicate your level of satisfaction with the following:





Our Policies

Impact, Risk and Opportunities

Our Actions

Metrics

**Goals**

# S4 Consumers and End Users

## Quality and Food Safety

DR ESRS S1-5

Our Ambition:

**Reinforce Quality and Food Safety culture in all value chain**

2025

**Goal**

7% Reduction Claims accepted per 1000 Tonnes Supplied

Our Next Steps:

**Implement new methodologies for continuous improvement**

2030

**Goal**

17% Reduce Claims accepted per 1000 Tonnes Supplied







**Our Products, Adding Value to food**

# S4 Consumers and End Users

## Research, Development and Innovation

 DR ESRS 2 SBM-3

Subtopic	IRO
 Access to information	Frulact gives clients the comprehensive information about the product/service including hazard warnings, allergies, ingredients, among others so that the clients can pass that information to the customers/end-users.
 Access to products and services	Offer products certified with halal and kosher requirements to muslim and jews consumers.
 Healthier Products	Global Trend to develop healthier and higher nutritional value products.
 QTechnology	RDI projects that may lead to identifying new technologies.

# S4 Consumers and End Users

## Research, Development and Innovation

DR ESRS S4-1, S4-2, S4-3



### I+ Meeting Diverse Consumer Needs with Ethical Products

Addressing the expectations of ethically conscious and religiously compliant consumers responds to a growing market demand. Providing such products demonstrates a clear commitment to inclusion and responsible business practices.

In Switzerland, certifications such as ADR, BioKnospe, Fairtrade, Hochstamm Suisse, and Rainforest Alliance are essential indicators of trust and transparency for consumers. They reflect high standards in sustainability, ethical production, biodiversity preservation, and product authenticity. These labels help consumers make informed choices that align with their values and reinforce the demand for responsible and fair supply chains.



Kosher certification is a process that verifies a product complies with the dietary requirements of Jewish law. This includes specific rules regarding the ingredients used, how the product is processed, and the cleanliness of the facilities. A kosher-certified product has been inspected and approved by a recognised certifying body, ensuring it meets the standards for consumption by individuals who follow a kosher diet.

**100% of the Canada and USA products are Kosher certified.**  
**67% of our plant based products are Kosher certified.**



Halal certification ensures that a product complies with the food and consumption standards laid down by the Muslim religion. This ensures that the ingredients and the production process comply with religious requirements, making the product suitable for consumption. For example, in a fruit preparation, it would be necessary to ensure that the ingredients do not contain any substance prohibited by the Muslim religion, such as gelatine of animal origin.

**100% of the Marrocco, south Africa products are Halal certified.**  
**70% of our flavour products are Halal certified.**

# S4 Consumers and End Users

## Research, Development and Innovation

DR ESRS S4-1, S4-2, S4-3

### RDI Portfolio

Frulact have a Portfolio Matrix organizing projects on Frulact’s Strategy Priorities and classifying based on Technology Readiness Level - TRL.

TRL is an international type of measurement system used do assess the maturity level of a particular technology.

We classify our projects if they are in:

TRL 1	TRL 2	TRL 3	TRL 4	TRL 5
<b>IDEA</b> Project and objective definition	<b>POC</b> Proof of concept Labs Scale	<b>POP</b> Proof of Performance Industrial Scale	<b>FINAL APPLICATION</b> Industrial Test on Final application	<b>FIRST PRODUCTION AND LAUNCH</b>

The RDI Portfolio Matrix allows us to communicate the state of our projects with our internal and external stakeholders.

# S4 Consumers and End Users

## Research, Development and Innovation

DR ESRS S4-1, S4-2, S4-3

### Natural, healthier and new experiences

#### IDFoods TRL2

The IDfoods is a project funded by a partnership agreement between Portugal and European Commission. It aims to develop national food products with innovative characteristics that contribute to safer, healthier, more personalized, convenient, and sustainable nutrition, impacting the capacity building of the agri-food value chain in Portugal. This project will be developed by several agri-food companies and academia. Frulact will participate by offering scientific expertise to identify ingredients of interest and critical points of process as well as developing prototypes to incorporate innovative ingredients to final applications for the market with scalable potential.

Co-financed by:   

#### Back2Basics TRL4

This project aims to develop clean label fruit preparations with just 2 ingredients - fruit and sugar. The technological processes involved allow the fruit preparation stabilization over the shelf-life, without stabilizers requirement.

#### VeggieFiber TRL5

The VeggieFiber project aims to replace all stabilizers in fruit & vegetables preparations by vegetable fibers with texturizing properties. The use of a specific equipment and procedure makes it possible to promote the functionalization of fiber sources and potentialize their nature benefits.

#### FruNAMite TRL3

In the FruNAMite project, the team intends to find natural and clean label alternatives to replace synthetic preservatives used in fruit, cereal and savoury preparations. By exploring natural compounds with potential antimicrobial properties, the project aims to keep and ensure the product safety and meet the trendy consumer demand for more natural options.

### Preserve and enhance ingredients quality and properties

#### 4LOG Ohmic TRL4

The 4LOG Ohmic project aims to test the feasibility of using this existing technology in our facilities to pasteurize products with suitable characteristics. The fundamental concept of Ohmic heating is the transmission of alternating current through two electrodes in contact with the food. The electrical energy created by the food is transformed into thermal energy due to the food's electrical resistance, which leads to rapid and homogeneous heating, allowing for better preservation of the food's physical-chemical and organoleptic characteristics, and can also reduce the energy consumption required to pasteurize the food.



Our Policies	Impact, Risk and Opportunities	<b>Our Actions</b>	Metrics	Goals
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# S4 Consumers and End Users

## Research, Development and Innovation

🌐 DR ESRS S4-1, S4-2, S4-3

### New Markets for existing capabilities

#### WhyNUT TRL5

This project aims to provide a value-added solution and support the Benefit brand by offering a fulfilled range of plant-based solutions for the current growing market.

The team has focused on improving flavor and texture to meet the industry standards, while ensuring the product can be manufactured efficiently as a concentrate in our factories. The concentrates can be made by a variety of nuts with options of blending with cereal-based concentrates.

### Circular Food System

#### FruUP TRL3

The FruUp project is at the forefront of sustainable innovation, focusing on circular food systems. The team aims to extract value from the by-products resulting from its processes, identifying and exploring possible routes to, first, stabilize and overcome the quick deterioration normally associated with these by-products, and then to valorize their nutritional properties as ingredients to nurture the circular food economy.



Our Policies

Impact, Risk and Opportunities

Our Actions

Metrics

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# Governance



OUR JOURNEY  
**FOR GOOD**



# Governance



Good governance is what keeps Our Journey for Good moving with purpose and integrity. At Frulact, we believe that how we make decisions matters just as much as the decisions themselves. That’s why we’re guided by strong ethical principles — respect for people, integrity, value sharing and open, transparent communication.

We’ve created clear processes to ensure that our actions reflect these values. Trust is something we build every day — through responsible leadership, accountability, and a culture where doing the right thing is simply how we do things.

# G1 Business Conduct

Subtopic	IRO
I+ Measures against violence and harassment in the workplace	Promotion of awareness and training about Codes and Policies (Ethics, Suppliers, Conduct) to prevent corruption risks and maintaining a good governance structure.
I+ Incidents	Existence of a whistleblower channels to report unlawful behavior.
I+ Protection of whistleblowers	Guarantee that the whistleblowers are protected from retaliation in accordance to Directive (EU) 2019/1937.
I+ Prevention and detection including training	Existence of a Supplier Code of Conduct that promotes the fight against corruption and bribery.
R Incidents	Incidents of corruption and bribery leading to legal fines and reputational damage.
O Corporate culture	A strong commitment to sustainability/ESG practices can lead to the attraction of new investors and access to financial investments with lower cost of capital.



**Our Policies**

Impact, Risk and Opportunities

Our Actions

Metrics

Goals

# G1 Business Conduct

DR ESRS G1-1 | VSME B11 C6 61 a) DR ESRS G1-2

Ethics is a fundamental value for Frulact and guides all our actions and decisions in the workplace environment. In this sense, Frulact has an approach to published on our website. We are committed to complying with the basic rules of coexistence, cooperation and mutual respect, promoting a harmonious and polite environment, with courtesy in the treating other people, regardless of who they are.

## Ethics Governance Structure

**Ethics Officer**  
Monitoring

**Conduct Committee**  
Supervision  
Responsible for handling ethics complaints

**Conduct Team**  
Ethic Risk analysis  
Propose and coordination of Mitigation Plan

## I+ Some of our ethical principles:

**Integrity and honesty**  
Act with transparency and truth in all situations.

**Clear and transparent communication**  
Maintain open and direct dialogue with everyone, ensuring mutual understanding.

**Cooperation and teamwork**  
Collaborate with everyone in the workplace, contributing to the construction of a common good and collective success.

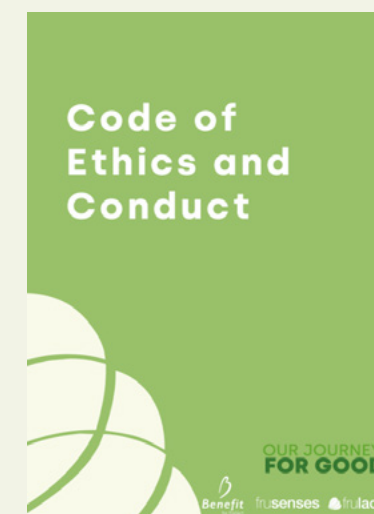
**Non-discrimination**  
Treat all people with dignity and respect, without discrimination of any kind.

**Humility and continuous learning**  
Recognize the need to learn, to correct and be corrected.

**Mutual respect, loyalty and trust**  
Strengthen bonds of respect and trust, being loyal to the company and colleagues.

**I+** At the Frulact Group, we conduct business with high ethical and legal standards throughout our value chain. We collaborate with suppliers who share our principles of honesty, integrity, transparency, and environmental and social responsibility, embedding these values in their selection and approval processes.

While recognizing supplier independence, we expect their practices to align with our values to maintain a responsible and sustainable value chain. Non-compliance requires prompt corrective actions, ensuring adherence to Frulact's established requirements and safeguarding the integrity of our operations and reputation.



[More information here](#)  
The Code of Ethics and Conduct is accessible on our corporate website and the Intranet page, ensuring all employees have easy access to its principles and guidelines.

[More information here](#)  
The Code of Conduct of suppliers is accessible on our corporate website and the Intranet page, ensuring all employees have easy access to its principles and guidelines.



# G1 Business Conduct

DR ESRS G1-2, G1-3, G1-4 | VSME B11 C6 61 c)

## I+ Implementation of the Whistleblowing Channel and Preparation of the Practical Guide to the Whistleblowing Channel

At Frulact, we believe that an ethical environment is built collectively through our actions and relationships. Anyone aware of behaviors or practices that go against the company’s values has a duty to report them. To facilitate this, Frulact provides a Whistleblower Channel on its website, allowing anonymous reporting of irregularities or ethical violations while ensuring the protection and confidentiality of the individual making the report.

## I+ Awareness-raising actions on Ethics and Corruption Prevention, through Frulact’s internal and external communication channels

We actively promote a culture of integrity by using our internal newsletter to raise awareness about ethics and corruption prevention allowing us to communicate key messages, reinforce responsible behavior, and engage our teams in building a transparent and ethical work environment.

Besides that, all of our employees have training in ethics and conduct every year.

## I+ Responsible Business Practices and Ethics

We are committed to upholding the highest standards of ethical governance and integrity across all areas of our business. Our Code of Conduct guides our decisions and behaviors, ensuring transparency, accountability, and compliance with the principles of the UN Global Compact



**United Nations**  
Global Compact

Frulact joined, as a member, the Ethics Forum of Católica Porto Business School, where we have found the opportunity to share knowledge and exchange experiences, helping us to identify the best tools to promote business ethics.



# G1 Business Conduct

DR ESRS S1-9 | VSME C5 59 and C9 65



## Gender Diversity in Management

As part of our commitment to ethical governance and inclusive business conduct, we monitor the **female-to-male ratio at management level**. This indicator supports our efforts to promote equal representation, ensure fair and transparent practices, and reinforce responsible decision-making. We believe that maintaining gender balance is essential not only for equity, but also for long-term sustainable growth.

### Increase in Female Representation in Management

Between 2023 and 2024, we observed an increase in the percentage of women in management positions, reflecting our ongoing efforts to promote gender equity in leadership.

	Gender diversity ratio in the governance body	Percentage of female managers
2023	40	29%
2024	47	32%

# G1 Business Conduct

DR ESRS G1-1



**Our Ambition:**

**Uphold transparency and ethics in governance**

2025

**Goal**

100% of collaborators with training in Ethics and Conduct

**Action Plan**

Training on Code of Ethic and Conduct  
 Training on Supplier's Code of conduct to everyone who can make acquisitions (products and services)

**Our Next Steps:**

**Guarantees an Ethic Culture**

2030

No situations confirmed on Whistleblower Channel



**Governance,  
 Transparency  
 Builds Trust**

# Appendix





# Appendix

DR related to DR ESRS 2 IRO-1

## Materiality Analysis - Stage 1 Current Context Overview (internal)

Roadmap defined by our shareholder:

Objectives	Next steps	Suggested KPIs	2020 at acquisition	2023	Target	Schedule
<b>Become a leader in healthy &amp; sustainable ingredient solutions</b>	Pursue efforts to increase the share of revenues generated by clean-label products	Annual growth rate of revenues from clean-label products (share of clean label revenues)	n.a. (25%)	<b>+34% (NA)</b>	+3,5	2025
<b>Ensure high employee attraction and engagement</b>	Provide training opportunities to all employees and increase the total number of training hours delivered	Annual growth of training hours	n.a.	<b>+25%</b>	+5%	2025
<b>Mitigate environmental impacts of operations and reduce the cost of inputs</b>	Reduce the input consumption ratio of energy	Reduction rate of the kWh / tonnes of finished product	-2,6% p.a.*	<b>-3,5% p.a.**</b>	-18% vs 2021	2030
	Reduce the input consumption ratio of water	Reduction rate of the m3 of water / tonnes of finished product	-3,2% p.a.*	<b>-3,5% p.a.**</b>	-2% p.a.	2025
	Increase the share of waste reincorporated through circular economy in the Group	% of waste reincorporated through circular economy***	n.a.	<b>96%</b>	98%	2025
	Implement and Environment System (EMS) in all industrial units	# of sites with an EMS certification	5	<b>8</b>	10	2024
	Pursue effects to reduce the intensity of scope 1&2 CO2e emissions <span style="background-color: #2e7d32; color: white; padding: 2px;">new</span>	Reduction rate of Kg CO2 / tonnes of finished product	n.a.	<b>-5,5% vs 2021</b>	-30% vs 2021	2030
	Increase the share of renewable energy in total consumptions	% of renewable energy in total consumptions	33%	<b>31%</b>	50%	2030
<b>Mitigate sustainability risks in the supply chain</b>	Draft and implement a supplier Code of conduct integrating CSR guidelines	Suppliers Code of conduct	No	<b>Yes</b>	Yes	2023
	Include climate-related risks in the supply chain risk mapping analysis <span style="background-color: #2e7d32; color: white; padding: 2px;">new</span>	Inclusion of climate-related risk mapping	No	<b>Partial</b>	Yes	2023



# Materiality Analysis - Stage 1 Current Context Overview (external)

## Benchmarking:

ESG Pillar	Material topic	Score	Ardian	Zentis	Agrana Fruit	Arla	General Mills	Givaudan	Ingredian	Frulact
Environment	01. energy and climate change	6/6	✓	✓	✓	✓	✓	✓	✓	
	02. Waste and circular economy	6/6		✓	✓	✓	✓	✓	✓	✓
	03. Biodiversity and ecosystems	6/6		✓	✓	✓	✓	✓	✓	
	04. Water use	6/6		✓	✓	✓	✓	✓	✓	
Social	05. Safety of consumers	6/6		✓	✓	✓	✓	✓	✓	✓
	06. Health and safety	6/6	✓	✓	✓	✓	✓	✓	✓	
	07. Equal treatment and opportunities	5/6			✓	✓	✓	✓	✓	
	08. Training and skills development	5/6	✓	✓	✓		✓	✓	✓	✓
	09. Affected Communities	4/5				✓	✓	✓	✓	
	10. Working conditions	4/6		✓		✓	✓	✓		✓
	11. Responsible marketing practices	6/6			✓	✓	✓	✓		
Governance	12. Procurement practices	6/6		✓	✓	✓	✓	✓	✓	✓
	13. Human rights in the value chain	5/6			✓	✓	✓	✓	✓	
	14. Research, development and innovation	4/6	✓	✓		✓		✓	✓	✓
	15. Business conduct	4/6			✓		✓	✓	✓	

Key: ● Holding ● Peers ● Clients ● Suppliers ● Frulact Group ✓ Considered as relevant by the entity ✓ Considered as a priority by the entity

We conducted a benchmarking exercise, comparing our practices against those of suppliers, competitors, and customers, to identify gaps and opportunities for improvement.

# Appendix

DR related to DR ESRS 2 IRO-1





# Appendix

VSME B2 78

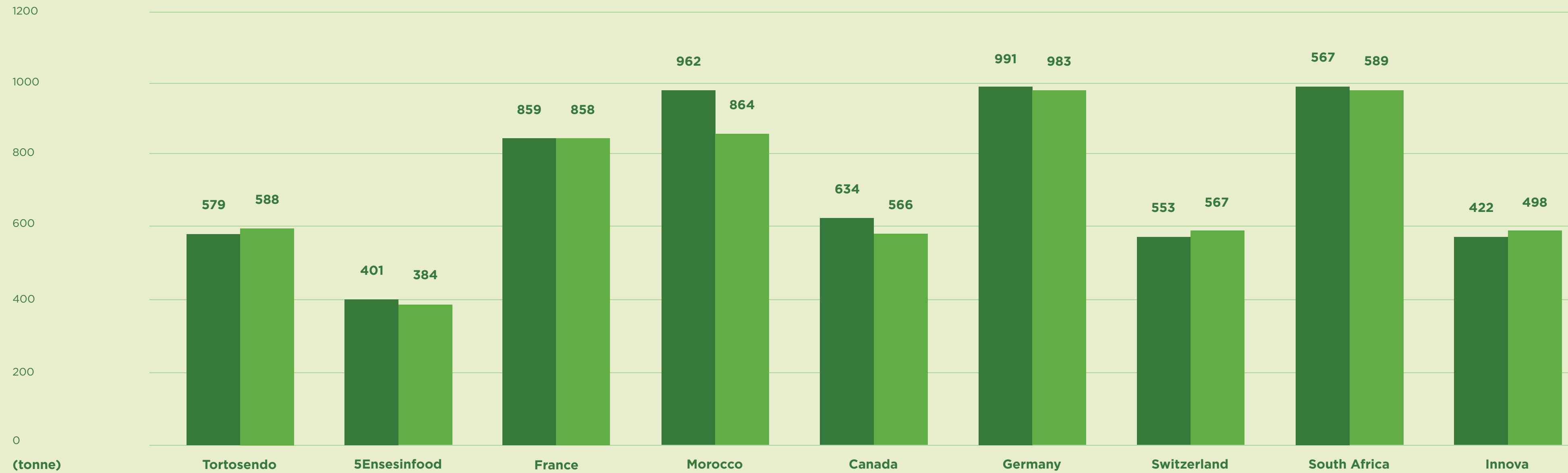
	Do you have existing sustainability practices/ policies/ future initiatives that address any of the following sustainability issues?	Are they publicly available?	Do the policies have any targets?
<b>Climate Change</b>	Yes	Yes	Yes
<b>Pollution</b>	Yes	Yes	No
<b>Water and Marine Resources</b>	Yes	Yes	Yes
<b>Biodiversity and Ecosystems</b>	Yes	Yes	No
<b>Circular Economy</b>	Yes	Yes	Yes
<b>Own Workforce</b>	Yes	Yes	Yes
<b>Workers in the Value Chain</b>	Yes	Yes	No
<b>Affected Communities</b>	Yes	Yes	No
<b>Consumers and end-users</b>	Yes	Yes	Yes
<b>Business conduct</b>	Yes	Yes	Yes



# Appendix

## Specific Energy Consumption

kWh/tonne FP



	Tortosendo	5Ensesinfood	France	Morocco	Canada	Germany	Switzerland	South Africa	Innova
Final Product	29 295   29 825	4 146   3 640	8 766   8 768	6 254   7 161	20 979   25 164	8 162   7 744	10 984   11 780	9 594   9 574	4 112   3 823
KPI 2024	541 ✓	363 ○	847 ○	947 ✓	610 ✓	886 ○	510 ○	407 ○	-
KPI 2025	569	378	840	845	545	886	549	555	470

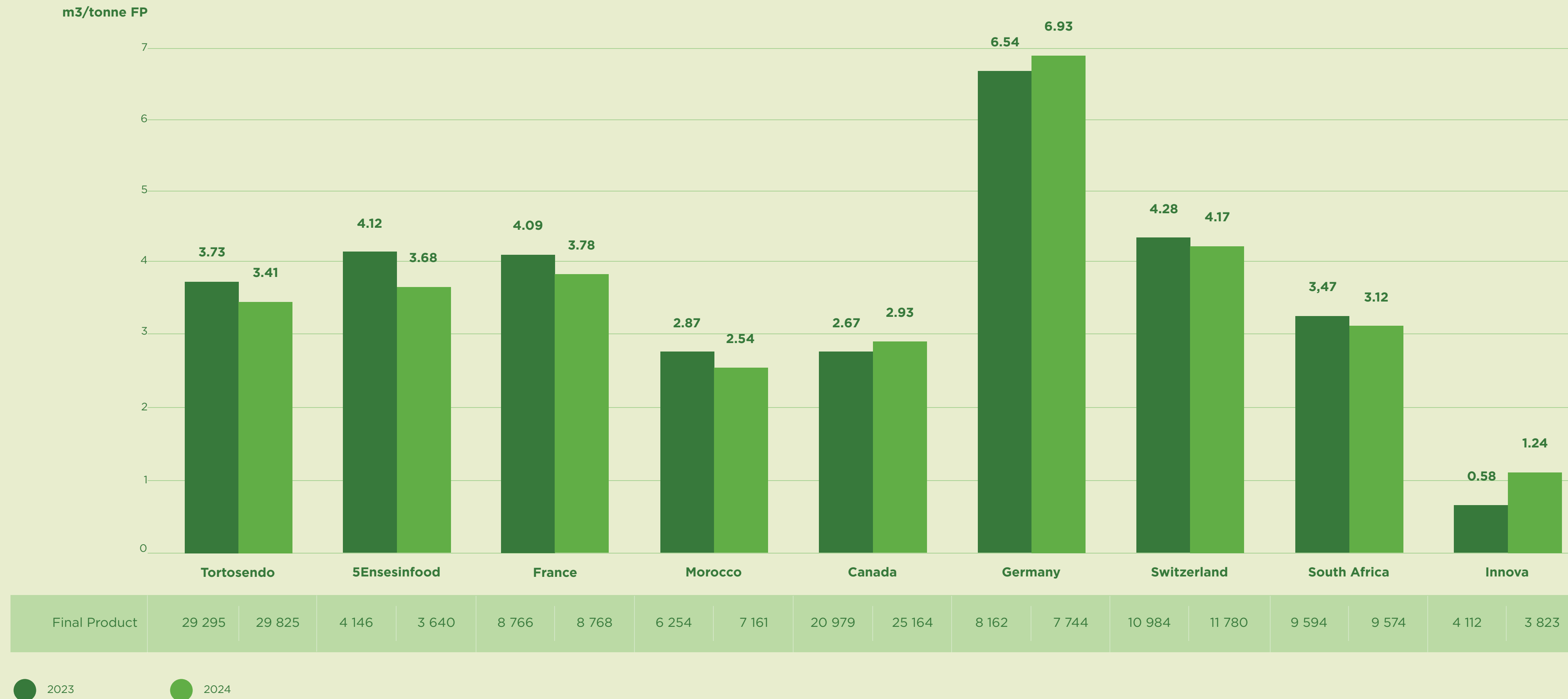
● 2023    ● 2024



# Appendix

## Specific Water Consumption

VSME B3





# Appendix

VSME B6 155

	Water consumption m3 / Tonne produced		Water withdrawal Municipal Grid m3		Water withdrawal Borehole m3	
	2023	2024	2023	2024	2023	2024
<b>Frulact Canada</b>	2,71	2,93	56 625	73 620	-	-
<b>Frulact USA</b>	-	-	-	-	-	-
<b>Frulact Switzerland</b>	4,28	4,17	47 019	49 117	-	-
<b>Frulact Germany</b>	6,54	6,93	53 387	53 707	-	-
<b>Frulact South Africa</b>	3,47	3,12	33 297	28 763	-	-
<b>Innova</b>	0,58	1,24	-	-	2 387	4 728
<b>Frulact Morocco</b>	2,87	2,54	-	-	17 948	18 191
<b>Frulact France</b>	4,09	3,79	35 832	33 275	-	-
<b>Frulact SA</b>	3,71	3,41	83 286	91 187	25 869	10 369
<b>Maia Total</b>	4,88	4,78	21 347	18 844	-	1 114

Note: data unavailable for Frulact USA



# Appendix

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## Waste Treatment

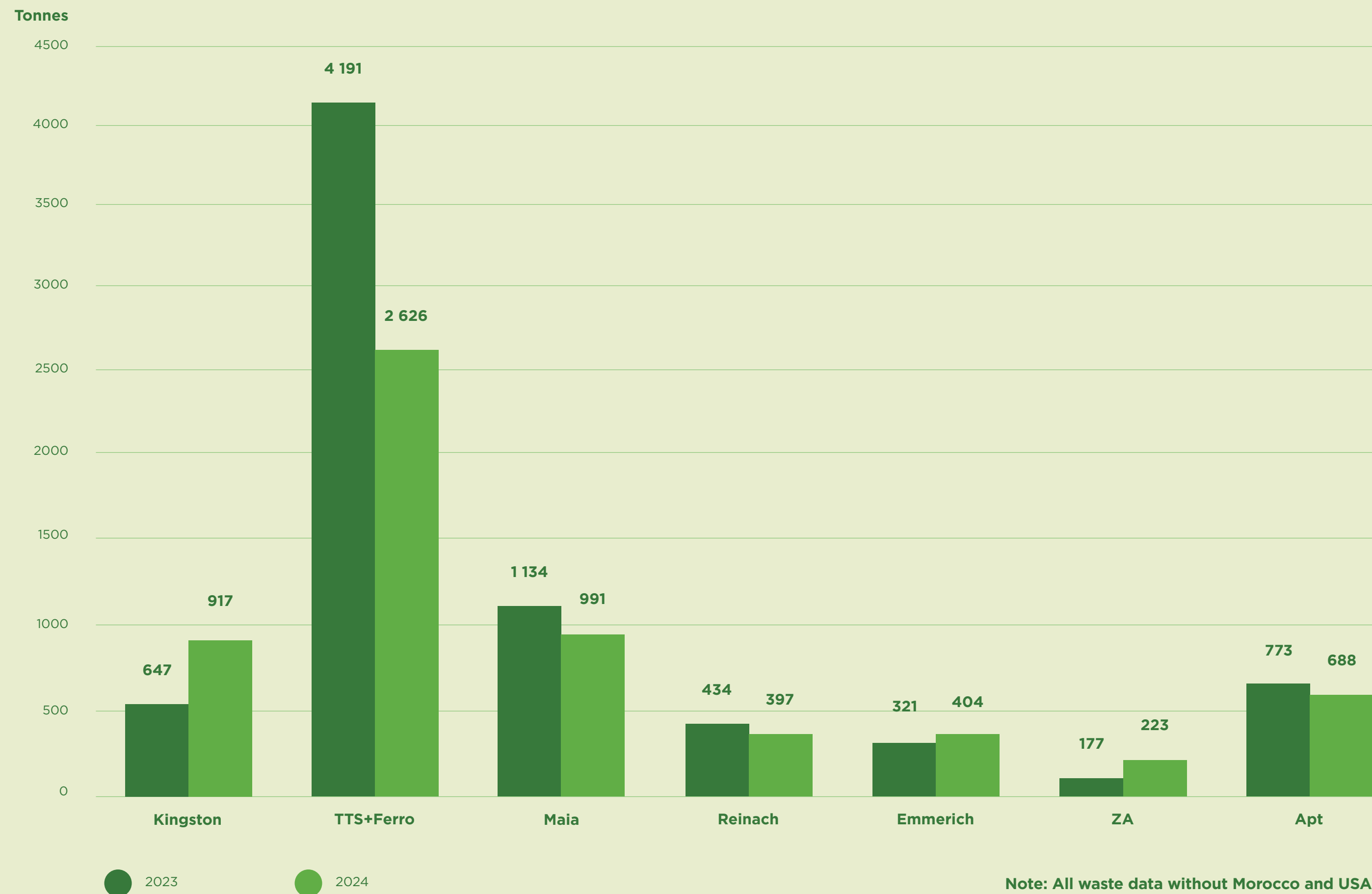
	2023	2024
<b>Non Hazardous</b>	7 640	6 282
Recovered	7 396	6 030
Non recovered	244	253
<b>Hazardous</b>	35	14
Recovered	19	14
Non recovered	16	0
<b>Total</b>	7 674	6 296

**Note: All waste data without Morocco and USA**



# Appendix

## Waste generated Total waste per unit



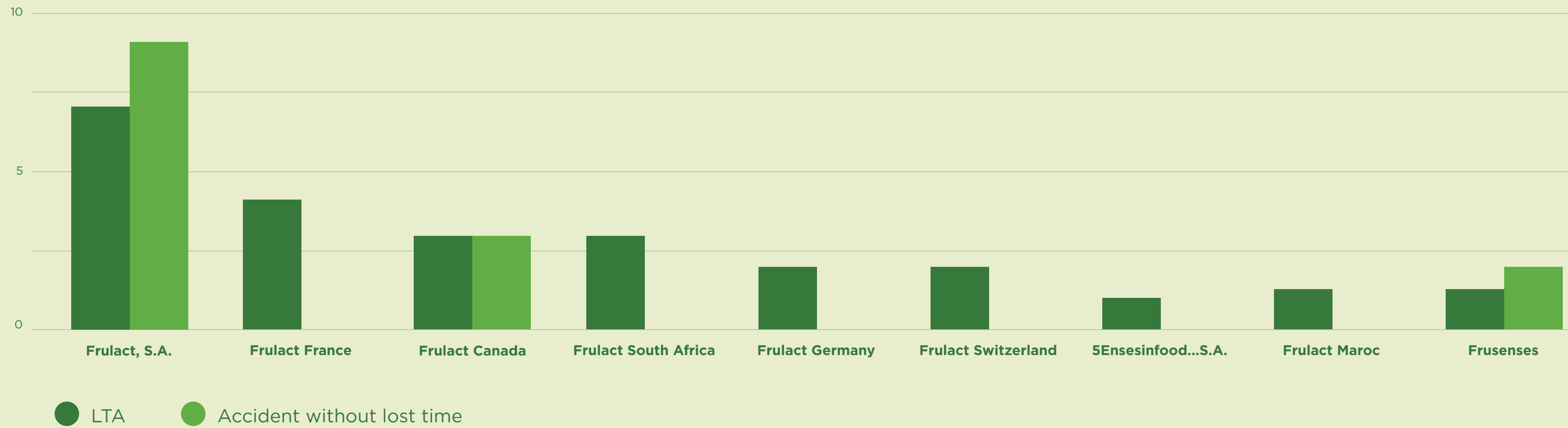
Note: All waste data without Morocco and USA



# Appendix

## Accidents by Company

VSME B8 39 (c)





# Appendix

VSME B8 39 (c) B8 177 and 178

2023	Fixed-term	Permanent	Apprentice	Internship	Temporary	Total
Morocco	0	85	0	1	0	86
Portugal	62	291	0	1	35	389
Germany	7	57	4	0	0	68
France	0	52	0	1	3	56
Canada	0	95	0	0	0	95
South Africa	0	84	0	0	0	84
Switzerland	1	73	4	0	0	78
USA	0	3	0	0	0	3
<b>Total</b>	70	740	8	1	39	<b>859</b>

2024	Permanent	Mini Job	Apprentice	Fixed-term	Internship	Temporary	Total
Morocco	86	0	0	0	0	0	86
Portugal	283	0	0	79	2	16	380
Germany	58	3	4	5	0	0	70
France	48	0	2	0	0	7	57
Canada	106	0	0	3	0	0	109
South Africa	59	0	0	1	0	0	60
Switzerland	74	0	2	0	1	0	77
USA	31	0	0	0	0	0	31
<b>Total</b>	745	3	8	88	3	23	<b>870</b>



# Appendix

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Voluntary Turnover		
	2023	2024
<b>Frulact-Serv.Partilhados</b>	9%	12%
<b>Frulact Germany</b>	16%	16%
<b>Frulact Switzerland</b>	18%	19%
<b>Frulact France</b>	8%	10%
<b>Frulact South Africa</b>	5%	8%
<b>Frulact Maroc</b>	9%	8%
<b>Innovafruit</b>	0%	0%
<b>Sensesinfood, S.A.</b>	43%	0%
<b>Frulact, S.A.</b>	11%	12%
<b>Frusenses</b>	0%	0%
<b>Frulact Canada</b>	34%	23%
<b>Frulact USA</b>	0%	27%
<b>Total</b>	14%	13%



# Appendix

 VSME C5 59 C9 65

Indicator	2023	2024
<b>Total number of female managers</b>	8	9
<b>Total number of executives in top management</b>	5	5
<b>Total Number of female executives in top management</b>	2	2
<b>Total number of Executive committee members</b>	5	5
<b>Total number of female Executive Committee members</b>	2	2



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