

Sustainability Report

Vision and value for today and tomorrow



24
25

Contents



Letter from the Board	3	Guaranteeing Food Safety	28
		Quality	29
Summary	4	Key Insights and Next Steps	30
Hoogwegt at a Glance	5	Caring for People and Communities	31
How We Make Impact	6	Health, Safety and Vitality	33
		Development and Training	34
We are Hoogwegt	7	Equal Opportunities and Treatment	35
Mission & Vision	7	Culture Journey	36
Our Strategic Direction	8	Business Conduct and Ethics	37
Group Structure	10	Key Insights and Next steps	38
Governance	12	Looking Ahead	39
Position in the Chain	14	Disclaimer	40
Our Sustainability Strategy	15	Annex	41
Pillars of Impact	15	Glossary	42
From Pillars to Material Topics	16	Outcome of Our DMA	42
Impacts, Risks, and Opportunities	17	Emissions Performance and Methodology	43
Stakeholder Dialogue	18	Full Scope 1, 2 and 3 Emission Inventory	49
Engagements for Positive Impact	19	ESRS Index	50
Improving Our Environmental Impact	21		
Climate Change	23		
Responsibility in the Chain	26		
Key Insights and Next Steps	27		



Letter from the Board

“We supply the world with plant-based and dairy ingredients, and we are good at it!”

This simple statement captures the essence of who we are. Dedication, family, entrepreneurship, and team spirit are the roots of our success. These values guide us, especially in challenging years like this one. This was a year that tested our resilience but also reaffirmed what makes us strong.

The global landscape remained uncertain, with ongoing geopolitical tensions influencing markets and consumer confidence. These challenges also influenced our business and sustainability projects. While some projects started with great enthusiasm, we saw they demanded more time and focus than expected to be executed. The worldwide uncertainty caused us to make our organization more efficient and agile. This also meant making difficult decisions to ensure long term stability. Unfortunately, these included the closure of our local presence in Poland, a step that we took with great care and responsibility.

A year like this reminds us of what lies at the heart of our company: people and relationships. As a family-owned business, we rely on the strength, openness, and initiative of our people. We cherish authenticity, and we believe in giving each other the space to shine, to share what we are proud of, and to learn together. We have built our success on long-term partnerships with our customers and suppliers, grounded in trust, transparency, and a shared commitment to quality and sustainability. That is who we are, and that is what we continue to build upon.

To further strengthen this foundation, we are investing in the development of our collective expertise and reinforcing our company culture, ensuring it continues to thrive in a rapidly changing world. With a continued focus on building a strong global community, supported by our Global HR team.

This year has given us many reasons to be proud. Our dairy business made meaningful progress on all pillars of our Sustainability Trinity; an achievement recognized through the attainment of the next level of EcoVadis certification. At the same time, our plant-based ingredients and B Corp certified business Meelunie, delivered strong development and growth in line with our long-term strategic ambitions, reinforcing our commitment to the global food transition and our focus on the future.

As we look ahead, we remain optimistic and confident. The lessons learned in 2024/2025 have made us more focused, and even more united as a team. Through the continuous development of our people, products, and partnerships, we add both vision and value to everything we do. Together, we continue to bridge the gap between global supply and local demand for sustainable, nutritious plant-based and dairy ingredients. Our heartfelt thanks go to all our colleagues, customers, suppliers, and partners for your dedication, collaboration, and trust.

We keep growing. We keep learning. We keep sharing our journey.

Sander Hulsebos, Chief Executive Officer

Herco Boer, Chief Financial Officer

Summary

We are at the heart of today's dynamic protein market, offering both plant-based and dairy ingredients. Sustainability is at the core of our strategy, guided by our Sustainability Trinity of Improving Environmental Impact, Guaranteeing Food Safety, and Caring for People and Communities. Although we are no longer legally required to report under the Corporate Sustainability Reporting Directive (CSRD), we continue to work toward its standards and focus on relevant United Nations' (UN) Sustainable Development Goals (SDGs), taking a long-term, family-owned perspective that aligns business performance with social and environmental responsibility. To give this report guidance, we are following the Voluntary Sustainability Reporting Standards for SME's (VSME). We have intentionally chosen this approach so that we are prepared for the CSRD if and when it becomes a legal requirement.

Our sustainability approach is expressed through concrete actions. Throughout the year, we have advanced new partnerships, product innovations, and supply chain improvements that support the future of sustainable protein. This report provides several examples of these initiatives and the progress we have achieved.

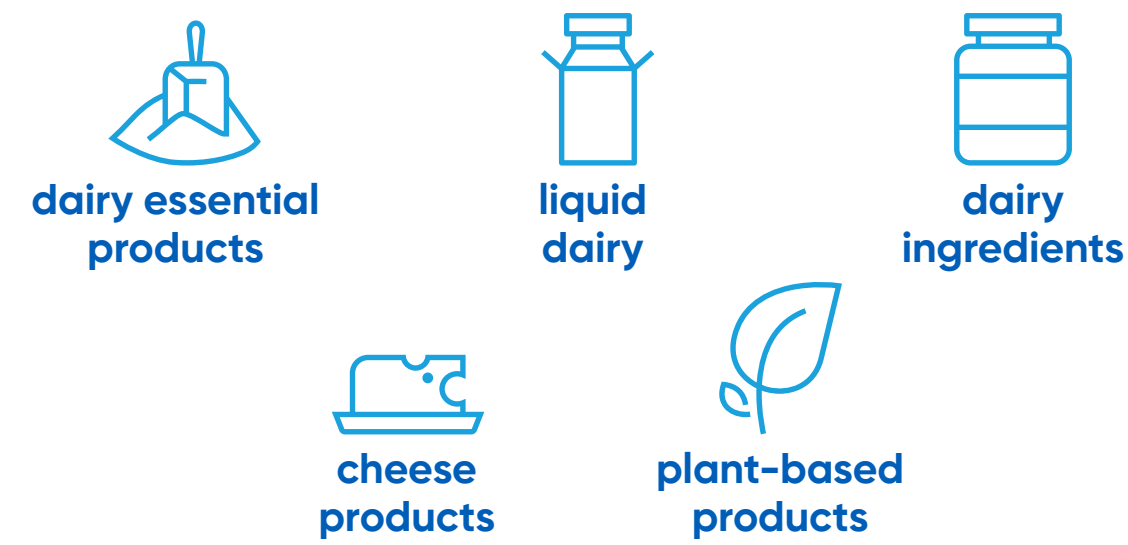
People and relationships remain central to who we are. We continue investing in our teams, community engagement, and global partnerships. We are committed to equal opportunities and acknowledge the ongoing work needed to improve gender balance within the organization.





Hoogwegt at a Glance

Our Product Range



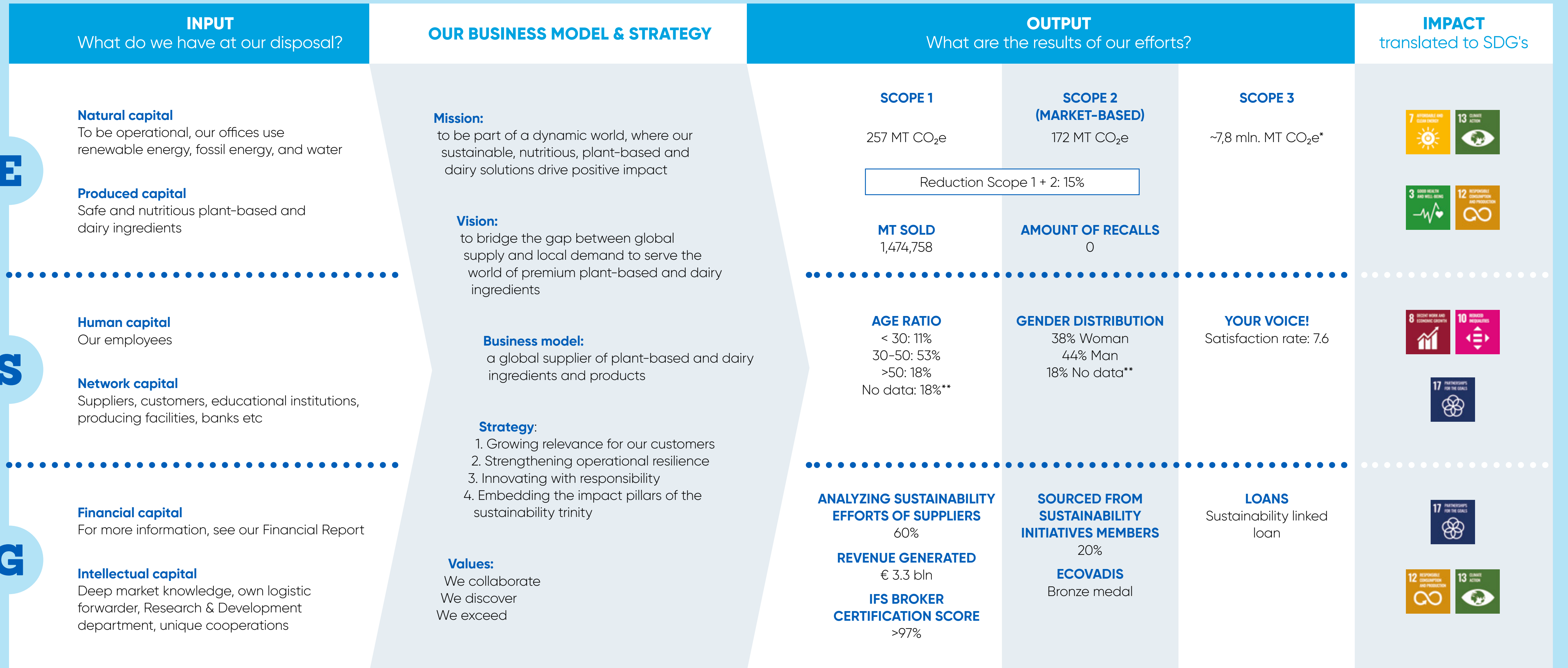
Facts & Figures

- B2B market**
- 434/453** fte/head count
- ~1.5 mln. MT** sold of which **21%** plant-based
- € 3.3 bln** annual turnover
- >130** countries on **6** continents



* Two employees are working remotely.

How We Make Impact



* Emissions from purchased dairy goods are an approximation based on secondary data. Meelunie is excluded from this calculation.

** Our US guidelines prefer that we do not disclose any personal data. In line with these preferences, we now list such information as 'no data' for full transparency.

We are Hoogwegt

Hoogwegt has been a family-owned business since 1965. We are a global supplier of plant-based and dairy ingredients and products, currently serving 130+ countries in the Business to Business market. Hoogwegt operates as an independent intermediary in the global plant-based and dairy ingredients market. We add value through: market intelligence, logistic services, quality assurance, product development and risk management.

Through continuous development of our people, products, and services, we add vision and value as a strategic partner for both our customers and suppliers. In doing so, we are convinced that the key to our long-term success lies in the responsible decisions we make today. We are guided by three core values: we discover, we exceed, and we collaborate. More about these values can be found in Our Strategy on page 9.



Our mission is to bridge the gap between global supply and local demand to serve the world of premium plant-based and dairy ingredients.



Our vision is to be part of a dynamic world, where our sustainable, nutritious, plant-based and dairy solutions drive positive impact.



Our Strategic Direction



Staszek Chlapowski
Sustainability Sponsor
COO

Hoogwegt continues to evolve as a trusted global partner in plant-based and dairy ingredients. For six decades, we have connected supply and demand across continents, ensuring access to essential nutrition while upholding our values of reliability, integrity, and responsibility. As trade flows shift and the food system transitions toward greater sustainability, we remain guided by the same principle that has shaped our family business from the start: long-term value is built through responsible decisions made today.

We are a market connector in the protein value chain, combining our heritage in dairy with our growing expertise in plant-based and hybrid ingredients. This broad portfolio allows us to offer flexible and innovative solutions across food and specialized applications. Always with a regional focus, a global perspective, and an unwavering commitment to our sustainability trinity: environmental impact, food safety, and people and communities.

Strategy in Motion

Our strategy emphasises growth, optimization, and innovation where responsibility and performance go hand in hand.

1. Growing relevance for our customers

We continue to expand our product and service offering, developing innovative protein and ingredient solutions that anticipate evolving nutritional and societal needs.

2. Strengthening operational resilience

We invest in robust supply chains, digital systems, and compliance frameworks to ensure reliable, transparent, and efficient global operations. Especially in times of volatility.

3. Innovating with responsibility

We embrace technology, data, and Food Tech to create smarter, more sustainable ways of sourcing, producing, and delivering value. Innovation at Hoogwegt is not only about new products, but also about better processes and lasting partnerships.



Responsibility as part of who we are

Being a family-owned company means taking the long view. Our values naturally align commercial success with the well-being of people and the environment. Sustainability is therefore not a separate program but a way of doing business. Guiding how we trade, invest, and collaborate. It is reflected in our approach to food safety, ethical conduct, responsible sourcing, employee empowerment, and the continuous improvement of our environmental footprint.

As we celebrate our 60th anniversary, Hoogwegt proudly continues to connect global markets with local responsibility, while staying true to the principles that have always defined us:



We collaborate

We achieve more as a team

- We cooperate and look after each other
- We empower and trust others
- We congratulate each other and recognize individual and team contributions
- We actively contribute beyond our own department



We discover

We innovate and we develop

- We embody an entrepreneurial spirit and constantly seek new partnerships and opportunities. We embrace a dynamic world and get energized by change
- We have a can-do attitude and are solution-oriented
- We value feedback and never stop learning



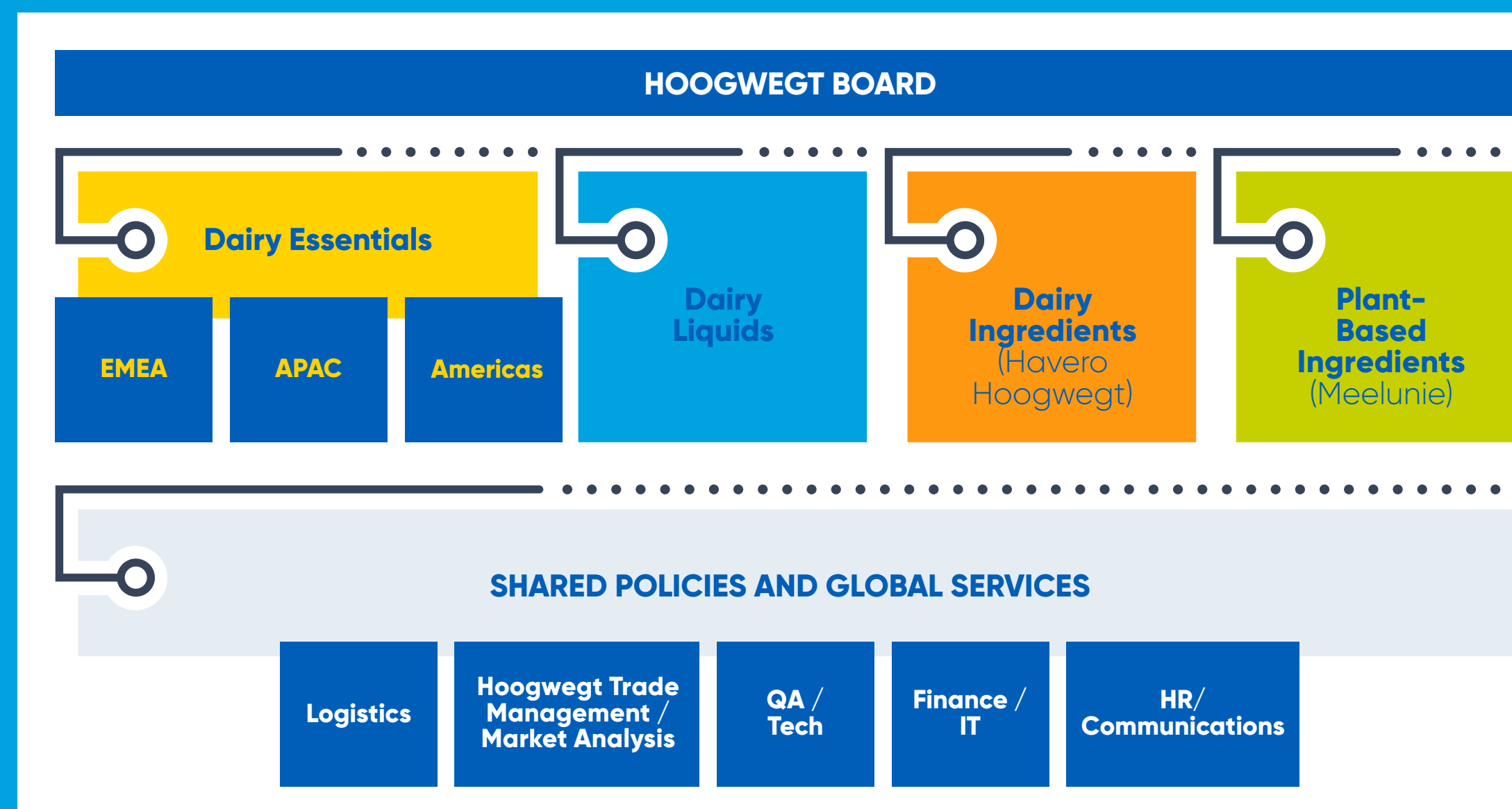
We exceed

We take accountability and drive outcomes

- We take initiative
- We deliver on our promises
- We raise the bar and go the extra mile
- We express our expectations and hold each other accountable for outcomes and behaviors

Group Structure

Hoogwegt Group B.V. is organized around several specialized business models, each with a distinct focus within the global plant-based and dairy ingredients value chain. Together, they form a complementary and resilient portfolio serving a wide range of markets and applications.



● Dairy Essentials

Our global platform for providing market access to core dairy commodities. Including milk powders, butter, cheese, and whey. This business ensures secure supply and efficient global distribution through strong sourcing networks, market intelligence, and robust logistics capabilities.

● Dairy Liquids

Focused on raw milk, cream, concentrates, and pasteurized dairy products, this business manages a strong sourcing and sales network across the whole of Europe. It operates closely to the product origin and plays a critical role in short-cycle supply, ensuring agility and continuity for our customers.

● Dairy Ingredients (Havero Hoogwegt)

A specialized protein solutions business, producing and supplying caseins, caseinates, and whey proteins for food, sports nutrition, and industrial applications. Combining (toll) production with applied R&D, it develops tailored ingredient solutions in collaboration with customers.

● Plant-Based Ingredients (Meelunie)

A global provider of plant-based starches, proteins, and sweeteners sourced from crops such as potato, corn, wheat, tapioca, fava bean, and pea. Meelunie serves both food and non-food markets and is guided by its Plant Based Positive Impact strategy. It is B Corp certified and publishes its own annual impact report.

This structure enables Hoogwegt to operate across both established and emerging protein categories, while leveraging deep expertise, customer proximity, and responsible value chain partnerships across all parts of the Group. This unified structure is supported by a Board of Directors, shared policies, and global services that connect and strengthen all parts of the organization.

● Logistics

Approximately 150 Hoogwegt employees manage our global and local logistics activities in-house with support of our selected service providers. Our experts handle all documentation and country-specific requirements, ensuring reliable delivery even to the most challenging locations.

● Quality/Tech

Hoogwegt applies the highest available auditable food/feed safety standards to its operations to ensure safe supply to our customers.

We hold IFS Broker 3, GMP+ certifications for all stock holding entities, and have other certifications like Organic and VLOG in place where relevant.

Our Food Experience Center allows us to continuously innovate our offer towards the industry. Part of our innovations are hybrid and plant-based, helping our customers to meet their sustainability targets.

● Hoogwegt Trade Management/ Market Analysis

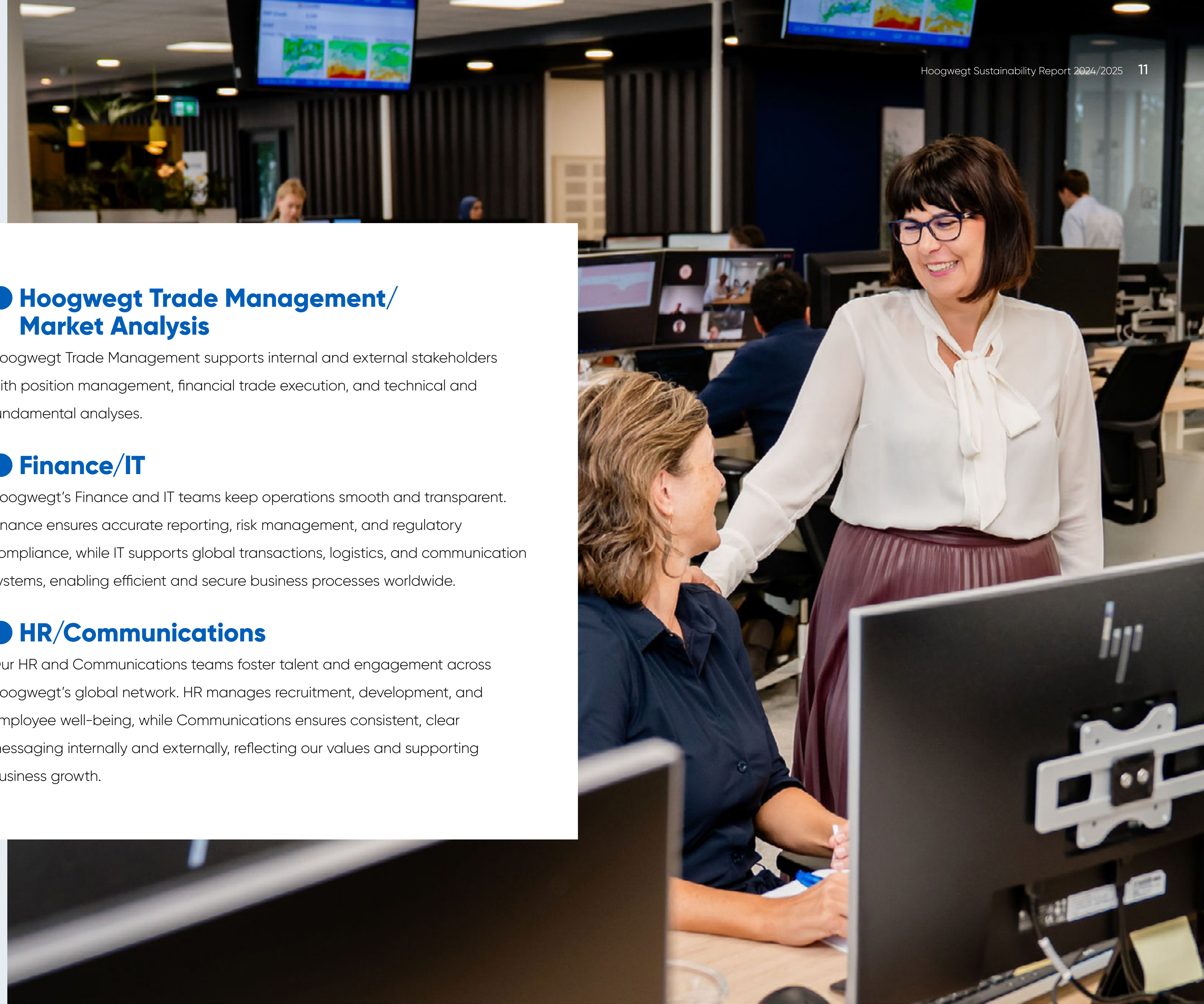
Hoogwegt Trade Management supports internal and external stakeholders with position management, financial trade execution, and technical and fundamental analyses.

● Finance/IT

Hoogwegt's Finance and IT teams keep operations smooth and transparent. Finance ensures accurate reporting, risk management, and regulatory compliance, while IT supports global transactions, logistics, and communication systems, enabling efficient and secure business processes worldwide.

● HR/Communications

Our HR and Communications teams foster talent and engagement across Hoogwegt's global network. HR manages recruitment, development, and employee well-being, while Communications ensures consistent, clear messaging internally and externally, reflecting our values and supporting business growth.

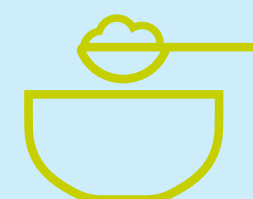


Governance

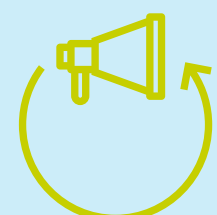
Governance is all about proper management and rests on the foundation of responsible business conduct and guiding principles such as transparency, integrity, quality, safety, risk management, and compliance with laws and regulations, with respect for all stakeholders. It also means that we are accountable for the outcomes and impact of our operations.

KPIs and Targets 2027/2028

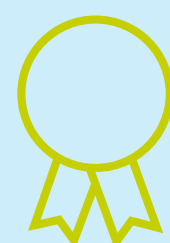
vs. 2023/2024 baseline year



Employees that have signed the Code of Conduct (CoC)
Maintain 100% signed off target



Confirmed incidents of corruption
Zero tolerance principle



Ecovadis score
Improve with 25%

Current certifications:

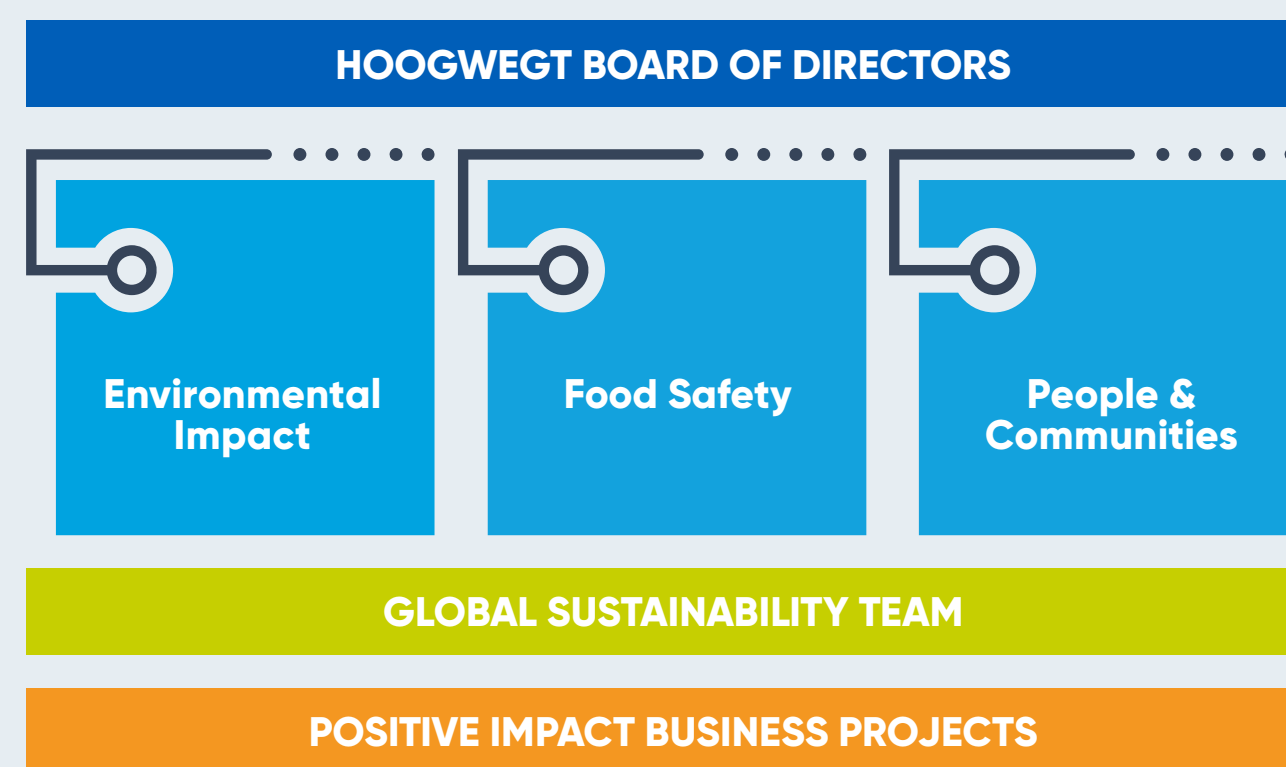


The Board of Directors

The Board of Directors is responsible for executing Hoogwegt’s strategy, integrating the sustainability agenda and achieving the company’s operational, financial, and sustainability KPIs. It focuses on sustainable growth and stability. It oversees the company’s overall direction, safeguards the core values internationally, and fosters effective collaboration with stakeholders at all levels.

The global sustainability team members are responsible for the operational implementation and assurance of policy within their area of expertise, the implementation of actions to achieve the objectives, monitoring progress, and for publishing the annual Sustainability Report. On a monthly basis, there is an update from the sustainability team towards the board to discuss progress and challenges on material topics.

Hoogwegt Sustainability Trinity



Risk Management

To navigate strategic, operational, financial, and compliance risks, Hoogwegt maintains a robust, integrated risk management system based on the internationally-recognized Committee of Sponsoring Organization (COSO) framework. Risk management is embedded in daily decision-making and business execution, supported by strict policies, IT security measures, and continuous monitoring of market, regulatory, and social factors. Diversification across products, regions, and customers, coupled with strategic partnerships and vertical integration, strengthens the resilience of the organization. In 2024/2025, the company successfully managed price volatility, currency fluctuations, logistical challenges, and geopolitical tensions, while reinforcing sustainability and ESG integration.

Operational resilience remains a priority. Hoogwegt actively mitigates supply chain, logistics, and operational risks through partnerships, data-driven forecasting, and contingency planning. Food safety and product integrity are safeguarded via audits, quality systems, and employee training. People and organizational risks are addressed through talent retention, leadership development, and fostering an inclusive, performance-driven culture.

Cybersecurity and geopolitical risks are mitigated with robust IT protocols, monitoring, and awareness programs, reinforced by the ongoing implementation of the Security Management Framework aligned with ISO27001 and NIS2 standards. Full NIS2 compliance is expected by the end of the next fiscal year.

Financial risks, including commodity price volatility, counterparty risk, liquidity, and foreign exchange exposure, are actively managed using hedging strategies, credit insurance, and disciplined working capital practices. Compliance risks, including anti-bribery, export control, competition law, and sanctions, are mitigated through strict adherence to policies and oversight by the Global Compliance Officer and the Supervisory Board. In 2024/2025, enhanced Know Your Customer (KYC) procedures addressed identity fraud, while mandatory training reinforced awareness across the organization. The enterprise risk management approach, including the use of risk heatmaps, ensures that strategic, operational, financial, and compliance risks are continuously monitored and managed to support informed decision-making and organizational resilience.

Position in the Chain

Being positioned between supply and demand, we are able to support our customers on both sides to optimize their supply and sales.



Our Sustainability Strategy

Sustainability is not positioned alongside our business strategy, it is built into it. As a partner in the global protein market, we recognize our responsibility across the value chain and focus on where we can create the greatest positive impact while reinforcing long-term business continuity and trust.

The same principles that drive our commercial strategy, customer focus, operational resilience, innovation, and long-term value creation also shape our sustainability ambitions. These come together in our Sustainability Trinity, consisting of three interconnected pillars:


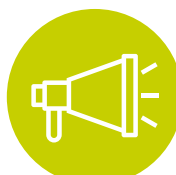


Each pillar is supported by eight material topics identified through our 2023/2024 Double Materiality Assessment (DMA), translated into clear Impacts, Risks, and Opportunities (IROs) to enable sharp steering.

Pillars of Impact

1. Improving Our Environmental Impact

We collaborate with value chain partners to reduce greenhouse gas (GHG) emissions, accelerate the protein transition, keep track of animal health and welfare measures, and protect nature and biodiversity. Within this transition, Hoogwegt fulfills three strategic roles:

-  **Broker of Information** – allowing partners to make better decisions through access to reliable insights on CO₂ impact, transport alternatives, product innovation, and food safety.
-  **Matchmaker** – connecting suppliers, customers, NGOs, educational institutions, financial institutions, and governments to activate collective progress.
-  **Advocate for Sustainable Practices** – representing and promoting responsible sourcing, circularity, and climate-smart industry standards across the value chain.

At product level, we expand our offering of plant-based and low-carbon solutions, helping customers to accelerate their own sustainability ambitions.

2. Guaranteeing Food Safety

Food safety is the foundation of our license to operate. We maintain IFS Broker certification across all locations and practice rigorous recall testing and learning reviews. As a knowledge broker, we provide our partners with transparent, up-to-date safety insights and actively encourage industry alignment on internationally recognized standards.

3. Caring for People and Communities

We strive to be a high-performance organization that balances ambition with well-being. To do so, we divided this pillar into two categories: Hoogwegt as an Employer and Hoogwegt as a Company. As an employer we invest in leadership and personal development. As a company we introduced our Supplier Code of Conduct that holds all partners to our standards on human rights, labor, and ethical behavior as well as biodiversity and animal welfare. We also support projects that improve food and water safety and access for vulnerable communities.

This integrated sustainability strategy strengthens our ability to anticipate change, reduce risk, and create lasting positive impact, while remaining a reliable partner in the global food system.

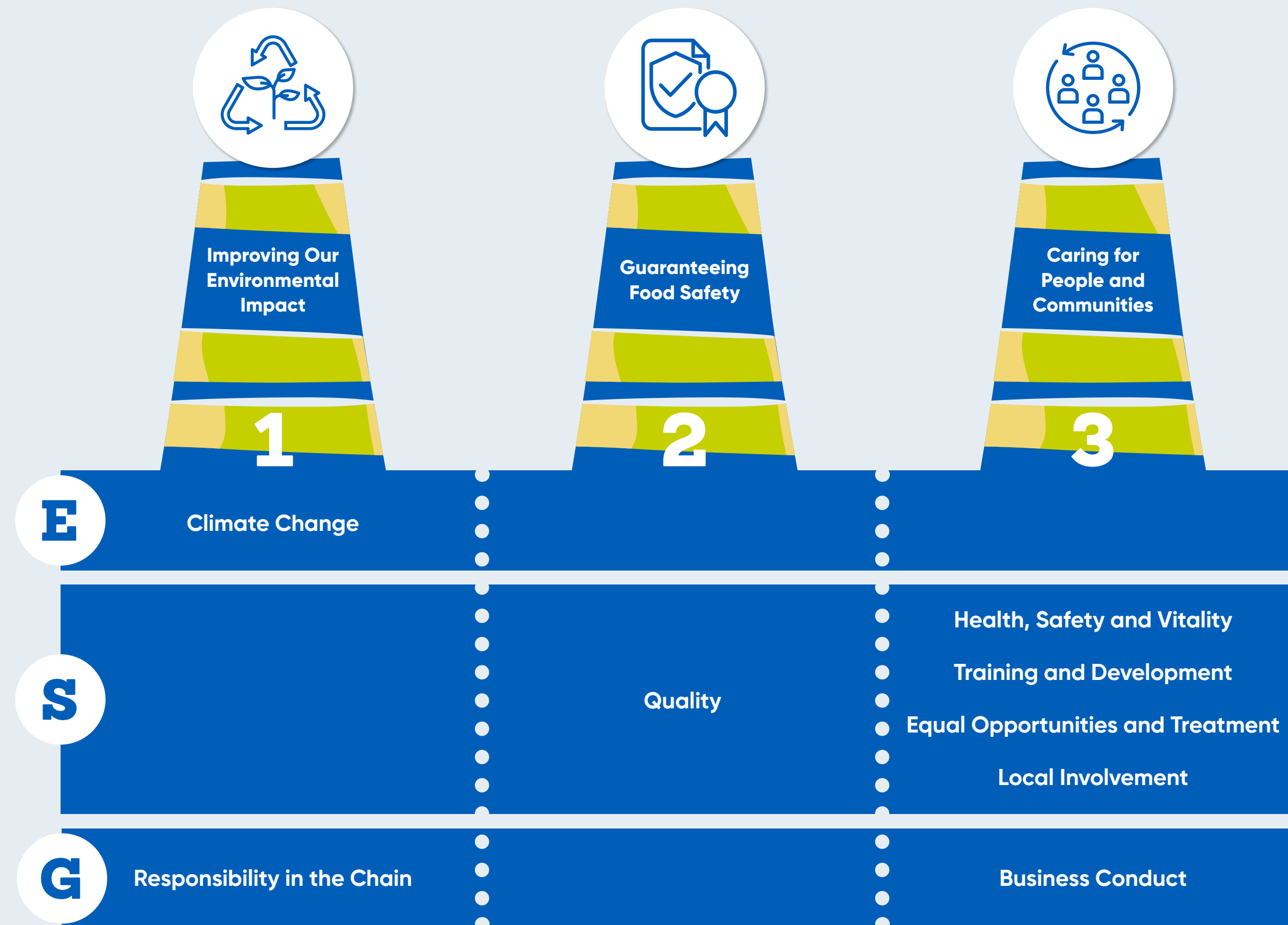
From Pillars to Material Topics

To further anchor these three pillars in our day-to-day operations, we have defined eight topics that are material for Hoogwegt and our stakeholders. See annex Outcome of Our DMA on page 42 for an overview of our DMA. These topics connect our sustainability ambitions with tangible business practices and help us focus where our impact is greatest.

They include:*

- 1 Climate change** – Guided by ESRS E1
- 2 Responsibility in the chain** – Guided by ESRS G2
- 3 Quality** – Guided by ESRS S4
- 4 Health, safety and vitality** – Guided by ESRS S1
- 5 Training and development** – Guided by ESRS S1
- 6 Equal opportunities and treatment** – Guided by ESRS S1
- 7 Local involvement** – Guided by ESRS S3
- 8 Business conduct** – Guided by ESRS G1

Together, these material topics provide the foundation for managing our environmental, social, and governance priorities in an integrated way. The image on this page shows how our pillar and ESG themes are integrated.



* ESRS refers to the European Sustainability Reporting Standards under the EU's CSRD. An index with our ESRS topics can be found on page 50.

Climate change

Responsibility in the chain (animal welfare)

Responsibility in the chain (pollution & biodiversity)

Local involvement

Business conduct

Health and safety

Training & development

Equal opportunities & treatment

Quality



*This feature is only supported in Adobe Acrobat Reader

Impacts, Risks, and Opportunities (IROs)

Identifying the key IROs of the material topics mentioned in the previous chapter, we can better understand where our business contributes most and where further improvement is needed. This process ensures that sustainability remains embedded in our strategic decisions and operational performance.



Stakeholder Dialogue

With certain stakeholders, we maintain direct and frequent engagement on our material topics, while with others our dialogue focuses on thematic or periodic interactions. We then systematically incorporate the outcomes of these engagements into our decision-making, ranging from adjustments in day-to-day operations to strategic (re)orientation and long-term planning.

Stakeholder groups	Form of interaction	Frequency	Material topics	Result(s) 2024/2025
Customers	Personal communication, visits, surveys, fairs, annual report connected in SEDEX and SDP	Ongoing	Climate change, Responsibility in the chain, Food safety, and Business conduct	Product development Providing CO ₂ footprint information
Suppliers	Field visits, meetings, surveys, personal communication, audits connected in SEDEX and SDP	Ongoing	Climate change, Responsibility in the chain, Food safety, and Business conduct	Responsible sourcing policy, database with information regarding sustainability plans
Producing facilities	Personal communication, visits, audits	Ongoing	Climate change, Responsibility in the chain, and Food safety	Responsible sourcing policy and production guidelines
Colleagues	Trainings, meetings, surveys, events, reviews	Ongoing	Climate change, Responsibility in the chain, Health, safety and vitality, Development & training, Equal opportunities & treatment, Food safety, and Business conduct	Feedback from Your Voice! surveys and cultural workshops are turned into actions on a global level
Shareholders	Meetings, events	Yearly	Climate change, Responsibility in the chain, Health, safety and vitality, Development and training, Equal opportunities & treatment, Food safety, and Business conduct	We receive feedback and guidance
Board members	Meetings, quarterly updates, annual reports	Periodic	Climate change, Responsibility in the chain, Health, safety & vitality, Development & training, Equal opportunities & treatment, Food safety, and Business conduct	New strategy development and appointment Cultural Manager and program
Communities	Meetings, donations	Periodic	Responsibility in the chain, Food safety, and Business conduct	Made Blue Program Sierra Leone LeukOmteleren Weekendschool
Universities	Internships, presentations	Periodic	Climate change, Responsibility in the chain, Health, safety & vitality, Development & training, Equal opportunities & treatment, Food safety, and Business conduct	New insights supported by scientific evidence Offering relevant, practical learning opportunities
Banks	Meetings, sustainability goals, annual report	Periodic	Climate change, Responsibility in the chain, Health, safety & vitality, Development & training, Equal opportunities & treatment, and Business conduct	Sustainability-linked loans



Pioneering the future of dairy with Opalia

We believe that strengthening the global dairy value chain requires not only commercial expertise but also embracing technological innovation that drives sustainability and efficiency. One example is our collaboration with Opalia, a Canadian start-up producing real dairy through cell culture “cow-free” milk. The milk has the same nutritional profile and taste as conventional dairy but with a significantly smaller environmental footprint.

Our involvement began with a seed investment to support Opalia financially in developing the proof of concept and demonstrating that cell-based milk is a feasible technology. In 2024/2025, we formalized a strategic commercial partnership being the first to ever purchase cell-based dairy. We aim to make and showcase cell-based milk products and their global potential.

The collaboration combines Opalia’s proprietary sustainable cell-based dairy manufacturing technology with Hoogwegt’s dairy products and global markets.



Exploring AI-Driven Solutions with Metha.ai

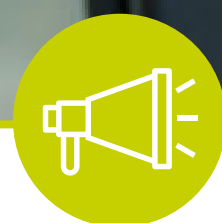
AI and genetics are two fields that bring much promise in solving climate-related issues within the dairy space. Metha.ai is a start-up that develops AI-driven tools that allow farmers to optimize feed additive allocation to specific herds. These additives have the potential to significantly reduce methane emissions from cows. For Hoogwegt this proved to be an interesting solution that could be leveraged throughout our global network. Together with strategic partners we are in the process of validating and incorporating Metha.ai in the portfolio of solutions we offer aimed at lowering the dairy industry’s carbon footprint.



Hybrid innovation

Hybrid food products that combine animal and plant-based proteins are playing an increasingly important role in creating a more sustainable food system. To contribute to this transition, Hoogwegt and Meelunie have jointly developed innovative alternatives to conventional dairy sports nutrition shakes. A recent example are the Amino protein shake solutions which combine Fava protein (produced by Meelunie GPI) with whey protein from Haverro Hoogwegt.

These next-generation solutions provide a complete amino acid profile while offering a lower environmental footprint through reduced CO₂ emissions, water consumption, and land use. They also cater to flexitarian and lactose-reduced diets. By combining Hoogwegt’s expertise in dairy proteins with Meelunie’s leadership in plant-based ingredients, this collaboration supports sustainability goals and drives long-term business growth while strengthening our competitive position in a rapidly evolving global market.

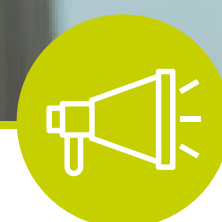


Advancing sustainability across the dairy chain with SDP

We are committed to advancing sustainability across the global dairy supply chain. The Sustainable Dairy Partnership (SDP) is a platform and initiative focused on improving sustainability standards and practices across the industry, providing guidance, benchmarks, and collaborative opportunities for producers, suppliers, and customers.

Through our engagement with SDP, Hoogwegt has taken on the role of Advocate for Sustainable Practices, supporting initiatives that promote responsible production, reduce environmental impact, and enhance transparency in the supply chain. This collaboration has allowed us to combine our market expertise with sustainability insights, helping to guide and influence best practices throughout the chain.

While the adoption of new sustainability standards is an ongoing process, our work with SDP has already generated valuable insights into areas such as emissions reduction, resource efficiency, and stakeholder engagement. These learnings reinforce the importance of collaboration, data-driven decision making, and continuous improvement in creating a more sustainable dairy sector.



Driving Plant-based Innovation

We explore sustainable alternatives to traditional dairy, including high-quality plant-based proteins. Meelunie, part of the Hoogwegt Group, develops a wide range of plant-based ingredients for food and beverage applications, helping customers meet the growing demand for sustainable and nutritious products.

Within Hoogwegt, Meelunie plays a key role in advancing knowledge of plant-based proteins and will be publishing its own dedicated report to share insights, trends, and developments in this space.

Meelunie's work continues to guide our approach to sustainable, plant-based solutions and strengthen our role in the global food and ingredient supply chain.



Collaborating with BigMile for smarter, greener logistics

We see innovation not only in production and trade but also in the way products move through the supply chain. BigMile is a technology company focused on improving transport efficiency and sustainability by providing insights into transportation activities, and an overview of the total emissions. Our collaboration with BigMile aims to strengthen Hoogwegt's role as an Information Broker and Advocate for Sustainable Practices within the dairy supply chain. Through this partnership, we can provide customers with detailed emission data on their transportation activities and identify opportunities to reduce empty kilometers/miles, lower emissions, and improve overall logistics efficiency.

Improving Our Environmental Impact

We all feel the effects of climate change around us. Weather extremes such as heat, drought, and rainfall are breaking record after record and the science behind it is loud and clear: human activity, and the GHG emissions we emit, are warming our planet at a pace far beyond what would happen naturally.

You can see it in the fields. Every year, harvests come a little earlier. Seasons shift, weather patterns grow less predictable, and the rhythm that farmers have trusted for generations keeps changing. Yet despite these challenges, farmers are working incredibly hard to meet new laws and regulations designed to achieve our shared climate goals. On the other side of the value chain, customers are just as determined, rethinking how they design, source, and produce their products to minimize their impact on the environment.

To remain future-proof, we must understand and address the shared effort needed from soil to shelf. In our own approach, adaptation plays a key role. Step by step, our portfolio is growing with more plant-based

proteins, ingredients, and futures. At the same time, we are optimizing our Liquids and Essentials business units, making sure they stay relevant.

“ To remain future proof, we must understand and address the shared effort needed from soil to shelf ”

We aim for more transparency across our value chain. We know our activities affect soil, water, biodiversity, and animal welfare. That is why we started mapping our suppliers last year to better understand their sustainability performance. This year, we are building on that work, integrating sustainability criteria more deeply across our network, from ingredient producers to transport and IT partners. Real progress only happens by collaborating with partners across the chain, NGOs, governments, and knowledge institutes. ■



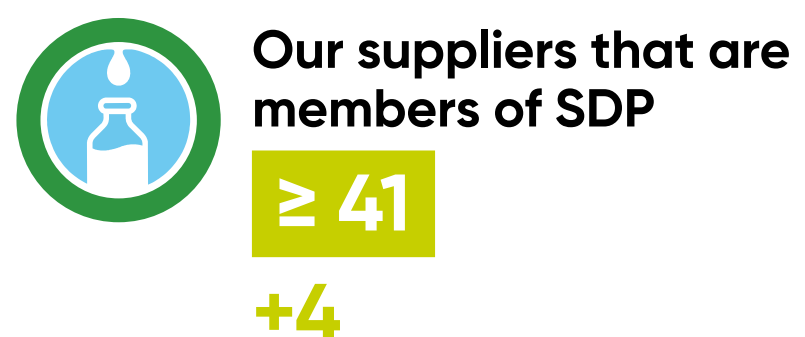
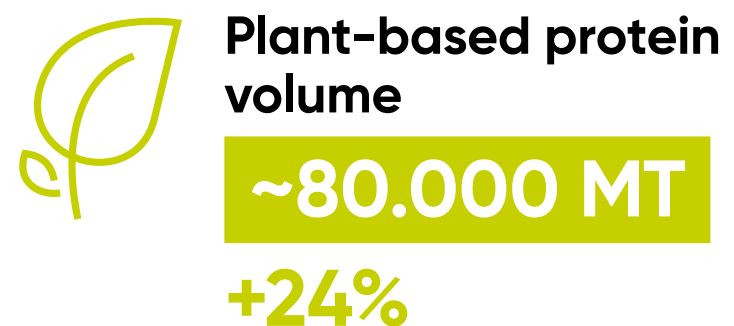
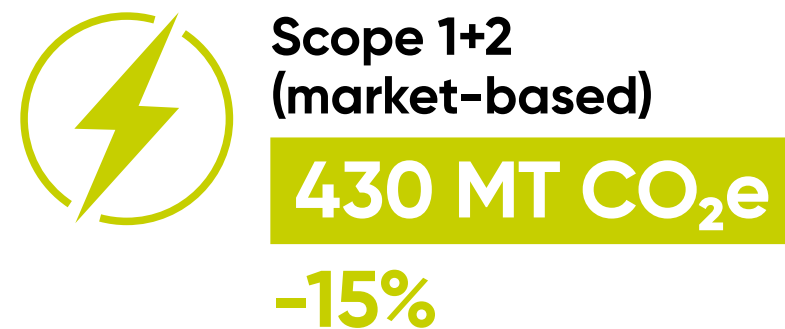
Stefanie Hillenaar
Global Sustainability Manager

KPIs and Targets 2027/2028

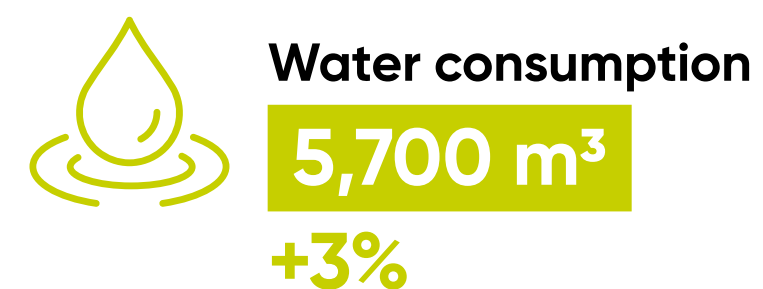
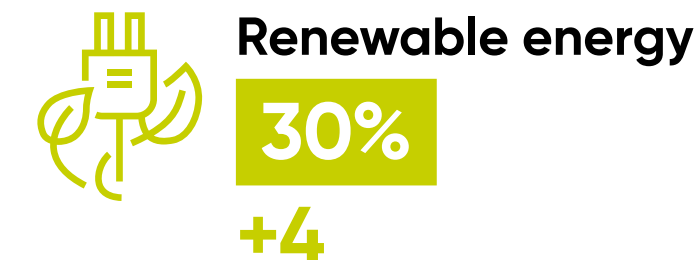
vs. 2023/2024 baseline year



KPIs Results 2024/2025*



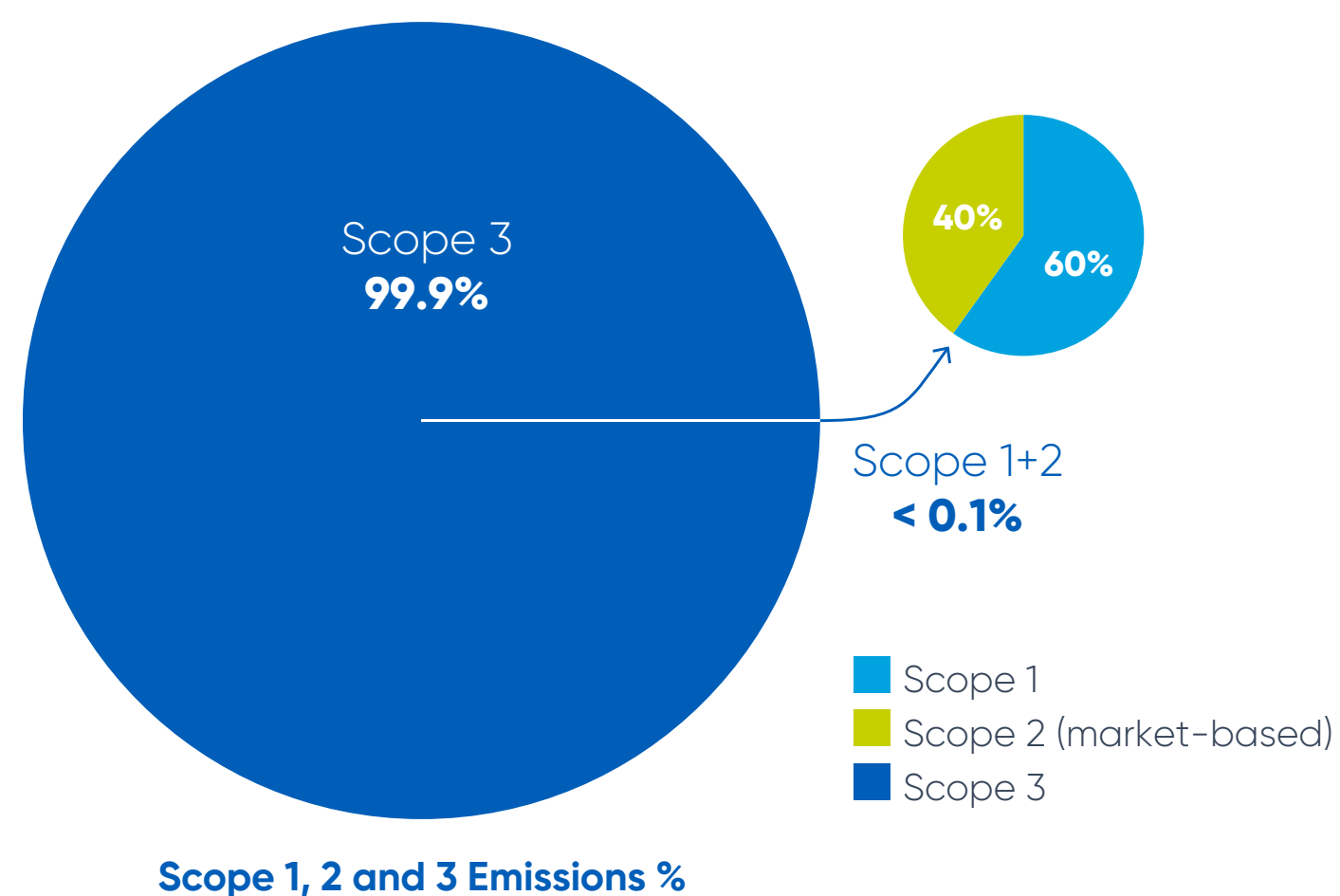
Other Facts & Figures 2024/2025*



* Reductions and increases are vs. 2023/2024 baseline year.
** First year of conducting a survey.

Climate Change

As a global organization, we recognize that our operations generate both direct and indirect GHG emissions across our value chain. Our direct emissions (Scope 1 and 2) represent only a fraction of our footprint. Like many companies in the food sector, the majority of our climate impact lies within Scope 3 which represents the emissions generated indirectly through the activities of our suppliers and broader value chain partners.

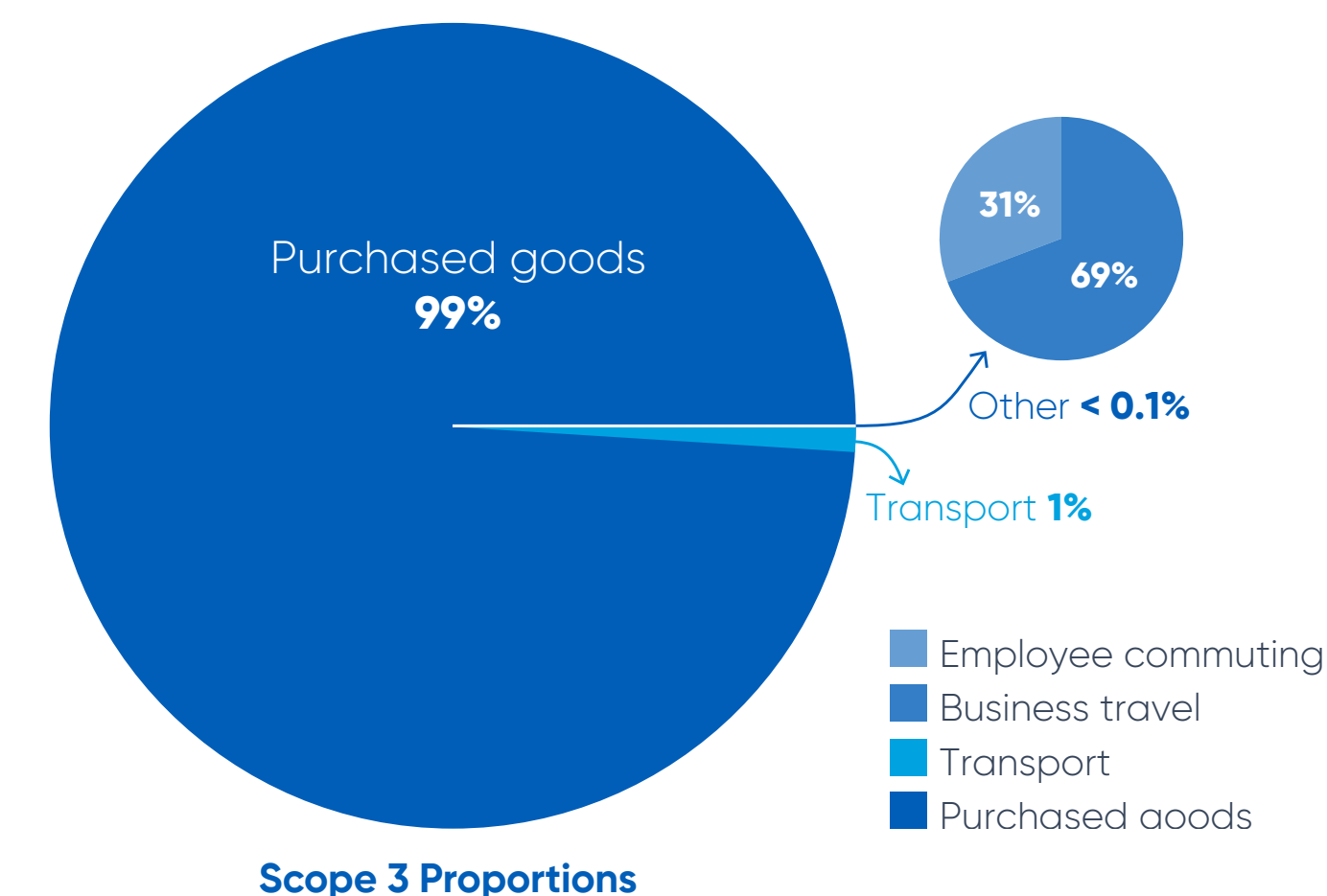


Over the past year, our priority was to build a strong and reliable foundation for future emissions reductions. We began by recalculating our Scope 1 and 2 emissions to ensure full alignment with the Greenhouse Gas Protocol (GHG Protocol). This process also gave us a more detailed understanding of our own energy consumption.

At the same time, we completed our first Scope 3 emissions inventory* and identified the categories most relevant for future reporting and action:

- Scope 3.1: Purchased dairy goods
- Scope 3.4: Transportation
- Scope 3.6: Business travel
- Scope 3.7: Employee commuting

The largest share of our Scope 3 footprint comes from the purchase of dairy products which includes all upstream emissions from the production of purchased dairy products. Transportation follows as the next most significant contributor which reflects the emissions generated by moving purchased and sold goods across our operations. While business travel and employee commuting account for a smaller portion of emissions, they remain important areas where we can influence meaningful reductions.



With this baseline established, we have set Scope 1+2 emission reductions targets aligned with the 1.5 °C pathway of the Paris Agreement. Relative to our 2023/2024 baseline year, we aim to achieve a 16.8% reduction by 2027/2028 and a 25.2% reduction by 2030. To reach these goals, we continue the electrification of our lease vehicle fleet and the improvement of the operational efficiency of our offices.

A detailed overview of our emissions and target methodology can be found in the annex on pages 43-49.

From an ESRS point of view, this topic is reported under ESRS E1 and E2.

* Meelunie is excluded from this calculation.

Energy Consumption and Mix

MWh	Renewable	Non-renewable	Total
Fuels		1,062	1,062
Purchased electricity	560	338	898
Self-generated electricity	53		53
Purchased heat		56	56
Total	613	1,456	2,069

Gross Scope 1, 2 and 3 Emissions

MT CO₂e

GHG Indicator	22/23	23/24 (baseyear)	24/25	
Scope 1	331	307	257	▼
Scope 2				
Location-based	348	354	283	▼
Market-based	186	197	172	▼
Total Scope 1+2 (market-based)	517	504	430	▼
Scope 3*(relevant)				
Scope 3.1**		9,601,330	7,811,355	▼
FLAG***		8,174,724	6,642,221	▼
Non-FLAG		1,426,606	1,169,134	▼
Scope 3.4		55,074	55,274	▲
Scope 3.6		405	436	▲
Scope 3.7		225	194	▼
Total Scope 3 emissions		9,657,034	7,867,259	▼
Total Scope 1+2+3 emissions (market-based)		9,657,538	7,867,688	▼

* Scope 3 emissions excluding Meelunie.
 ** Emissions from purchased dairy goods are an approximation based on secondary data.
 *** Emissions from Forest, Land, and Agriculture (FLAG).

Results

In financial year 2024/2025, we continued to reduce our carbon footprint, achieving a 15% reduction in total Scope 1 and 2 (market-based) GHG emissions compared to financial year 2023/2024. Scope 1 emissions were reduced by 16%, primarily due to a reduction in the number of fuel-powered vehicles within our lease fleet and the ongoing transition to electric vehicles, particularly in Arnhem. Meanwhile, Scope 2 (market-based) emissions decreased by 13%, mainly due to the closure of our Warsaw office in Poland during the second half of the reporting year. Our use of renewable energy increased from 26% in financial year 2023/2024 to 30% in financial year 2024/2025.

In financial year 2024/2025, our total Scope 3 emissions decreased by 19% compared to financial year 2023/2024. This improvement was primarily driven by a 19% reduction in emissions from purchased dairy goods, our largest contributor within Scope 3. The decline mainly reflects a lower level of output, as emission factors for dairy products remained unchanged.

While overall Scope 3 emissions decreased, business travel emissions increased by 8% during the same period. This was primarily due to the opening of our new office in Vietnam, which required additional travel to support its setup and integration. Emissions from employee commuting decreased by 14%, reflecting a reduction in the number of kilometers driven by car. There is no significant change in transport emissions.



Marilène van Reenen
Sustainability Analyst

“ Achieving reliable, comparable emissions data will require a unified approach built on transparency and collaboration across the dairy industry. ”



Our Challenges

As part of our commitment to accuracy and transparency in our reporting, we have explored the use of primary data emission factors for our Scope 3.1 emissions. Currently, these calculations rely on secondary emission factors from the Food and Agriculture Organization of the United Nations (FAO). In financial year 2024/2025, we reviewed the primary data we received from suppliers to assess the potential for integration into our methodology and to better understand supplier progress on sustainability.

The analysis showed that comparing emission factors across suppliers is tricky. Although all factors represent the fat- and protein-corrected milk (FPCM) value – used to measure the carbon footprint of milk production – calculation methods can differ significantly. Differences exist in the tools used, scopes, inclusion of land use change (LUC) and peat soil emissions, variations in the FPCM formula, milk allocation methods, sampling approaches, and other underlying assumptions.

As a result, we concluded it is not appropriate to compare suppliers based on FPCM values alone. A lower emission factor does not necessarily indicate more sustainable operations.

To ensure methodological consistency, we have continued to use secondary data for calculating emissions from purchased goods. We do remain committed to increasing the use of primary data in future reporting cycles and we are looking for ways to integrate primary data into our calculations and supplier evaluations.



Responsibility in the Chain

This theme, which we refer to as Responsibility in the Chain, focuses on gathering information from our value chain and assessing suppliers' environmental and animal-welfare performance.

Biodiversity, ecosystems, pollution, and animal welfare were not identified as material topics in our DMA, however, we still consider them important within our sustainability strategy. Since these topics are situated at least two steps upstream in our value chain, we address them through our supplier sustainability assessments. In this way, we take responsibility for our role in the chain and ensure that these aspects are considered in the sustainability policies of our suppliers.

Although animal welfare is formally classified under ESRS G1 Business Conduct, in practice we manage it together with the environmental topics of pollution and biodiversity. Because these themes are closely connected in our supply chain, we explain our integrated approach to them in this chapter.

Driving Supplier Sustainability

We are committed to promoting biodiversity, ecosystem health, and animal welfare throughout its value chain. Our Supplier Code of Conduct and Procurement Policy set clear expectations for suppliers. These include compliance with all applicable

environmental and animal welfare laws and regulations. Suppliers are also expected to implement practices that minimize environmental impact, such as reducing pollution and conserving natural resources. In addition, they should promote biodiversity conservation, sustainable land use, and ecosystem protection, as well as ensure responsible sourcing.

To gain insight into supplier practices, Hoogwegt conducted a supplier survey covering more than 60% of suppliers based on spend. The survey focused on animal health and welfare, GHG emissions, biodiversity, and pollution. Supplier initiatives that we encountered include enhancing soil resilience through cover crops, reducing chemical use, installing beehives to support pollination, implementing regenerative agriculture practices, minimizing food losses, and implementing animal welfare programs and monitoring systems.

Reporting and transparency is key to driving positive change. Hoogwegt discloses to CDP (Carbon Disclosure Project) reporting. CDP provides a globally recognized framework for disclosing and assessing environmental impact, including emissions, risks, and mitigation strategies. It standardizes data, enables comparability across companies, and supports greater transparency throughout the value chain. By participating in CDP reporting, we and our suppliers can:

- Benchmark environmental performance against industry standards
- Identify risks and opportunities related to climate change and biodiversity
- Demonstrate commitment to sustainability to stakeholders

Sustainable Dairy Partnership

To further promote sustainability, Hoogwegt encourages suppliers to participate in the Sustainable Dairy Partnership (SDP). Processors are encouraged to work directly with farmers on practical biodiversity initiatives. Guided by best practices, this includes creating or restoring habitats (e.g., hedgerows, wetlands, and buffer strips), adopting pollinator-friendly practices that reduce pesticide use and encourage diverse forages, and implementing grazing management that supports species diversity in grasslands. These actions make biodiversity protection tangible and actionable at the farm level.

In addition, Hoogwegt actively participates in the SDP's Dairy Working Group, contributing to the development of these best practices across multiple focus areas, including GHG emissions, soil health, and animal welfare. Within the animal welfare module, farmers are supported to implement high standards of care, monitor animal health, and ensure ethical treatment throughout the supply chain. Examples of KPIs that can be filled by the supplier are the average age of cows and somatic cell count. Hoogwegt collaborates with industry peers, shares knowledge, and supports collective action, further reinforcing our commitment to sustainable dairy production and continuous improvement throughout the sector.

Key Insights and Next Steps

Over the past period, we have gained important insights into our sustainability approach with regard to supplier engagement. We have learned that addressing biodiversity, pollution reduction, animal welfare, and broader environmental impacts is a complex topic. Actively engaging with our suppliers and collecting and analyzing concrete data provides valuable insight into their practices and progress.

We have also expanded our supplier database by incorporating detailed information on suppliers' FPCM CO₂e values and calculation methodologies, environmental strategies, and Scope 1, Scope 2, and Scope 3 emission targets. These insights allow us to better understand supplier performance and identify areas for improvement in line with ESRS E1 Climate Change, ESRS E2 Pollution, ESRS E4 Biodiversity and Ecosystems, and ESRS G1 Business Conduct.

Based on these insights, our defined next steps include:

- **Fair calculations:** We are looking for ways to develop a fair method for integrating primary data into our calculations and supplier evaluations, including the need for consistent, global data collection.
- **Active promotion of the SDP:** Increasing the number of participating suppliers annually to drive practical biodiversity and animal welfare initiatives at farm level.
- **Inclusion of water stewardship in supplier engagement:** This is not a material topic for Hoogwegt, but we want to include it in our survey to get a better grip on ongoing measures in the chain.
- **Climate risk analysis:** Execute an analysis on climate-related risks and opportunities in our supply chain beyond our IRO.
- **Expand our Scope 3 emission inventory:** include Meelunie operations.
- **Expand our transport emission calculations:** cover all Hoogwegt Group entities.



Guaranteeing Food Safety

Within Hoogwegt we make sure that everything we do is reliable, safe, and consistent. Our Quality Assurance (QA) department guides our organization with these key subjects. Because we work with products that move across global supply chains, it is important that we have clear standards for how we select suppliers, handle products, focus on customer requirements, and manage all relevant information. Our QA team ensures that we meet legal requirements, customer expectations, and industry norms, while also making sure that our internal processes support these standards. By ensuring that the information we provide is correct, our products meet the agreed regulations and specifications, and that issues are managed responsibly and transparently, we build trust among our suppliers, customers, and service providers. As QA department, we support the business by ensuring smooth collaboration and reliable service throughout the supply chain, while guaranteeing products that are safe and according to expectations.


While focussing on our KPIs is key for our safety compliance, an added bonus of this working method is regular contact with the management team. This monthly reporting helps us all advance our food safety culture and keep a sharp eye on the process. It also results in tangible action points which we then implement. ■

“ Everything we do is reliable, safe, and consistent ”



Kim Jonkergouw
Technology Lead

KPIs and Targets 2027/2028

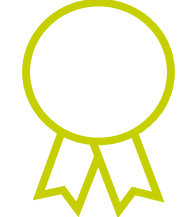
 Total number of mock recall tests **8/8**

 Total amount of recalls **0**

 Customer satisfaction rate **>90%**

 IFS Broker certification score **>97%**

KPIs Results 2024/2025

 IFS Broker current coverage **8 out of 8 entities are certified.**

 Recalls **0 recalls**

KPI Management

Since last year, we have implemented a more structured KPI reporting process for quality and innovation. Monthly reporting enables early identification of trends and timely, targeted improvements.

Collaboration plays an essential role in this process: entities are actively involved in reviewing performance and acting on insights. One example is our improved approach to complaint management. Our new system gives enhanced visibility into root causes and recurring patterns, allowing for faster resolutions and continuous quality improvement.

Quality

Quality is not treated as a separate priority but as an integral part of how we work. Our “Safety First” mindset means we aim to be prepared for unexpected situations and respond according to clear procedures.

Over the past year, we continued to strengthen this approach. Through regular scenario exercises and mock recalls, teams remain confident and able to act effectively, even under pressure. This reinforces reliable and responsible performance across our operations and our wider supply chain. From an ESRS point of view, this topic is reported under ESRS S4.

Food Safety Certification and Culture

In 2024/2025, all existing Hoogwegt entities successfully achieved IFS Broker certification again, resulting in full certification across 100% of our operating locations. Our new entity in Vietnam, which joined the group this financial year, will be the next to enter the certification process.

For us, food safety is not only about meeting formal standards. It requires continuous learning, improvement,

and collaboration. When there is uncertainty or a need for verification, we proactively consult with the relevant authorities to ensure clarity and compliance. Transparency and reliability form the basis of trust – both internally and across our network.

Every colleague completes an annual food safety training, while additional sessions throughout the year keep knowledge relevant and shared across teams. This includes unannounced recall simulations and “Lunch and Learn” sessions where new products, processes, or detailed topics are discussed. These activities support alignment and reinforce shared responsibility for safety.

We recognize our responsibility towards consumers and end-users who rely on the ingredients we supply. Providing accurate and accessible product information supports decisions across the value chain and contributes to transparency and trust. This aligns with our wider strategic focus on responsibility and integrity in the markets in which we operate.





Key Insights and Next Steps

Over the past year we strengthened our approach to food safety and quality by reinforcing structure, awareness, and shared responsibility across entities. Achieving IFS Broker certification group-wide marks an important milestone, supported by practice-based training, recall simulations, and KPI-driven decision-making. Our next steps include:

- Extend certification to our new entity in Vietnam
- Continue reinforcing food safety culture across all levels
- Further develop data-driven insights to support timely improvements
- Continue advancing innovation in hybrid protein solutions together with our partners

By maintaining consistency and collaboration, we continue to strengthen safety, quality, and reliability across our operations and value chain.

Caring for People and Communities



Carolyn Bunschoten - van de Wall
Global HR Director

In a world of increasing complexity and digitization, we see simplicity and human connection as true strengths. While embracing innovation, we stay grounded in what really matters: empowering people to reach their full potential. Investing in our people ensures a resilient business, a strong culture, and a lasting positive impact on the communities around us.

“ Our ambition is to create a holistic framework that connects our employees, partners, and local communities worldwide ”

After sixty years we can say we are a resilient company – always committed to creating value not only within our organization, but also in the local communities in which we

operate. At Hoogwegt, we are convinced that what we build internally is ultimately what we bring to the world outside. Strong relationships, mutual respect, and a genuine interest in people form the foundation of our business success and of our contribution to society.

Over the past year, we have continued to build on this foundation by focusing on our key material topics: health, safety and vitality, development and training, and equal opportunities and treatment. We launched a dedicated culture program, appointed a Head of Culture, and introduced regular employee surveys to ensure every voice is heard. These initiatives help us reinforce the values that define who we are and how we work together.



We are now taking the next step: working from the inside out to extend our values beyond our organization. Our ambition is to create a holistic framework that connects our employees, partners, and local communities worldwide. By doing so, we want to cultivate a more inclusive, sustainable value chain, one that reflects our belief that long-term business success begins with people. ■

KPIs and Targets 2027/2028

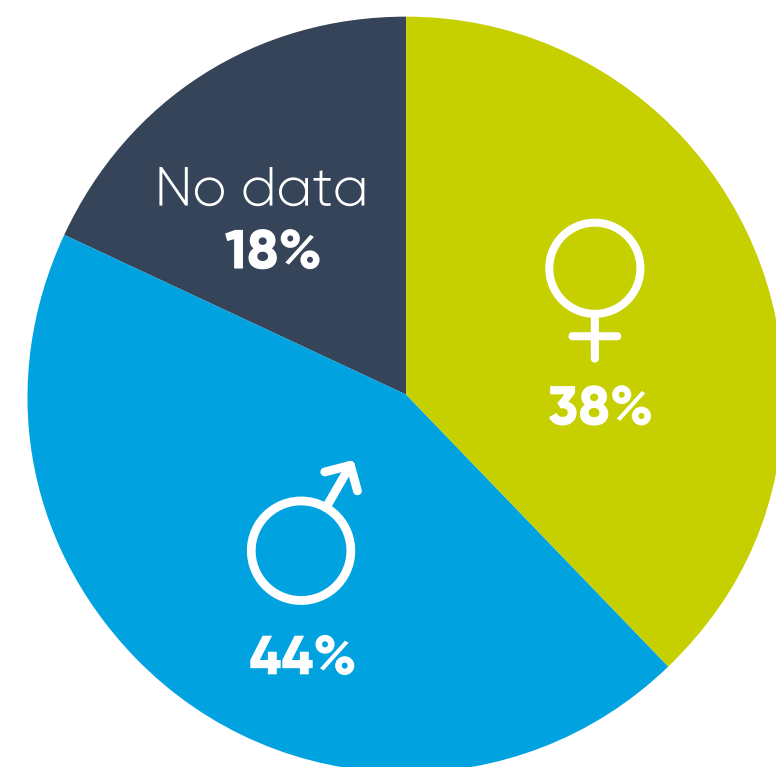
 **Absenteeism rate**
< 3%

Number of training hours per employee
5 hrs 

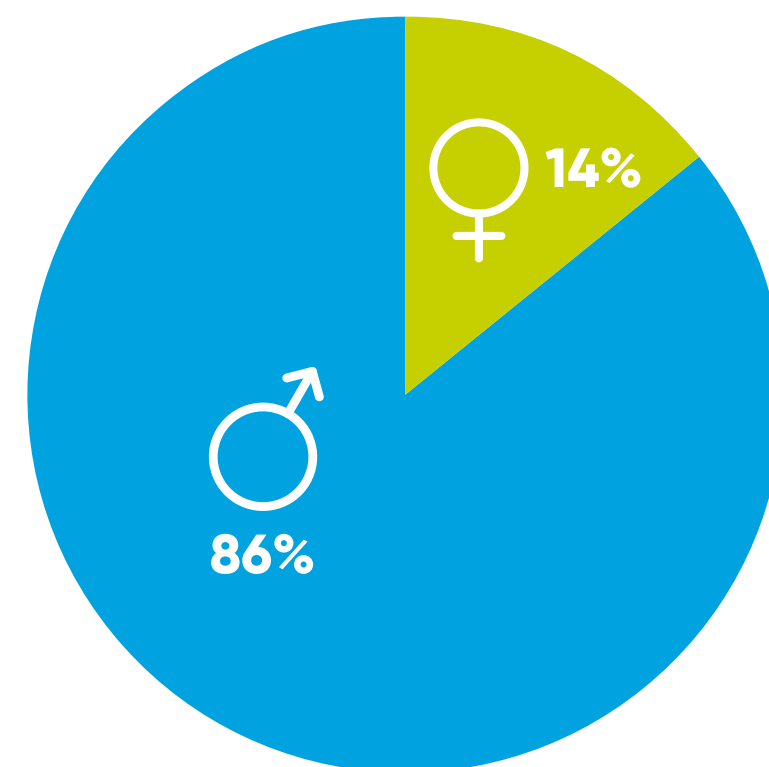
 **Employees who have participated in regular performance and career development reviews**
>75%

Satisfaction of working for the company 
Improve annually 

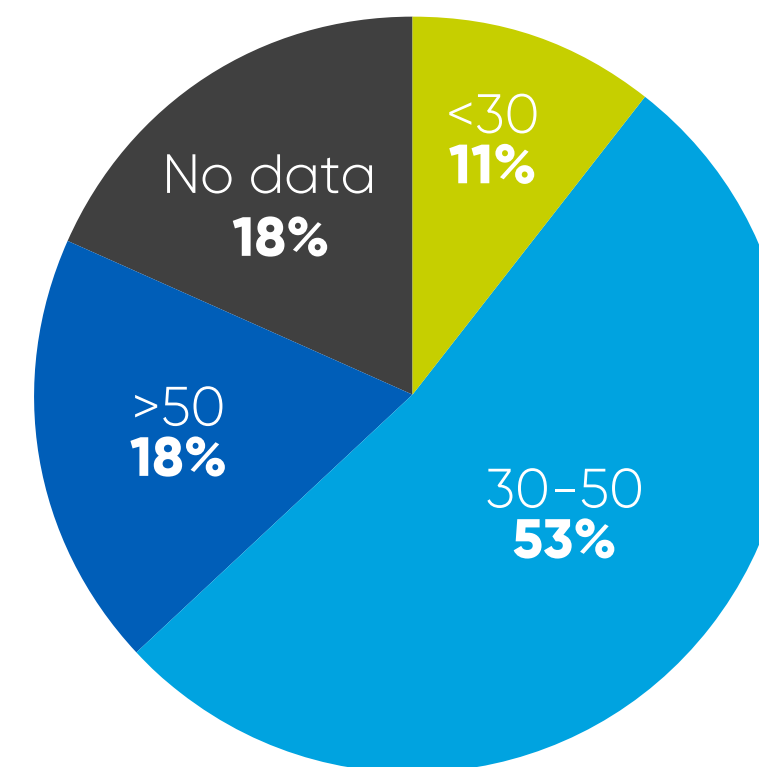
Our People in Figures*



Gender Distribution




Top Management by Gender

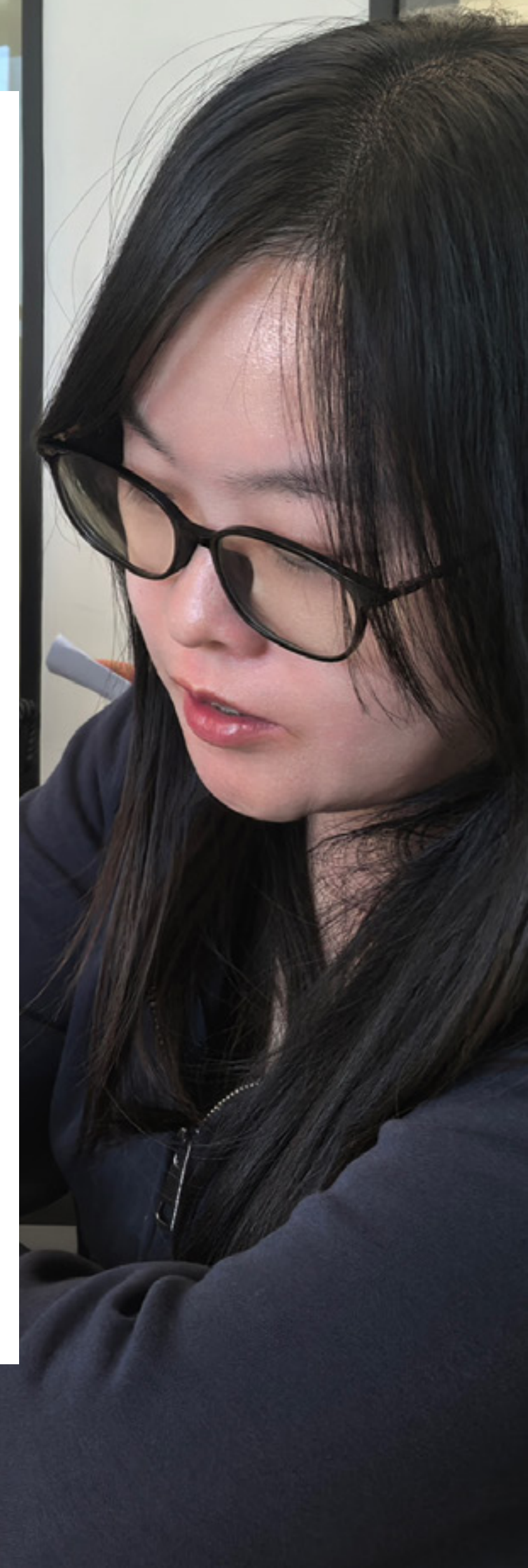


Age Distribution

*Our US guidelines prefer that we do not disclose any personal data. In line with these preferences, we now list such information as 'no data' for full transparency.

KPIs Results 2024/2025

 **Your Voice! results:**
 Satisfaction of working for the company: **7.7**
 Overall engagement of employees: **7.6**





Health, Safety, and Vitality

Until now, we have mostly addressed absenteeism on a case-by-case basis. Over the past six months we have worked on a more structured approach in collaboration with our absenteeism partner. We are installing strategies around this theme to ensure we decrease our absenteeism rate and increase our general vitality on a global scale. Meanwhile, we actively support our employees in taking responsibility for their own well-being, offering initiatives such as sports clinics, bootcamps, and yoga to help them achieve a healthy work-life balance. Personal safety and confidentiality are also central to our approach. Every office worldwide has a designated confidant to whom employees can turn to with any concerns. Additionally, we have a whistleblower policy in place. All concerns are handled carefully, thoroughly, and anonymously, ensuring that everyone can be heard in a safe and secure environment.

Since 2024, we have introduced *Your Voice!*, a globally rolled-out program that allows employees to share their opinions and feedback. Even in its first year, it has proven highly valuable, highlighting the dedication and loyalty of our people, as well as their strong sense of responsibility towards customers. At the same time, it identifies areas for improvement, such as internal communication, transparency, and accessibility between employees and leaders. With this continuous feedback, we are now able to systematically improve our workplace environment and practices.

Human Rights Assessment

During the 2024/2025 financial year, we took the first steps towards conducting a human rights assessment. Our goal is to systematically evaluate our suppliers for potential human rights risks. As a starting point, we are focusing on suppliers located in countries with lower human rights index scores (below 0.75), according to data from OurWorldInData.org.

We have identified 16 such suppliers for financial year 2024/2025. Our next step is to conduct a detailed assessment of these suppliers, evaluating their human rights performance based on factors such as membership of Supplier Ethical Data Exchange (SEDEX) platform and the existence and quality of their human rights policies and related actions. Following this, we will expand our assessment to include suppliers from countries with higher human rights index scores.

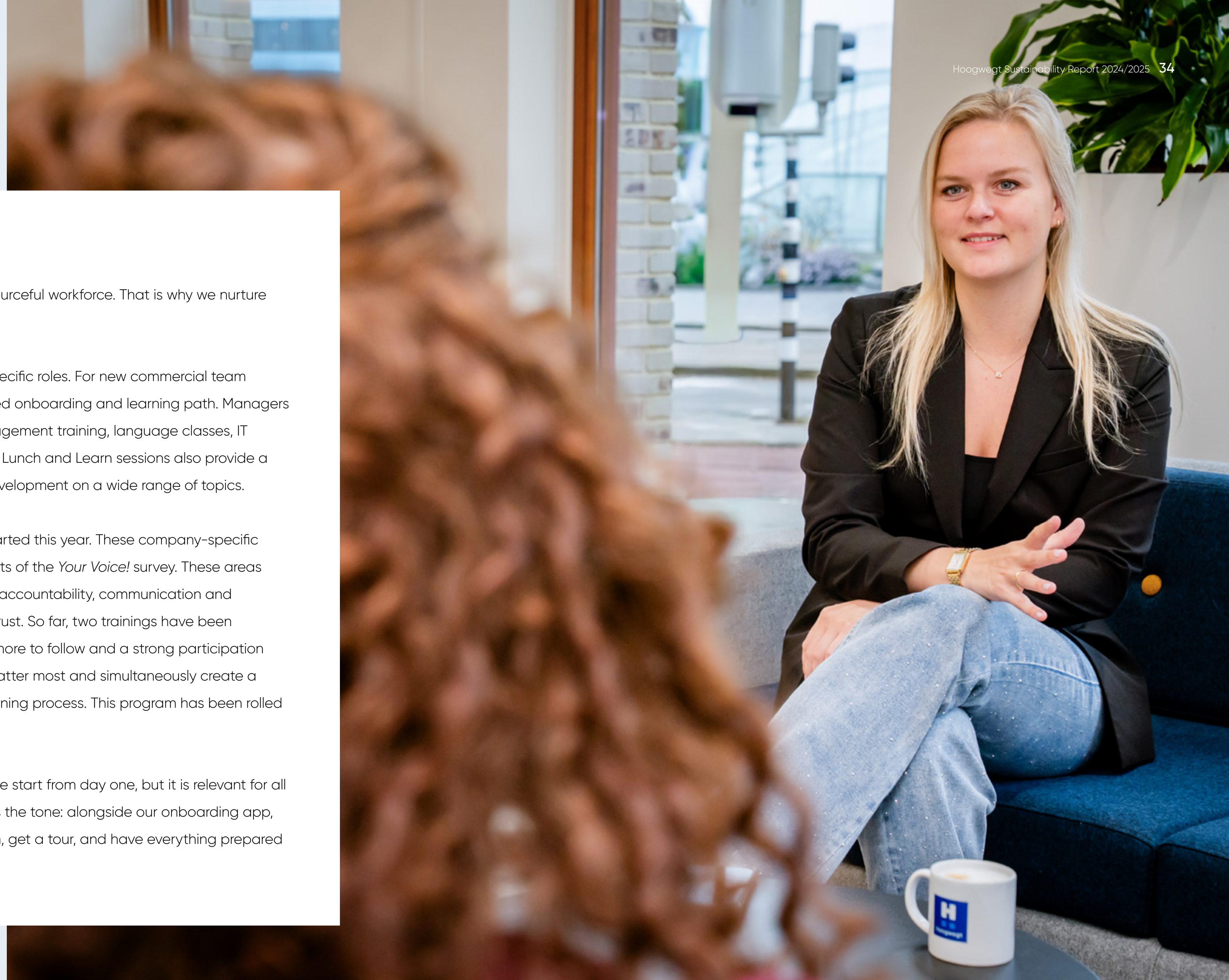
Development and Training

Hoogwegt's future ambitions require a collaborative and resourceful workforce. That is why we nurture the growth and development of our employees.

We offer a range of development opportunities tailored to specific roles. For new commercial team members, the Hoogwegt Sales Academy provides a structured onboarding and learning path. Managers can also offer their teams various courses, such as time management training, language classes, IT business development, and sustainability workshops. Regular Lunch and Learn sessions also provide a valuable platform for knowledge sharing and professional development on a wide range of topics.

In addition, Hoogwegt's culture training programs officially started this year. These company-specific trainings focus on five key areas, identified based on the results of the *Your Voice!* survey. These areas emerged as most important for our improvement: ownership, accountability, communication and collaboration, feedback (giving and receiving), and building trust. So far, two trainings have been provided, covering ownership and accountability, with three more to follow and a strong participation rate of 90%. The goal is to help us strengthen our skills that matter most and simultaneously create a safe learning environment where mistakes are part of the learning process. This program has been rolled out globally.

We have learned that engagement, development, and culture start from day one, but it is relevant for all employees and needs continuous attention. Onboarding sets the tone: alongside our onboarding app, new colleagues receive a personal welcome, meet their team, get a tour, and have everything prepared for a strong start.



Equal Opportunities and Treatment

Since our founding, we have promoted a culture of mutual respect with no tolerance for discrimination or harassment based on race, color, religion, gender, sexual orientation, national origin, age, disability, or any other characteristic.

We value an organization with access to equal opportunities. It starts during our recruitment process, and continues through promotions, compensation, training, and development. Our recruitment strategy has always been primarily focused on “DNA”. This topic has a significant impact on our multi-national business, where a mix of cultures is represented.

Furthermore, we are committed to growing a culture where the interests, views, and rights of our colleagues and other stakeholders are respected and honored. That is why we have a Code of Conduct that every new hire receives upon joining the company. It explains our idea of a safe, healthy, and inclusive work environment. Each year, all employees need to sign off the Code of Conduct to support safeguarding this part of our culture with the proper process it deserves.

Everyone is welcome at Hoogwegt. Having diverse perspectives is important to us. Traditionally, more men than women are represented in our industry. This imbalance presents a challenge to improve

and maintain our diversity. We have taken deliberate steps to address it, including refining our recruitment approach to make it more accessible and appealing to a wider range of demographics. Internally, we focus on training and developing our people, providing the leaders of tomorrow with equitable decision-making toolkits.

We are also increasingly aware of the organizational echo chamber in which we operate and its potential to limit perspectives. To address this, we will introduce 360-degree leadership reviews to open conversations, encourage broader feedback, and foster learning from diverse ways of thinking. Through these initiatives, we aim to strengthen inclusion, enhance effectivity, build strong competencies that support our strategy and culture, and ensure that multiple perspectives are heard and valued across the organization.

From an ESRS perspective, these topics are reported under ESRS S1 Own Workforce, which covers employment conditions, occupational health, safety and vitality, workforce well-being, employee development and training, and equal opportunity and treatment. They are also reported under ESRS S2 Workers in the Value Chain, which addresses working conditions, health, safety and vitality impacts, and fair treatment in supplier and contractor operations. By focusing on these areas, we ensure a safe, healthy, skilled, and engaged workforce, promote equal opportunities, and foster resilience and vitality across our value chain.

Local involvement and development

Our international presence brings us into contact with many people and many important social issues. Wherever possible, we are eager to collaborate with others to make a positive contribution. That is why we value our longstanding relationship with our partner Vreugdenhil, and are proud to work together with the Made Blue Foundation. Through this collaboration, we helped provide clean drinking water in Senegal and Ethiopia, and in 2024 we joined forces to launch a new project in Sierra Leone.

Positive impact with partner Made Blue Foundation



2,740
people got access to
clean drinking water



1,400
tons of CO₂ saved



30,000
saved trees



2,000
tons of plastic waste
prevented



Rogier Lankamp
Head of culture

“ The biggest contribution I want to make lies in shaping a mindset, a drive that runs through the entire organization, enabling everyone to bring out the best in themselves, each other, and the company. ”

Culture Journey

By appointing a Head of Culture, we acknowledge that culture is critical for business. The culture focus is on creating an environment where people can bring out the best in themselves, in each other, and in the company. What makes this cultural journey unique is its deep roots in the company's family values: dedication, entrepreneurship, and caring for one another form the foundation of our success.

Next steps involve deepening and expanding impact. Repeating workshops, running new surveys to measure progress, and continuously involving individuals and teams at every level. Culture, after all, is a shared responsibility. Every employee plays a part, no matter how small, in shaping it.



Business Conduct and Ethics

Hoogwegt is committed to ethical conduct and transparency throughout our global operations. A uniform whistleblower procedure enables employees and associates to confidentially report suspected misconduct or wrongdoing to an independent whistleblower service. All reports are taken seriously, handled according to defined procedures, and followed up while safeguarding the interests of those reporting. In 2024/2025, nine incidents were reported and reviewed by the Board of Directors.

Corruption and bribery are recognized risks in international sourcing and distribution due to the high volume of transactions and complexity of operations. To prevent these, Hoogwegt maintains strict compliance standards as outlined in the Code of Conduct and supported by policies including Anti-Bribery and Corruption, KYC requirements, Supplier Code of Conduct, financial accounting, social media conduct, and IT security. Mandatory annual training ensures that all employees understand and uphold these standards. During the reporting period, no incidents of fraud or corruption were reported, nor were any fines imposed.

Data security and privacy are central to Hoogwegt's compliance framework. Security awareness has been enhanced through mandatory online training for all employees globally. The Security Framework, aligned with ISO27001 and NIS2, includes policies and procedures to strengthen detection, prevention, and response measures, creating a more resilient digital environment.



Key Insights and Next Steps

Over the past financial year, Hoogwegt has gained valuable insights into our leadership, organizational development, employee engagement, and value-chain management. These lessons have helped us identify opportunities to strengthen our internal culture, enhance workforce development, and improve the sustainability and ethical performance of our supply chain. Based on these insights, we have defined the following next steps:

- **360-Degree Leadership Reviews:** Implement comprehensive feedback for leaders to enhance self-awareness, collaboration, and team development.
- **Organizational Structure Review:** Strengthen the organization and consider further integration of business unit activities to improve efficiency and alignment.
- **KPI Professionalization Program:** Launch a structured KPI program. Aligning key performance indicators with CSRD requirements and enhancing measurability.
- **Training and Development:** Introduce a peer review process to identify growth areas, support professional development, and design career paths for employees seeking advancement opportunities.
- **Global HR Systems:** Further professionalize and centralize HR systems across the organization.
- **Year-Round Local Initiatives:** Structure local initiatives in all offices and actively encourage employees to contribute in ways that matter most to their communities.

Looking Ahead

As we look ahead, we carry the lessons of this year with us; the importance of adaptability, teamwork, and staying true to who we are. The world around us continues to change, and while we cannot predict what lies ahead, we can choose how we respond. We move forward with care, courage, and confidence in our people.

We are committed to strengthening our corporate culture and developing our colleagues. In 2026, we will continue this journey, building strong teamwork to realize our mission and ensure a future-proof organization. We encourage accountability for our shared sustainability goals and create space for people to grow. Mistakes are part of learning, and learning is part of growth. If challenges arise, we will face them responsibly, guiding our people towards new opportunities.

We also recognize that the rich variety of people we have in our global organization is not yet fully reflected in the diversity of our leadership group. While our hearts and minds are open, we know that visible inclusion matters. In 2026, we will nurture our diverse talents and monitor

how they grow and progress. Our organization already brings together colleagues of many nationalities, languages, religions, and cultural backgrounds. We want our leadership to reflect that same diversity of thought.

Also, in alignment with our sustainability trinity, we focus on:

- Improving and consolidating Scope 3 emissions reporting.
- Executing an analysis on climate-related risks and opportunities in our supply chain beyond our IRO.
- Extending certification to our new entity in Vietnam.
- Further developing data-driven insights to support timely improvements.

- Global HR Systems: Further professionalize and centralize HR data and information across the organization.
- Year-Round Local Initiatives: Structure local initiatives in all offices and actively encourage employees to contribute in ways that matter most to their communities.
- Improving our Ecovadis score, building on our 2024/2025 achievements.

Strongly rooted as a family company for 60 years, we have grown into the global operating and diversified business we are today. Yet because of our heritage we remain grounded in relationships, driven by purpose, and motivated by progress. Together with our colleagues, customers, and partners, we keep learning, growing, and building a more sustainable and inclusive future.



If you have ideas or solutions to share, we warmly invite you to reach out.
Real change happens when we collaborate. And together, we are all better.

For additional information and interview requests, please contact: sustainability@hoogwegt.com



We add vision & value



Postal address:
P.O. Box 6
6800 AA Arnhem
The Netherlands

Visiting address:
Amsterdamseweg 60
6814 CP Arnhem
The Netherlands

T +31 (0)26 32 09 120
E sustainability@hoogwegt.com
I www.hoogwegt.com

Disclaimer

Report Scope

Together with various departments, we have carefully collected the information highlighted in this Sustainability Report. It contains the sustainability ambitions, policies, and activities in Hoogwegt Group's 2024/2025 financial year.

Reporting Standards

This report is based on the guidelines of the VSME and reflects our progress in sustainability in the period 1 October 2024 to 30 September 2025. As the VSME is a voluntary standard it has not yet been externally audited. Transparency is essential to us, and we continue to work on further development.

Data Quality and Completeness

We base our reporting on the principles of relevance, completeness, consistency, transparency, and accuracy. However, sustainability data still presents inherent challenges, particularly around completeness and accuracy. In some cases, extrapolation is required due to limited data availability and CO₂ calculations carry fundamental uncertainty since emission factors will always be estimates. Over the past financial year, we have focused on improving the quality of our data, and we continue to upgrade our data and analytical process.

Liability

Despite all the care taken in compiling this report, Hoogwegt cannot be held liable for any damages, missing information, or mistakes in this publication. The report also contains forward-looking expectations about future events, which are based on assumptions and estimations. Therefore, no rights can be derived in any way from this information.

Annex

[Glossary](#)

[Outcome of Our DMA](#)

[Emissions Performance and Methodology](#)

[Full Scope 1, 2 and 3 Emission Inventory](#)

[ESRS Index](#)



Glossary

CDP	= Formerly known as the Carbon Disclosure Project
COSO	= Committee of Sponsoring Organizations
CSRD	= Corporate Sustainability Reporting Directive
DMA	= Double Materiality Assessment
ESG	= Environmental, Social, And Governance
ESRS	= European Sustainability Reporting Standards
FAO	= Food and Agriculture Organization of the United Nations
FLAG	= Forest, Land, and Agriculture
FPCM	= Fat- and Protein-Corrected Milk Factor
GHG	= Greenhouse Gas
GHG Protocol	= Greenhouse Gas Protocol
IRO	= Impacts, Risks, and Opportunities
KYC	= Know Your Customer
LUC	= Land Use Change
SBTi	= Science Based Targets Initiative
SDG	= Sustainable Development Goals
SDP	= Sustainable Dairy Partnership
SEDEX	= Supplier Ethical Data Exchange
SLL	= Sustainability Linked Loans
T&D	= Transmission and Distribution
TTW	= Tank-to-Wheel
UN	= United Nations
VSME	= Voluntary Sustainability Reporting Standard for SME's
WTT	= Well-to-Tank
WTW	= Well-to-Wheel

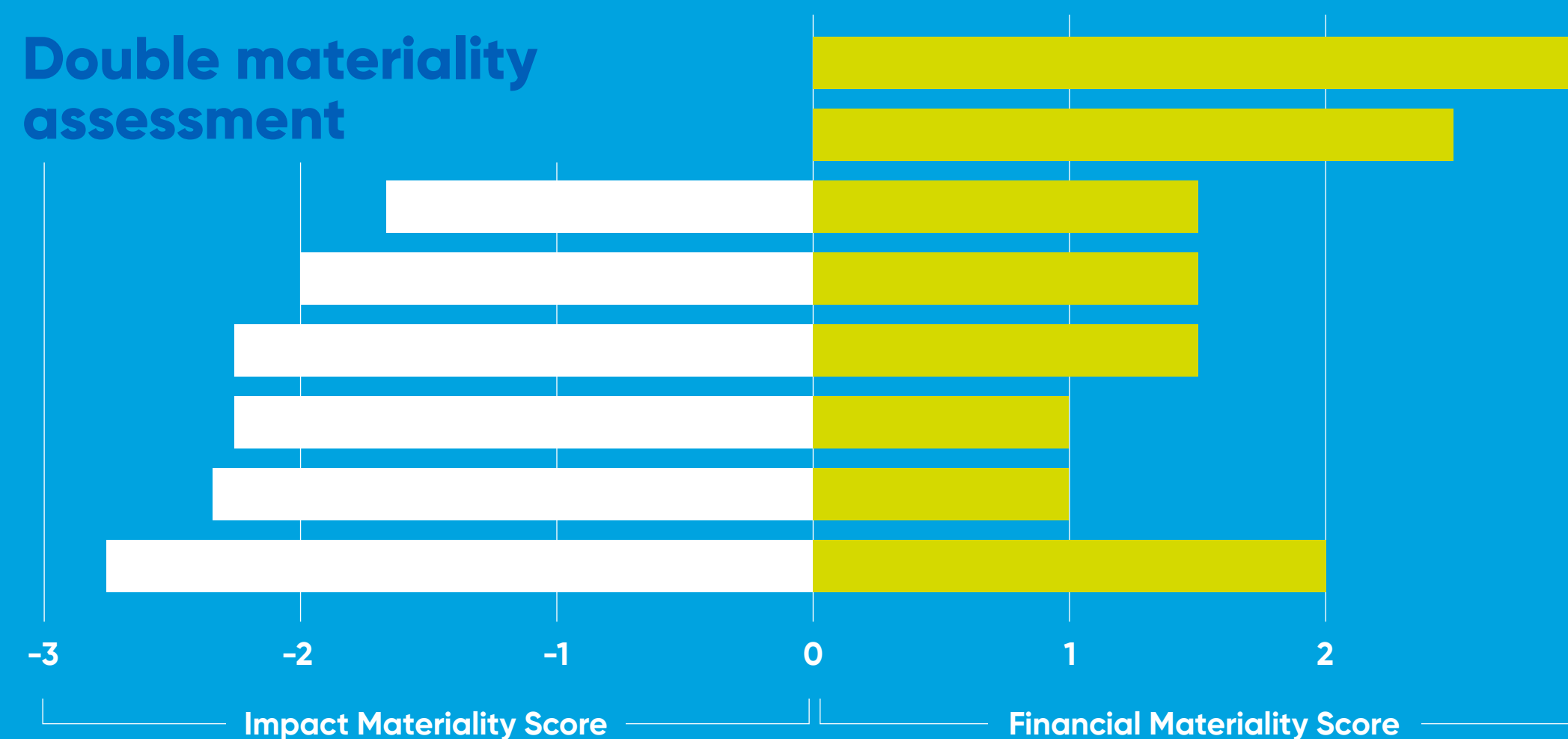
Outcome of Our DMA*

In line with the requirements of ESRS 1 and ESRS 2 of the CSRD, we conducted a DMA for our organization to identify key themes (material topics). While doing so, we considered our impact on the world around us and the influence of sustainability on our business (inside-out and outside-in).

As part of the DMA, we consulted stakeholders at various themes, both in a survey and through interviews. We applied the results to the final weighting of the themes. Our consulted stakeholders confirmed our own analysis of the material themes.

Internally we assessed and scored the ESRS subtopics for impact and financial materiality. A scale of 0 – 5 was used, with 5 being the highest. Impact materiality is scored for scale, scope, and irremediability. Financial materiality is scored for the size of the financial effects. If a theme scores as material on at least one of the two dimensions (financial or material impact), we designated that theme as material for Hoogwegt. During this process, we were supported by external professionals.

Double materiality assessment



Hoogwegt will anticipate future developments, requirements, and requests of stakeholders in the coming years. We also expect that better access to data and closer collaboration with our stakeholders could change the current material outcomes.

* Audited and in line with CSRD

Emissions Performance and Methodology

Climate Change

In our DMA, we identified that our operations have a negative impact on climate change. Our activities generate both direct GHG emissions (Scope 1 and Scope 2) and indirect value chain GHG emissions (Scope 3), with Scope 3 emissions representing the largest share of our overall impact. The majority of Scope 3 emissions arise from sourcing activities related to dairy products, primarily in the upstream value chain where we have limited operational control. Additional significant Scope 3 emissions result from transportation activities across the value chain.

Greenhouse Gas Performance

We recognize our responsibility to mitigate and reduce both the direct and indirect environmental impacts of our activities and operations. In the financial year 2024/2025, we developed an Environmental Policy that defines the standards guiding our approach to environmental responsibility across our value chain. The policy outlines our key principles for assessing our environmental impact, reducing emissions and energy use, and ensuring transparency in our actions. This policy will be finalized and implemented in the financial year 2025/2026.

In 2024/2025, our focus was on setting a solid foundation to build on in the future. We recalculated Scope 1 and Scope 2 data so that it fully aligned with the Greenhouse Gas Protocol (GHG Protocol), and we gained a more detailed overview of our own energy consumption. We also completed a full Scope 3 inventory and determined the relevant categories to report on in the future. Scope 3 calculations are excluding Meelunie.

Hoogwegt has set GHG reduction targets for Scope 1 and Scope 2 emissions. Specifically, we aim to reduce these emissions by 25.2% by the financial year 2029/2030 compared to the baseline year 2023/2024. The target is aligned with the level of ambition required for a 1.5 degree Celsius pathway, reflecting a linear reduction rate of 4.2% per year, consistent with the absolute contraction approach applied by the Science Based Targets initiative (SBTi). While our current focus has been on Scope 1 and Scope 2 emissions, we recognize the need to shift more attention to Scope 3 emissions because our operations are primarily engaged in dairy products through purchasing and sales activities.

Methodology

All GHG emissions are calculated and reported in accordance with the GHG Protocol. The methodology covers all Hoogwegt offices and operations. For Scope 3 calculations, Meelunie is excluded. Emission factors are sourced from the most recent databases, and a dedicated GHG calculation guide has been developed to ensure consistency over time. This guide documents assumptions, sources, and requirements for recalculating base year emissions.

For Scope 1 and 2, recalculations were carried out using a revised methodology that replaces previous well-to-wheel (WTW) factors with tank-to-wheel (TTW) values, aligning with GHG Protocol guidance and allowing refinement and correction of prior calculations.

Recalculation of Scope 1, 2, and 3

A different methodology was applied to the calculation of Scope 1 and 2 emissions compared to previous years and a third party checked our calculations. In the past, the WTW value was used for these calculations. This includes the well-to-tank (WTT) factor which should be applied to Scope 3.3 emissions. To align with the GHG Protocol, the TTW value is now used for Scope 1 and 2 calculations. In addition to this methodological change, the recalculation provided an opportunity to refine certain calculations and correct errors in the underlying data for all scopes.

Scope 1

Scope 1 emissions include all direct GHG emissions from Hoogwegt's own fuel consumption from lease cars and natural gas consumption in offices.

Scope 2

Scope 2 emissions include indirect GHG emissions from the generation of purchased electricity and heat consumed by Hoogwegt offices. Location-based emissions are calculated using average country- or region-specific emission factors. Market-based emissions reflect Hoogwegt's purchase of renewable energy, with the assumption that any conventional electricity supplied is delivered as residual power. For market-based calculations, the Hoogwegt Arnhem and Meelunie Amsterdam office is fully powered by renewable energy, sourced from the company's own solar panels in Arnhem and wind energy purchased through a Guarantee of Origin. This represents 62% of Hoogwegt's total electricity supply in financial year 2024/2025.

Scope 3

Scope 3 emissions include all indirect GHG emissions that occur throughout Hoogwegt's value chain that are not already accounted for in Scope 1 and 2. Meelunie is excluded in the calculations, since Meelunie reports their emissions separately in their individual report. Next financial year, we will consolidate Scope 3 data for the entire Hoogwegt Group. The emissions are reported in line with the GHG Protocol, which defines 15 emission categories.

In financial year 2023/2024, Hoogwegt completed its initial Scope 3 emissions inventory. The relevance of each category was assessed based on three main factors: (1) size of potential emissions, (2) level of influence on emission reduction, and (3) view of stakeholders. Based on the assessment, we report on four Scope 3 categories.



Four Relevant Scope 3 Categories*

Scope 3.1 Purchased goods and services

Scope 3.1 emissions include the GHG emissions associated with the purchase of dairy products. The estimation is based on average data, using the fat- and protein-corrected raw milk (FPCM) emission factor as a basis. The factor is applied to different product groups by taking into account the solid mass percentage of each dairy product. The resulting emission factor for each product group is then multiplied by the volume of dairy products purchased. The emission factors from raw milk are sourced from the Food and Agriculture Organization (FAO) of the United Nations' GLEAM 3.0 database and differentiated by country of origin, with results further separated into FLAG and non-FLAG emissions. The emissions from purchased dairy products account for 99% of Hoogwegt's total Scope 3 emissions. They are therefore determined to be a relevant category for Hoogwegt.



3.1

* Meelunie is excluded from this calculation

Scope 3.4 Upstream transportation**

Scope 3.4 emissions include all GHG emissions resulting from the transport of goods. The emissions are estimated using BigMile, a CO₂ accounting software designed for logistics and aligned with ISO 14083:2023. The calculation considers the distance traveled for transporting products purchased and sold by Hoogwegt. The calculation covers transportation by Hoogwegt Dairy Essentials and Dairy Ingredients. Other Hoogwegt entities are excluded for now. The emissions from transportation account for 1% of Hoogwegt's total Scope 3 emissions. They are therefore determined to be a relevant category for reporting.



3.4

** Storage is excluded as use of storage is minimized in operations

Scope 3.6 Business travel

Scope 3.6 emissions include GHG emissions associated with business travel by employees across all Hoogwegt entities and are estimated using a combination of supplier-specific and distance-based data. Data was collected from all Hoogwegt entities. For the Arnhem office, supplier-based data from our travel agency with supplemental distance-based data was used to calculate emissions for air and international rail travel. Distance-based data was primarily used to calculate emissions from car, and public transport. For all other entities, distance-based data was used to calculate emissions from air and rail travel. The WTW emission factors were used. Total emissions from business travel were estimated to account for less than 1% of total Scope 3 emissions. Although the category is relatively small in comparison to the other categories, business travel is determined to be relevant for reporting due to the influence Hoogwegt has over the emissions.



3.6



3.7

Scope 3.7 Employee Commuting

Scope 3.7 emissions include GHG emissions associated with travel by employees between home and the office. Emissions are measured across all Hoogwegt entities and estimated using a combination of supplier-specific and distance-based data. For the Arnhem office, distances are tracked through the Shuttle app, which provides data for each transport mode. For other entities, distance was estimated by calculating the distance between the employees' home and their offices for the average number of commuting days per year. Emissions were calculated based on these distances and transportation modes, using WTW emission factors. Total emissions from employee commuting were estimated to account for less than 1% of total Scope 3 emissions. Employee commuting is determined to be relevant for reporting due to the level of influence Hoogwegt has on the emissions.

Not relevant categories

Based on the assessment, four categories were determined to not be relevant. In addition, several categories were identified as not applicable from the outset.

Scope 3.3 Fuel- and energy-related activities

Scope 3.3 emissions include the WTT and transmission and distribution (T&D) losses associated with Scope 1 and 2 activities. The calculation methodology is consistent with that used for Scope 1 and 2, with WTT and T&D factors emission factors used. The estimation includes all entities and accounts for the WTT emissions from natural gas consumption and fuel use under Scope 1, and district heating and electricity use in office buildings and leased electric vehicles under Scope 2, using the location-based method. Total emissions from fuel- and energy-related activities were estimated to account for less than 1% of total Scope 3 emissions. Based on the relative size, fuel- and energy-related activities have been assessed as not relevant for further reporting. However, emissions will be addressed through ongoing efforts to reduce Scope 1 and 2 emissions.

Scope 3.2 Capital goods

Scope 3.2 emissions include the emissions from the purchase of office furniture and lab machinery. The estimation is based on spend data, which includes the depreciation of assets from previous years rather than current-year investment. This approach likely results in an overestimation of emissions. To calculate the impact, emission factors from input-output analysis conducted by the EPA were used. Total emissions from capital goods were estimated to account for less than 1% of total Scope 3 emissions. Based on the relative size and Hoogwegt's limited influence over the emissions, capital goods have been assessed as not relevant for further reporting.

Scope 3.5 Waste in operations

Scope 3.5 emissions include GHG emissions generated from non-hazardous waste at Hoogwegt's office facilities. Hoogwegt does not have any hazardous waste. A standard emission factor was applied across all entities, with no differentiation between waste type or waste treatment. Total emissions from waste were estimated to account for less than 1% of total Scope 3 emissions. Based on the relative size and Hoogwegt's limited influence over the emissions, waste has been assessed as not relevant for further reporting.

Scope 3.10 Processing of sold goods

Scope 3.10 emissions include GHG emissions from the processing by third parties of sold intermediate products. Currently, Hoogwegt is unable to estimate the GHG emissions associated with the processing of products once they leave the company's control. Existing literature indicates that these emissions could account for a significant share of the total Scope 3 emissions (Hansen et al., 2020; Schulman et al. 2021). However, due to limited information into how customers manage and process products after purchase, a reliable estimation is currently not feasible. Based on a lack of data and influence on the processing of sold goods, the category is assessed as not relevant for further reporting.

Scope 3.15 Investments

Scope 3.15 emissions include the Scope 1 and 2 emissions of companies in which Hoogwegt holds debt investments. Emissions were estimated by applying Hoogwegt's proportional share of debt to the investee companies' reported Scope 1 and 2 emissions. In the absence of precise data on our actual debt share, we modeled scenarios ranging from 0% to 100% debt share in 5% increments. This resulted in an estimated emissions range representing 0 to 2% of our total Scope 3 emissions. However, our actual debt share is almost certainly below 5% and likely closer to 1%, suggesting that emissions from investments account for less than 1% of our total Scope 3 emissions. Based on the relative size and Hoogwegt's limited influence over the emissions, investments have been assessed as not relevant for further reporting.

Not applicable categories

Six categories have been determined to be not applicable:

■ Category 8

Upstream leased assets: Emissions from leased assets, such as company cars, are already included in Scope 1 and 2. As Hoogwegt has no other upstream leased assets, this category is determined not to be applicable.

■ Category 9

Downstream transportation and distribution: Hoogwegt primarily trades in intermediate products with the end customer typically unknown. Outbound logistics are treated as purchased services and accounted for under Category 4. Since all transportation managed by Hoogwegt falls under Category 4, downstream transportation is determined to not be applicable.

■ Category 11

Use of sold goods: Hoogwegt primarily trades in intermediate products. The products are further processed into other goods, and estimating emissions from their end use is not feasible. The only potential source of emissions at the end-use stage are indirect emissions from cooking.

Any emissions generated during cooking are expected to be relatively insignificant. For these reasons, this category is determined to not be applicable.

■ Category 12

End-of-life treatment: Hoogwegt primarily trades in intermediate products that undergo further processing, and the end-of-life treatment or disposal of these intermediate goods is unknown and cannot be estimated. For this reason, this category is determined to not be applicable.

■ Category 13

Downstream leased assets: Hoogwegt does not lease any assets to other parties. Therefore, this category is determined to be not applicable.

■ Category 14

Franchises: Hoogwegt does not operate any franchises. Therefore, this category is determined to be not applicable.



Relevance of Scopes

GHG Scope	Relevance	Coverage	Methodology	Sources
Scope 1	Relevant	Hoogwegt Group BV	Fuel-based method • Distance-based	CO ₂ emissiefactoren.nl
Scope 2 (location- and market-based)	Relevant	Hoogwegt Group BV	Average data method • Supplier specific method	CO ₂ emissiefactoren.nl • Carbon Database Initiative • Australian Government • DCCEEW • Environmental Protection Agency - Egrid • Green-E
Scope 3.1 Purchased goods and services	Relevant	Dairy products from all Hoogwegt Group BV entities, excluding Meelunie	Average data method	FAO
Scope 3.2 Capital Goods	Not relevant	Hoogwegt Group BV	Spend-based method	EPA - USEEIO
Scope 3.3 Fuel- and energy-related activities	Not relevant	Hoogwegt Group BV, excluding Meelunie	Supplier-specific method • Fuel-based method	CO ₂ emissiefactoren.nl
Scope 3.4 Upstream transportation	Relevant	Transportation from Hoogwegt entities: Dairy Essentials and Dairy Ingredients. Other Hoogwegt entities are excluded.	Distance-based method • Supplier-specific data	BIGMILE • Go-Cargo primary data
Scope 3.5 Waste in operations	Not relevant	Hoogwegt Group BV, excluding Meelunie	Average data method	
Scope 3.6 Business travel	Relevant	Hoogwegt Group BV, excluding Meelunie	Supplier-specific method • Distance-based method • Average data method	CO ₂ emissiefactoren.nl • Uniglobe
Scope 3.7 Employee commuting	Relevant	Hoogwegt Group BV, excluding Meelunie	Distance-based method	CO ₂ emissiefactoren.nl
Scope 3.8 Upstream leased assets	Not applicable			
Scope 3.9 Downstream transportation	Not applicable			
Scope 3.10 Processing of sold goods	Not relevant	Hoogwegt Group BV	Literature research	
Scope 3.11 Use of sold goods	Not applicable			
Scope 3.12 End-of-life treatment	Not applicable			
Scope 3.13 Downstream leased assets	Not applicable			
Scope 3.14 Franchises	Not applicable			
Scope 3.15 Investments	Not relevant	Hoogwegt Group BV, excluding Meelunie	Investment specific method	

Full Scope 1, 2 and 3 Emission Inventory

MT CO₂e

GHG indicator	2022/2023	2023/2024 (baseyear)	2024/2025
Scope 1	331	307	257
Scope 2			
Location-based	348	354	283
Market-based	186	197	172
Total Scope 1+2 (market-based)*	517	504	430
Scope 3 (relevant)			
Scope 3.1		9,601,330	7,811,355
FLAG		8,174,724	6,642,221
Non-FLAG		1,426,606	1,169,134
Scope 3.4		55,074	55,274
Scope 3.6		405	436
Scope 3.7		225	194
Total Scope 3 emissions		9,657,034	7,867,259
Total Scope 1+2+3 emissions (market-based)	517	9,657,538	7,867,688

GHG indicator	2022/2023	2023/2024 (baseyear)	2024/2025
Scope 3 (non-relevant)			
Scope 3.2		585	
Scope 3.3		154	
Scope 3.5		41	
Scope 3.8		n/a	
Scope 3.9		n/a	
Scope 3.10		n/a	
Scope 3.11		n/a	
Scope 3.12		n/a	
Scope 3.13		n/a	
Scope 3.14		n/a	
Scope 3.15		1497	

* Scope 1+2 (market-based) emissions have been compensated for with carbon credits. In collaboration with Anthesis, we selected a biogas project in the Netherlands that directly supports sustainable dairy production. The project focuses on methane fermentation and energy generation, converting biogas into renewable electricity that is supplied to thousands of households in the Netherlands. This initiative helps reduce GHG and methane emissions, lowers the need for fertilizer production, and prevents nitrogen emissions from manure and waste.

ESRS Index

ESRS	ESRS Title	Chapter	Subtopic	Material/not material
ESRS E1	Climate Change	Improving Our Environmental Impact	Energy distribution and mix	Not material
			GHG emissions (Scope 1,2,3)	Material
ESRS S1	Own Workforce	Caring for People and Communities	Development and training	Material
			Health, safety, and vitality	Material
			Equal opportunities and treatment	Material
ESRS S3	Affected communities	Caring for People and Communities	Local Involvement and Development	Material
ESRS S4	Consumers and end-users	Guaranteeing Food Safety	Quality	Material
ESRS G1	Business conduct	Caring for People and Communities	Business Conduct and Ethics	Material
		Improving Our Environmental Impact	Responsibility in the Chain - Animal Welfare, Biodiversity and Ecosystems, Pollution and Waste	Not material
ESRS 2	General disclosures			
BP	Basis for preparation	Disclaimer	Report Scope	
			Data Quality and Completeness	
GOV	Governance	We are Hoogwegt	The Board of Directors	
			Risk management	
SBM	Strategy	We are Hoogwegt	Our Strategic Direction	
			Group Structure	
			Position in the Chain	
			Our Sustainability Strategy	Impacts, Risks and Opportunities
IRO	Impacts, risk and opportunity management	Our Sustainability Strategy	Stakeholder Dialogue	
			Annex	From Pillars to Material Topics
			Annex	Outcome of Our DMA