



the Royal NNZ Group bv

2025 Sustainability Report





2025 Sustainability Report

In this report, we openly share our progress, opportunities, and the challenges we continue to face. Only through transparency and genuine cooperation can we achieve lasting, meaningful progress.

1. Introduction



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1.2 Foreword

It is my pleasure to present the second Sustainability Report of The Royal NNZ Group, and my first as CEO since joining this remarkable “business with a family” in July 2025. Since its founding in 1922, NNZ has grown into a trusted international partner in packaging solutions. For more than a century, we have built our business on quality, reliability, entrepreneurship, and strong relationships. These values continue to guide us today and remain the foundation of how we serve our customers and work with our partners around the world.

At NNZ, we believe that long-term success is built together. Together with our employees, customers, suppliers, and other stakeholders, we help create packaging solutions that protect products, support supply chains, and contribute to a more responsible future. The strength of these partnerships has shaped our company for generations and continues to drive our ambitions for the years ahead.

This report reflects both our progress and our commitment. Sustainability is not a separate initiative within NNZ; it is an integral part of how we operate, make decisions, and create value. It challenges us to continuously improve, to work closely with partners across the value chain, and to find practical solutions that benefit both people and the environment.

While the challenges facing our industry and society are significant, so are the opportunities. By working together, sharing knowledge, and maintaining a long-term perspective, we can make meaningful progress. In this report, we openly share where we are today, what we have achieved, and where we still need to improve.

I would like to thank all our employees, customers, suppliers, and partners for their trust, dedication, and continued support. Your commitment makes our progress possible and strengthens our ability to create lasting value together. We look to the future with confidence, responsibility, and ambition.

Together is Better.

Kind regards,



Ronald Hoozemans
CEO the Royal NNZ Group B.V.









1.3 Our commitment and results

At NNZ, our sustainability commitment reflect who we are as a company and how we aspire to grow. Guided by a long-term vision and a century-old foundation of trust, entrepreneurship, and responsible relationships, we translate our ambition for a better future into concrete actions and measurable progress. Sustainability at NNZ is not a separate initiative, it's embedded in how we design our packaging solutions, how we engage with our people, how we serve our customers, and how we collaborate with our suppliers.

Our strategy, built around the three pillars of customers, employees, and suppliers, provides a clear framework for creating value across our entire network. Within each pillar, we have defined priority areas and set KPIs and 2030 targets that reflect our most material impacts and opportunities. These commitments guide our decision-making and ensure that our actions contribute meaningfully to environmental stewardship, social well-being, and responsible business conduct.

To strengthen impact and accountability, we continuously monitor our KPI performance and translate insights into targeted improvements across our operations. By linking measurable outcomes to daily decision-making, we ensure that sustainability ambitions are embedded in practice rather than remaining strategic intentions. Regular evaluation enables us to identify deviations early, adjust our actions where needed, and maintain steady progress towards our 2030 targets, while providing transparent and consistent reporting to our stakeholders.

In this chapter, we share our commitment and also realised results. By openly reporting our achievements, learnings, and next steps, we aim to demonstrate how NNZ is delivering on its promise to be the Sustainable partner of choice - now and for the future.

Strategic focus	Pillars	SDG	
SUSTAINABLE PARTNER OF CHOICE	Growing our business sustainably	Customers Providing seamless customer experience <ul style="list-style-type: none"> Innovating to lead with focus on circularity Advancing product compliance and climate impact 	   
	Safe, engaged and responsible workforce	Employees Providing our people a safe and nurturing working environment <ul style="list-style-type: none"> Building a zero-harm safety culture Prioritising performance and talent management Creating a diverse NNZ with mutual respect and engagement 	 
	Sustainable sourcing	Suppliers Safeguarding responsible and sustainable supply chain <ul style="list-style-type: none"> Promoting responsible supply chain Safeguarding product quality Community engagement 	 

KPI Framework

Topic	KPI	2025	2026	2027	2028	2030
Sustainable product design	1.1 % turnover (KG) of designed for recycling packaging materials	96%	98%	99%	100%	100%
	1.2 % turnover (KG) of circular packaging materials	24%	26%	30%	38%	45%
GHG emissions and climate change	2.1 Scope 1 & 2 GHG (MT CO2e) emissions (versus 2023 baseline)	1,079 (+1.5%)	1,010 (-5%)	957 (-10%)	850 (-20%)	744 (-30%)
	2.2 Scope 3 GHG (kg CO2e per sold kg) emissions (versus 2023 baseline)	4.8 (+6%)	4.3 (-5%)	4.0 (-10%)	3.6 (-20%)	2.1 (-52%)
Responsible customer relationships	3. NPS - Customer survey score	+60	+60	+60	+60	+60
Workplace health and safety	4.1 Total recordable injury rate	1	1.0	1.0	0.5	0.5
	4.2 Average score on NNZ Health and Safety requirements (scale 1-10)	7.0	7.5	8.0	8.5	9.0
	4.3 Illness rate	4.7%	4%	3%	3%	2%
Diversity and mutual respect	5.1 % of management positions filled by women	40%	40%-60%	40%-60%	40%-60%	40%-60%
	5.2 % employees that are educated and have signed the Diversity and mutual respect policy	85%	90%	95%	95%	100%
Performance and talent management	6.1 % employees who received a yearly performance and career development review	65%	70%	80%	90%	100%
	6.2 % employees which are covered by a talent review program	15%	50%	70%	80%	95%
Employee relationship and engagement	7. NPS - Employee survey score	+45	+45	+45	+50	+60
Supplier management & procurement practices	8.1 Average supplier audit score (scale 1-10)	8.0	8.0	8.5	8.5	9.0
	8.2 Average supplier ESG screening score (scale 1-10)	6.0	7.0	8.0	8.0	9.0
	8.3 Share of sustainability screened suppliers	30%	50%	70%	70%	90%
	8.4 % suppliers that signed the Code of Conduct	95%	97%	100%	100%	100%
Product quality & safety	9. Average score on NNZ Quality and Food Safety requirements (scale 1-10)	9.5	9.5	9.5	9.5	9.5
Community engagement	10. % of NNZ locations that participate in community engagement projects	62%	70%	80%	90%	100%

Annual highlights

<p>NPS +60</p> <p>Customer survey</p> <hr/> <ul style="list-style-type: none"> • High customer satisfaction score <hr/> <p>See 2.2.1 <i>Customer relationships</i> (page 22)</p>	<p>Leading</p> <p>Sustainable Packaging</p> <hr/> <ul style="list-style-type: none"> • Continued growth in circular packaging solutions <hr/> <p>See 3.1.1 <i>Sustainable product design</i> (page 45)</p>	<p>NPS +45</p> <p>Employee survey</p> <hr/> <ul style="list-style-type: none"> • Employee loyalty and engagement rated excellent <hr/> <p>See 3.2.1 <i>Safe and nurturing working environment</i> (page 58)</p>	<p>100%</p> <p>BRC & ISCC+ certification</p> <hr/> <ul style="list-style-type: none"> • Successful external audits across NL, DE, PL, UK and Nordic-region <hr/> <p>See 3.3.2 <i>Product quality and safety</i> (page 66)</p>
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2025 highlighted NNZ's progress in circular packaging, top-tier EcoVadis recognition, and strong engagement scores, reinforcing our role as a sustainable packaging partner.

Gold

Medal EcoVadis

- Placing us among the top 5% of companies for sustainability performance

Follow us via the EcoVadis platform to access our sustainability ratings



2. Company profile



Our story | NNZ 100 years



2.1 Value creation

2.1.1 NNZ Our story

Since 1922, NNZ has been a family enterprise defined by a longstanding tradition of entrepreneurship and long-lasting relationships with our customers, employees, and suppliers, who are at the heart of everything we do. We believe that investing in trust, innovation, and engagement drives sustainable progress. This commitment shapes our sustainability strategy ensuring that we not only create economic value but also positive social and environmental impact.

We, as a company, take our responsibility for growing sustainably by continuously exploring new ways to innovate in both packaging and processes. Beyond business, we actively contribute to strong social networks, both within our organisation and the communities we operate in. This commitment reflects our identity, not just as a family business, but as “a company with a family”.

Our journey began in 1922 when the first generation laid the foundation for further growth in the post-World War II era. The second generation expanded our international presence and diversified the product range. Since the 1990s, the third and fourth generations have continued to strengthen our global network. In the following sections, we take a closer look at these key milestones in our history.

First generation: Rien Boot (1922 – 1945)

In 1922, after relocating from Gouda to Groningen, Gijsbertus (Rien) Boot founded the Noord Nederlandse Zakkenhandel (NNZ). The city’s strong agricultural and port activities provided an ideal market for jute sacks and fabrics, laying the foundation for the company’s success. Despite the challenges of the Great Depression in the 1930s, NNZ continued to grow, supported in part by previously built-up reserves. During the Second World War, jute remained essential to the food supply, allowing NNZ to navigate the war years in relatively stable condition. The family endured personal hardships, however, including the imprisonment of Marinus Boot due to his involvement in the resistance.

Second generation: Leendert and Wim Boot (1945 – 1990)

After 1945, Leendert and Wim, the sons of Gijsbertus Boot, took over leadership of NNZ. Leendert, who had travelled to the United States before the war, continued to steer the company toward international expansion. Wim, the youngest son, joined NNZ in the 1950s after gaining experience in Malaysia. Together, they played a pivotal role in expanding operations into new markets across Europe and North America.

In 1963, NNZ partnered with Flexoplast, introducing modern plastic and net packaging to complement its traditional jute offerings. When Leendert passed away in 1972, Wim became the sole director. He upheld the philosophy “Invest in people, not in buildings”, fostering a strong sense of unity within the company and over the years a deep commitment to employee well-being.

Third and fourth generations: New dynamism and the future (from 1990 onward)

Since 1990, with the arrival of Marco and Len Boot, followed by Patrick Boot and Roos van Vugt, NNZ has continued to expand into a global network.

The establishment of operations in Roswell, Georgia (USA) marked a key step in the company’s growth in North America. Around the same time, the Will & Wim Boot Foundation (1997) was set up to support community projects, including initiatives in Bangladesh, which is the birthplace of jute.

Celebrating its centennial in 2022 highlighted NNZ’s deep-rooted family legacy, with innovation and sustainability remaining at the core of its mission. In 2025, NNZ took an important step toward its next phase by transferring leadership to an external board. This transition was designed to further professionalize governance, ensure the company is well positioned for future growth, and ensure that NNZ continues to uphold the family values that have shaped the company for over a century.

2.1.2 Vision, mission and strategy

At NNZ, our vision, mission, strategy, and core values work together as the foundation of who we are and how we create value. In a rapidly evolving global market, we are committed to delivering sustainable, innovative packaging solutions that support our customers' ambitions while contributing positively to society and the environment. Our strategic direction is built on long-term thinking, continuous innovation, and strong, responsible partnerships.

Our mission reflects our role as independent advisors within the packaging industry - providing tailored, future-ready solutions grounded in deep expertise, customer collaboration, and a commitment to circularity. Through a global network of socially responsible suppliers, we proactively anticipate market trends and drive forward-thinking product development that enhances performance, minimises waste, and meets regulatory and customer expectations.

Underpinning our vision and strategy are the core values (4P) that shape our culture and guide our daily decisions.

Together, our vision, mission, strategy, and values define the Royal NNZ Group as a trusted global partner dedicated to responsible growth, innovation, and lasting impact.

Vision

Our vision guides our approach to packaging:

Sustainable value creation through innovation.

Sustainable value creation through innovation NNZ strives to be a socially responsible and market-driven company, creating sustainable packaging solutions for its customers through a global network serving the fruit, vegetable and industrial sectors. This commitment is expressed in our long-term pay-off: The packaging network!



Mission

Based on our vision, we defined the following mission statement:

“Inspired to create sustainable packaging solutions for the shared success of our customers, suppliers and employees!”

We offer outstanding sustainable packaging solutions tailored to current and future customer needs, understanding our customers and supporting them with:

- A leading product portfolio in key focus areas.
- Fast, responsive, customised service and expertise.

Our beliefs

We can accomplish this through the strong network of partners:

- Empowered employees who feel personally valued, working with pleasure and passion, following a shared plan.
- Trusted partnerships with our suppliers, built on mutual respect and collaboration.
- An entrepreneurial and adventurous spirit that drives innovation and growth.

Strategy

Core business

We offer packaging materials for 3 market segments:

- Transport packaging for produce, B2B with a content of > 10kg.
- Consumer packaging (Retail packaging) for produce, B2C and B2B, with a content of < 10kg.
- Industrial packaging: transport and consumer packaging for food, feed, chemical products, pharma, fertilisers, building/construction materials, granulates, waste/recycling and wood.

For more information on the products & services we offer, see 2.2.2 Products and services from page 24 onwards.

Core values

Passion

NNZ approaches packaging with passion and dedication, striving to deliver the best possible solutions for customers.

Pleasure

We create a positive and enjoyable work environment, driven by the belief that a motivated and happy team achieves better results.

Personal

A personal approach is key at NNZ, both in interactions with customers and internally with colleagues.

Plan

We are committed to strategic planning and teamwork, enabling us to achieve jointly defined goals and remain aligned with market needs.

2.1.3 Sustainable partner of choice

At NNZ, sustainability is about fostering and maintaining long-lasting relationships with our employees, customers and suppliers. We believe in progress, for both people and planet, and are committed to integrating the United Nations Sustainable Development Goals (UN SDGs) into our day-to-day business.

Our vision is to shape a sustainable future where packaging solutions drive environmental stewardship, resource efficiency, and ethical business practices. By 2030, we aim to be an industry leader in circular packaging, carbon reduction, and responsible sourcing. This commitment is supported by targeted initiatives in innovation, compliance, and stakeholder collaboration.

To ensure effective execution of this strategy, NNZ integrates sustainability into its governance, decision-making processes, and daily operations. Progress is regularly monitored through defined KPIs, internal reviews, and ongoing stakeholder engagement. This approach enables NNZ to respond proactively to emerging risks and opportunities, while continuously improving its performance and creating long-term value for both the business and society.

Our “Sustainable partner of choice” strategy is built on three core pillars: customers, employees and suppliers. Within each pillar, we have identified priority areas based on a double materiality assessment, aligning with the key material topics. These key areas are backed by clear key performance indicators (KPIs) and targets that we strive to achieve by 2030.

Strategic focus, pillars and objectives

We communicate our strategy to stakeholders through our website, company presentations, and our sustainability report. Employees participate in dedicated workshops to deepen their understanding of our sustainability commitments.



Sustainable partner of choice

Strategic Focus	Pillars	Objectives
1. Growing our business sustainably 	Customers Providing seamless customer experience	<ul style="list-style-type: none"> • Innovating to lead with a focus on circularity • Advancing product compliance and climate impact
2. Safe, engaged, and responsible workforce 	Employees Providing our people a safe and nurturing working environment	<ul style="list-style-type: none"> • Building a zero-harm safety culture • Prioritising performance and talent management • Creating a diverse NNZ with mutual respect and engagement
3. Sustainable sourcing 	Suppliers Safeguarding a responsible and sustainable supply chain	<ul style="list-style-type: none"> • Promoting a responsible supply chain • Safeguarding product quality • Community engagement

1. Growing our business sustainably

We strive for sustainable business growth by delivering safe and innovative packaging solutions that exceed our partners’ expectations. Our goal is to help customers with developing a sustainable packaging portfolio, with a strong focus on circularity, recycled content and minimising environmental impact. Sustainability is at the core of our business, not only because packaging plays a crucial role in reducing food waste, but also because we see it as a foundational pillar of our ongoing transformation. We are committed to reducing environmental impact, as far and as fast as possible.

Sustainable product design

We are committed to the implementation of sustainable practices into all links of our supply chain, from sourcing through our suppliers, to customers

and employees, all with a strong dedication to sustainability. We implement strategies that prioritise circularity by designing packaging for recycling and incorporating recycled content. To support fact-based materials selection, we have developed the #Rethink model, which calculates the product environmental impact of packaging solutions.

GHG emissions and climate change

Our sustainability journey includes targeted strategies to reduce carbon emissions at our offices and warehouses (scope 1 & 2). NNZ is also committed to reducing indirect (scope 3) GHG emissions and minimise our climate impact per weight of sold materials. We drive this reduction through targeted initiatives in (closed loop) recycling, material replacement and transport optimisation.

Responsible customer relationships

As a trusted partner of choice, NNZ actively engages with customers to understand their needs, expectations and preferences. We maintain a continuous dialogue through daily interactions and structured customer surveys which measure engagement, loyalty, and advocacy to strengthen long-term partnerships.

2. Safe, engaged, and responsible workforce

At NNZ, we recognise that caring for both our people and the planet is a business imperative. Our stakeholders increasingly expect meaningful action towards climate responsibility and community well-being, and we are committed to meeting these expectations. We strive to nurture a workplace in which our employees feel safe, engaged, and empowered. A culture that promotes engagement, responsibility and collaboration. We actively work beyond our organisation with local and global stakeholders to drive positive change through shared initiatives.

Workplace health and safety

At NNZ we are committed to fostering a zero-harm safety culture, ensuring that workplace incidents do not result in injuries or illnesses. We proactively identify risks and implement preventive measures with the help of comprehensive workplace Health and Safety assessments across all of our locations. Embracing a zero-harm mindset is not about assuming that all risks can be eliminated, but about continually improving safety protocols, learning from incidents, and prioritising prevention over reaction.

Diversity and mutual respect

At NNZ, we recognise that true impact comes not just from bringing together diverse talent, but from how we collaborate and grow together. We aim to break down barriers, encourage open communication, and cultivate a culture of mutual respect where every employee feels valued and empowered to contribute their unique perspectives.

Performance and talent management

Our employees are the driving force behind our ability to deliver outstanding customer experiences. To foster high performance, we prioritise talent management and engagement, conducting regular performance and career development reviews. Engaged employees are more likely to go above and beyond which demonstrates resilience and commitment. We leverage employee surveys to assess organisational strengths and areas for improvement, ensuring alignment with our strategic goals.

Employee relationship and engagement

We prioritise open dialogue with our employees at NNZ to understand their needs, expectations and preferences. Through daily interactions and regular engagement surveys, we assess employee satisfaction, loyalty and advocacy. This way, we ensure a workplace culture that fosters commitment, trust and long-term success.

3. Sustainable sourcing

Sustainability is deeply embedded in the organisation and guides our actions at every level. Our products play a crucial role in protecting contents and preventing food waste, a responsibility we take great pride in. However, meaningful progress can only be achieved through collaboration across the entire supply chain. Our goal is not just to maintain transparency but also support suppliers at different stages of their sustainability journey. This includes providing them with a best-practice governance framework to enhance their impact. Together, we strive to create a better, more sustainable world for future generations.

Supplier management and procurement practices

NNZ is dedicated to ensuring our suppliers operate with the highest ethical, ecological and efficiency standards. To uphold this commitment, we have a three-tier audit program (Light, Medium and Intense) with annual audits conducted per central sourcing category based on a pre-approved schedule.

The eventual NNZ Supplier Audit index score is derived from the average score of the pillars Quality, Food Safety and ESG. Our suppliers must also agree to sign and comply with the NNZ Code of Conduct, which encompasses:

- Ensuring consumer safety
- Respecting human rights
- Promoting sustainable developments
- Contributing to a clean environment

Product quality & safety

We aim to offer our customers full transparency regarding our products and processes, enabling them to confidently verify compliance with relevant product safety regulations. Our approach to product safety includes clear and open communication, with Declarations of Conformity available upon request. We guarantee product quality by conducting regular audits of our internal supply chain, ensuring they meet our stringent quality and food safety standards.

Community engagement

We strive to create positive and lasting impacts in the communities surrounding our suppliers. Through active engagements, we support initiatives that combine knowledge, skills, values and motivation ensuring meaningful contributions that drive social and environmental progress.

Sustainable Development Goals (SDGs)

We commit to the United Nations Sustainable Development Goals (SDGs) and have incorporated them into our day-to-day business. We have identified the key SDGs that align with our strategic priorities, considering both the nature of our own businesses and the external environment. With our packaging technologies, our people and strong sense of social responsibility at the heart of our business, we contribute to the SDGs below which form the foundation of our sustainability strategy.

- **SDG 5:** Achieve gender equality and empower all women.
- **SDG 7:** Ensure access to affordable, reliable, sustainable and modern energy.
- **SDG 8:** Ensure inclusive and sustainable economic growth, employment and decent work for our people.
- **SDG 9:** Build resilient infrastructure: promoting sustainable industrialisation and fostering innovation.
- **SDG 12:** Ensure sustainable consumption and production patterns
- **SDG 13:** Take urgent action to combat climate change and its impacts.

These focus areas are underpinned by a consistent and ethical approach, enabling NNZ to create sustainable value across its operations. We are committed to actively driving initiatives within these key areas to maximise our positive impact and contribute to the relevant Sustainable Development Goals.

To further embed the SDGs into our organisation, NNZ translates these global goals into concrete actions, targets, and performance indicators within its three strategic pillars. This ensures that our contribution is measurable, aligned with our business activities, and continuously strengthened through evaluation and stakeholder engagement, supporting long-term value creation for both society and the environment.

Key Performance Indicators (KPIs)

The objectives set out in our strategy, as reflected on the KPI Framework on page 6, are assessed each year and, where necessary, revised.

2.1.4 Social contributions

NNZ is committed to making a meaningful difference in the communities where we operate. Our social contributions are aimed at initiatives that closely align with local needs and support long-term community well being and sustainable development. We place particular focus on regions where our suppliers are active, helping to strengthen the social fabric around our global value chain.

Education is a central pillar of our community engagement. In Bangladesh, we established the NNZ Quasem School to provide high-quality education and essential resources in an area with limited access to learning opportunities.

In the Philippines, we support the Chosen Children Village Foundation, which delivers specialised care and education for children with disabilities. In South Africa, our contribution to the Elevation Programme helps enhance employment opportunities through targeted training and mentorship.

Alongside these flagship projects, NNZ supports a wide range of other initiatives that span healthcare, education, culture, and environmental preservation. Together, these efforts reflect our commitment to social responsibility and our belief in the communities that are connected to our business.



Chosen Children Village Foundation

The Chosen Children Village Foundation in the Philippines provides lifelong residential care and specialised support to abandoned children with physical and mental disabilities. The foundation offers therapeutic care, rehabilitation, education, and skill training programs to empower children towards independent and fulfilling lives within their community. NNZ provides financial support to this foundation because we believe in inclusive community development and assisting vulnerable populations.



NNZ-Quasem School

The NNZ-Quasem School was established and officially opened in Bangladesh in 2022 as part of NNZ’s centenary celebrations. Situated in a region with limited educational resources, the school offers high-quality primary education aimed at empowering local children. It follows a curriculum that emphasises modern teaching methods, sustainable development practices, and active community involvement, aiming to significantly enhance educational outcomes and future opportunities for the students. NNZ provided an initial donation of \$200,000 in 2022 and committed to annual donations for the next ten years (2023 - 2032). As part of the 90th anniversary celebrations in 2012, NNZ additionally donated three boats, improving transportation and local economic activity.



Opening ceremony
NNZ-Quasem school



Will & Wim Boot Foundation

The Will & Wim Boot Foundation (Will & Wim Boot Stichting) was established on NNZ's 75th anniversary to support diverse charitable initiatives, including healthcare, education, and community development projects. Contributions are gathered from NNZ employees and the company itself. We emphasise our collective corporate responsibility and community empowerment by contributing between € 2,500 and € 5,000 annually.

Elevation Programme

The Elevation Programme, a nonprofit established in 2017 in Wellington, South Africa, provides skill development, mentorship, and employment support for unemployed individuals within the Drakenstein area and surrounding communities. The comprehensive training and guidance significantly boost employment prospects and social integration. NNZ contributed to this initiative in alignment with South Africa's Broad-Based Black Economic Empowerment (B-BBEE) goals, reflecting our commitment to social equity and economic development.



Additional community contributions

Organisation	Country	Focus	Description
Danish Cancer Society	Denmark	Healthcare	Cancer research and patient support
Children's Welfare	Denmark	Children	Protection of children affected by violence
Buy:Aid	Denmark	Charity	Fundraising through premium product sales
Mission Aviation Fellowship	Global	Humanitarian	Air delivery of food and medical supplies
Groningen Landscape Foundation	Netherlands	Environment	Conservation of natural habitats
Groninger Museum	Netherlands	Culture	Regional heritage, art and education
Compassion	Global	Children	Protecting children from poverty and abuse
Driving Against Cancer Foundation	Netherlands	Healthcare	Cancer research via KWF
Beat Cancer	Denmark	Healthcare	Innovative cancer research funding
Alpe d'HuZes Foundation	Netherlands	Healthcare	Cancer research via KWF collaboration

NNZ supports a wide range of other initiatives that span healthcare, education, culture, and environmental preservation.

2.2 Activities

2.2.1 Customer relationships

Every partnership starts with a conversation, and at NNZ, we ensure that conversation continues, evolves, and delivers. Building responsible customer relationships means more than supplying packaging, it's about co-creating solutions that are future-proof, transparent, and tailored to real needs. By listening closely, responding with care, and innovating with purpose, we turn shared ambitions into measurable impact. Whether through smarter service, circular design, or digital tools that enhance trust, we grow stronger alongside our customers, one solution, one insight, and one long-term partnership at a time.

Our approach and commitments

NNZ aims to build long-term partnerships with its customers, relationships based on trust, transparency, and shared value. Our approach supports customer growth by providing packaging solutions that are tailored, sustainable, and forward looking.

Core principles of our customer relationship:

Open communication: We communicate relevant information clearly and on time, and we actively listen to customer input.

- Tailored solutions: We co-create sustainable packaging options that support customer objectives and reduce environmental impact.
- Environmental responsibility: We support our customers' sustainability goals through responsible sourcing and innovative product development.
- Stable partnerships: We commit to long-term collaboration that delivers continuity, reliability, and mutual success.
- Expert support: Our customers benefit from NNZ's expertise and in-house development capabilities.

Customer survey 2025

In 2025, NNZ carried out a group wide customer survey to gain a fact based view on how customers experience the relationship with NNZ and to anchor this in the material topic responsible customer relationships in the sustainability strategy. The survey confirms that NNZ has a solid foundation to build on: customers experience the collaboration as personal, reliable and solution oriented, and see NNZ as more than just a packaging supplier.

A personal, trusted partner

Customers describe the relationship with NNZ as personal and accessible: they value having clear contact persons, short lines of communication and the feeling that NNZ genuinely knows their business and context. This direct and human way of working makes day to day cooperation smoother and strengthens trust, which is crucial for long term partnerships in complex supply chains. The findings reflect NNZ's 4P values, in particular the Personal dimension, and show that these values are also recognised externally.

Reliability and product quality as a given

The survey underlines that customers experience NNZ as a reliable partner that delivers what has been agreed, both in terms of volumes and timing and in terms of consistent product quality. This reliability is closely linked in the sustainability report to NNZ's strong focus on product safety, compliance and quality systems, which ensure that packaging performs as expected in demanding food and industrial applications. For customers, this dependable performance is one of the main reasons to maintain and expand the relationship with NNZ.

Solution oriented expertise in packaging

A recurring strength in the KTO is NNZ's solution oriented mindset: customers do not only see NNZ as a seller of packaging, but as an expert sparring partner who helps think through applications, design choices and optimisation opportunities. The ability to translate technical packaging knowledge into

concrete solutions for customers' processes and markets reinforces NNZ's ambition to be the sustainable partner of choice, as highlighted in the customer pillar of the sustainability strategy. This advisory role is particularly important in a context of changing legislation and growing sustainability expectations around packaging.

Service, speed and responsiveness

The report also shows that customers appreciate NNZ's service level, especially the speed and responsiveness when questions or issues arise. Quick reactions, pragmatic problem solving and a hands on attitude are seen as characteristic of the way NNZ works and contribute to a feeling of security in the relationship. This service orientation connects directly to the strategic objective of providing a seamless customer experience within the "Growing our business sustainably" focus area.

Using this survey as a baseline

Because this is the first group wide survey, the outcomes form an important baseline for the KPI framework under responsible customer relationships. The strengths - personal approach, reliability, solution oriented expertise and responsive service show that NNZ's culture and strategy are visible in the daily customer experience. At the same time, the baseline enables NNZ to track future development of customer satisfaction and loyalty in a structured way and to link concrete improvement actions to the sustainability roadmap.

Answer to the question; to what extent would you recommend NNZ to your colleagues or acquaintances?



Results customer survey

2.2.2 Products and services

NNZ operates in a dynamic global packaging market, supplying packaging products and providing services to customers in retail and transport for fresh produce, as well as in industrial sectors. The company operates a trading-based business model, combining a comprehensive packaging portfolio with independent advisory, global sourcing and logistics coordination. Through this integrated approach, NNZ supports customers with packaging solutions that improve operational efficiency, protect products and contribute to responsible environmental practices.

Retail packaging for fresh produce

Focus

- Product focus: fruits and vegetables.
- Client focus: packers serving retail clients and international retailers.
- Packaging type: differentiated products with a focus on trays, film, bags and netting, made from plastic, paper, cellulose, fibres, cardboard and wood.

Approach

Packaging plays an important role in reducing food waste and maintaining the quality of fresh produce. Fruit and vegetables continue to respire after harvesting, making the selection of appropriate packaging materials essential for extending shelf life. Retail packaging serves different functions in business-to-business and retailer-to-consumer supply chains, with food loss occurring at various stages depending on the market context. NNZ offers a broad standard portfolio for retail packaging of fruits and vegetables and supports customers in making fact-based choices when developing more sustainable packaging portfolios.



Transport packaging for fresh produce

Focus

- Product focus: packaging materials for large volumes of produce, such as potatoes, onions, carrots, cabbage and fruits.
- Client focus: farmers and packers.
- Packaging type: differentiated products with a focus on mesh bags, burlap (jute, hessian) bags, ventilated bulk bags, PP woven bags, paper bags, pallet netting and corner boards.

Approach

Transporting fresh produce involves complex logistics, in which packaging plays a key role in protecting products and supporting shelf life. Matching packaging solutions to the characteristics of the produce and transport conditions is essential to ensure product quality upon arrival. NNZ works with growers and packers to select appropriate packaging solutions, taking factors such as ventilation, moisture and handling requirements into account.



Industrial packaging for feed, food and non-food

Focus

- Product focus: food products (e.g. milk powder), animal feed, chemical products (including fertilisers) and building materials.
- Client focus: producers of human food, pet food, animal feed and chemical products.
- Packaging type: differentiated products with a focus on bulk bags (FIBC), PP woven bags, paper bags, net bags, cotton bags, film bags, mesh bags, pallet netting and corner boards.

Approach

Packaging forms an essential link between industrial producers and end users. NNZ develops and supplies industrial packaging solutions for sectors such as food, animal feed, chemicals, pharmaceuticals and construction. Customers are supported in selecting packaging solutions that contribute to efficient purchasing, storage and logistics, as well as reliable protection during transport and handling.

Services

In addition to supplying packaging products, NNZ provides services that support customers throughout the packaging value chain. These services form an integral part of NNZ's core activities and enable the delivery of customised, market-specific packaging solutions.

NNZ's services include:

- Independent packaging advisory, focused on application requirements, performance criteria, sustainability considerations and regulatory compliance.
- Global sourcing and procurement through an international supplier network.

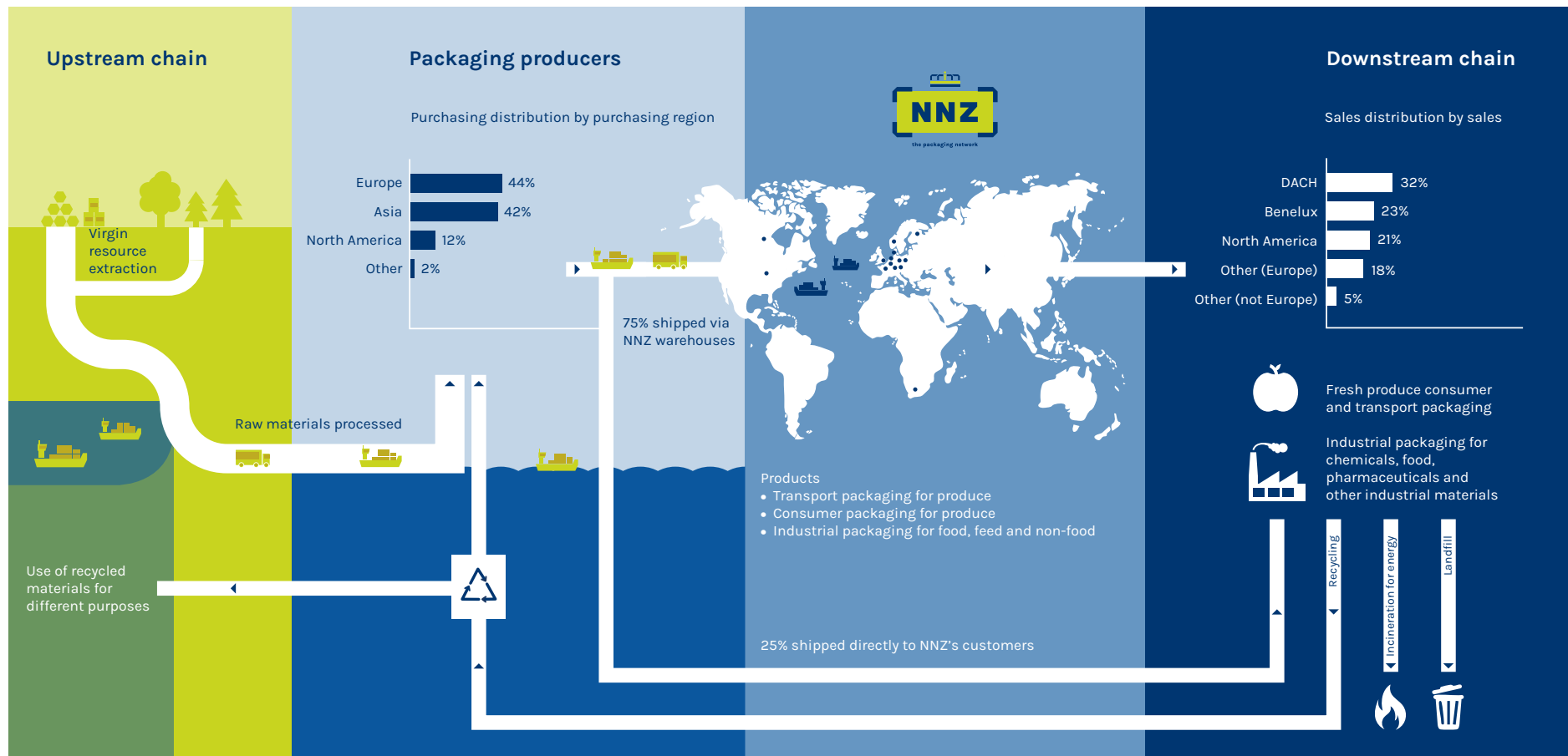
- Logistics coordination and distribution of packaging products via NNZ warehouses and logistics partners.
- Customisation and portfolio support aligned with customer operations and market needs.



Central role in the packaging value chain

Through the combination of products and services, NNZ fulfils a central role in the packaging value chain. By integrating sourcing, advisory, logistics and

distribution activities, NNZ connects suppliers and customers across multiple markets and regions. This integrated approach enables NNZ to respond to changing market demands and support customers in achieving operational and sustainability objectives.



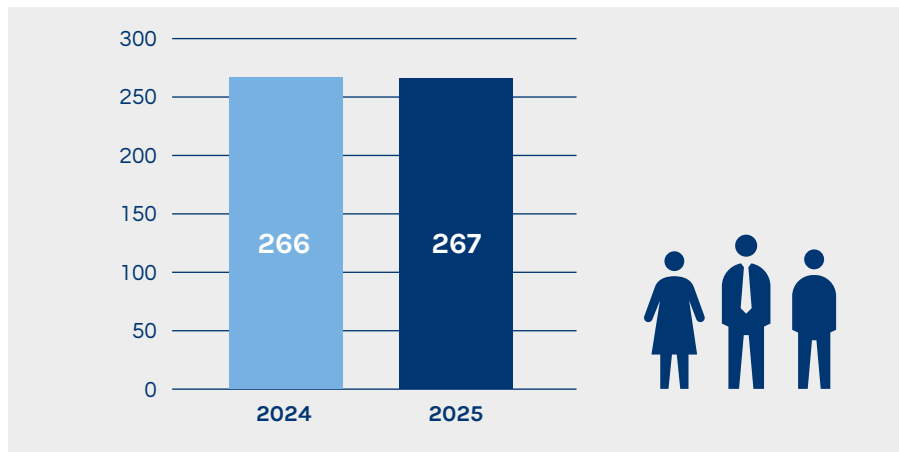
NNZ value chain

2.2.3 Workforce

At NNZ, we believe that sustainable value creation begins with people. Across all the countries in which we operate, our teams play a vital role every day in developing innovative and circular packaging solutions for our customers. Their collective drive, personal commitment, and professionalism form the foundation of our ambition to be the Sustainable partner of choice within our sector.

Internal workforce

At the end of 2025, NNZ employed approximately 272 people worldwide, with a cumulative total of 267 FTE (full time equivalent). All numbers in this report are shown as FTE, unless otherwise stated. Most employees work full-time and hold permanent contracts. The use of part-time contracts is limited and usually tied to personal preference or specific roles.



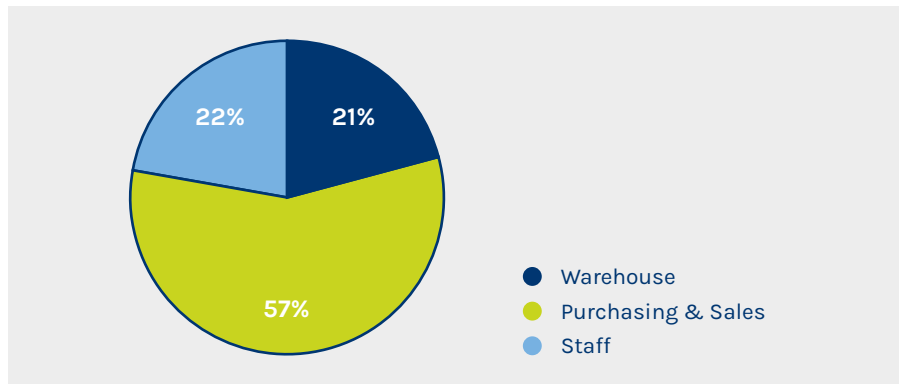
Employee count

The majority of employees are based in the Benelux, Germany, and Austria, followed by USA, United Kingdom, Canada, Poland, South Africa, the Nordic region, Switzerland and France.



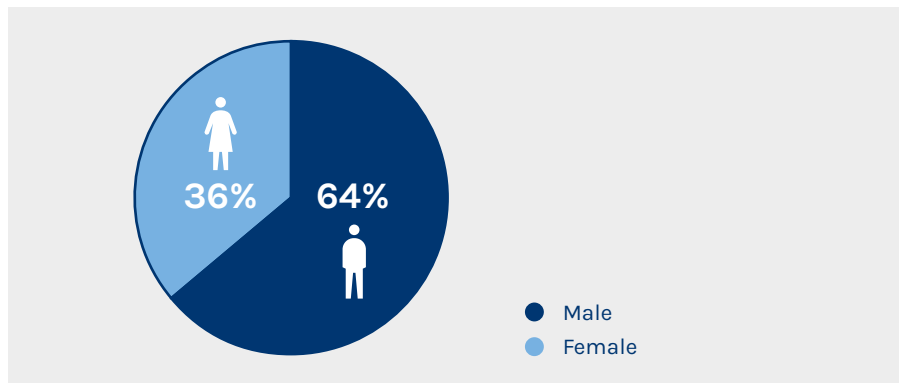
Employees per country

Across our offices and warehouses, our workforce reflects a diverse mix of nationalities and expertise areas, from commercial specialists and product developers, management and supporting staff to warehouse operators and logistic planners.

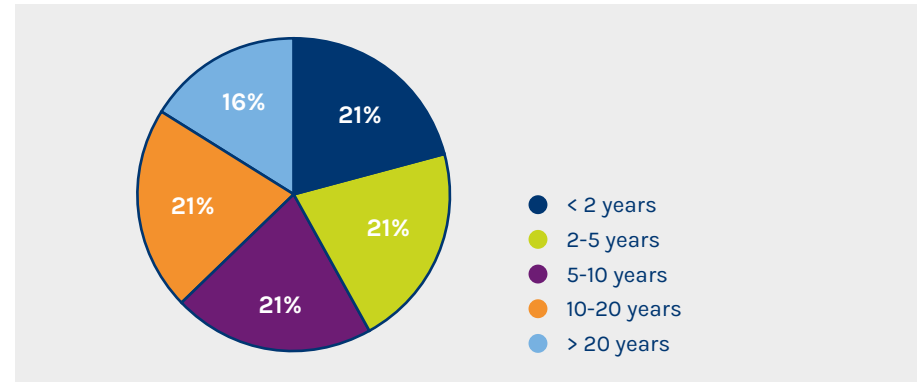


Employees per department

The age and gender composition of our teams is balanced, though specific ratios may vary by region and function.



Employees per gender



Employees per employment duration group in years

External workforce

NNZ occasionally engages external workers to meet temporary operational needs. These non-payroll workers are primarily deployed during seasonal peaks, such as the agricultural harvest periods, and are usually active in warehouse and logistics roles. In some cases, freelancers or specialists are contracted for specific projects requiring specific knowledge which is not available internally.

In addition to the engagement of external workforce, NNZ utilizes independent sales agents in selected markets. These agents operate under contractual arrangements and support commercial activities and market development in specific regions.

2.3 Materiality assessment

2.3.1 Stakeholders

NNZ operates in a dynamic environment where long term partnerships are essential to business success. Our stakeholders play a significant role in shaping strategic decisions, guiding responsible growth, and enabling sustainable value creation. Employees, customers, and suppliers form the core of our operations, each contributing directly to innovation, reliability, and long term impact. Their insights help inform priorities across the organization - from product development to supply chain sustainability - and form the basis of our commitment to responsible business practices.

These primary stakeholder groups were also actively involved in our double materiality assessment, providing valuable input through surveys and interviews that helped identify, rank, and refine the sustainability topics most relevant to NNZ.

Beyond these core relationships, NNZ maintains strong engagement with local communities, industry associations, shareholders, and financial institutions. Whether through investments in education, participation in sector-wide sustainability initiatives, or continuous dialogue with partners and regulators, these interactions help shape NNZ's role in both economic and social development. Together, they strengthen our ability to act with purpose, anticipate future challenges, and contribute positively to the broader ecosystem in which we operate.

Customers

Description

- Businesses of varying size and organisations across sectors.
- Connected to the food, agriculture, and industrial sectors.

Sustainability interests

- Sustainability: packaging solutions that minimise environmental impact.
- Product compliance and continuous innovation.
- Reliability in supply chain management.
- Circularity in packaging materials.
- Quality, durability, and functionality of packaging.

Sustainability results

- First group-wide customer survey conducted in 2025.
- Customer input via DMA surveys and interviews.
- Advancing circularity in packaging materials and reducing climate impact of offerings.

Communication channels

- Dedicated account managers for personalised support.
- Regular meetings and strategic partnerships.
- Industry forums.
- Customer satisfaction survey (group-wide, 2025 baseline).
- DMA participation through surveys and interviews.
- Open dialogue and structured feedback processes.
- Frequency: ongoing relationship management; periodic surveys.

Employees

Description

- Operational and office staff across all countries.
- Employees in permanent and temporary roles.
- External workers during seasonal peaks (warehouse and logistics).
- Family-owned culture rooted in personal and involved approach.

Sustainability interests

- Job security, career progression, and work-life balance.
- Work culture that values mutual respect and well-being.
- Learning and development opportunities.
- Fair compensation and uniform profit-sharing scheme.
- Health, safety, and ergonomic workspaces (zero-harm culture).
- Diversity and mutual respect.

Sustainability results

- Global employee satisfaction survey conducted.
- 4P framework (passion, pleasure, personal, plan) implemented.
- Increased investments in ergonomic workspaces.

Communication channels

- One-on-one discussions using 4P framework.
- Periodic employee satisfaction surveys.
- Info-rounds sharing updates with leadership.
- Training programmes and global collaboration networks.
- Confidant (NL and DE, expanded internationally).
- Whistleblower procedure (EU Directive compliant).
- Flat organisational structure with open formal and informal lines.
- DMA participation through surveys and interviews.
- Frequency: ongoing (daily contact, open channels); periodic (surveys, 4P reviews).

Suppliers

Description

- Strategic suppliers aligned with sustainability and business objectives.
- Product leaders, customer-focused, efficient, and service-minded.
- Managed centrally by the sourcing team.

Sustainability interests

- Stable business relationships and financial reliability.
- Fair pricing and ethical sourcing practices.
- Compliance with environmental and labour standards.
- Transparency through audits and supplier code of conduct.
- Innovation in sustainable materials (e.g. biodegradable industrial bags).

Sustainability results

- Company-wide ESG questionnaire issued to key suppliers.
- Supplier code of conduct in place.
- Regular supplier audits (Quality, Food Safety and ESG).
- Partnerships ended and strengthened based on performance.
- Recycled materials piloted, packaging redesigned for circularity.

Communication channels

- Audits and sustainability assessments.
- Centralised management by sourcing team.
- Supplier code of conduct and audit follow-ups.
- ESG questionnaire for key suppliers.
- Supplier forums and industry initiatives.
- DMA participation through surveys and interviews.
- Frequency: ongoing (operational contact); periodic (audits, assessments).

Shareholders

Description

- 100% family-owned (family Boot).
- Foundation for Administration of Shares (STAK).
- Supervisory board (RvC) performs independent oversight.

Sustainability interests

- Long-term financial sustainability and consistent value generation.
- Strategic investments securing profitability.
- Clear communication on financial performance and risk management.
- Responsible corporate governance.

Sustainability results

- Formal integration of DMA into governance.
- Defined objectives per material topic and emissions roadmap.
- ESG regular agenda item in board and management meetings.

Communication channels

- Regular board discussions with shareholders.
- Annual general meeting of shareholders.
- Informal interactions for transparency and trust-building.
- Supervisory board meetings (twice annually).
- ESG reporting and DMA integration.
- Frequency: ongoing (informal); twice-annually (supervisory board); annual (AGM, reporting).

Local communities

Description

- Communities near NNZ operations in the Netherlands, Bangladesh, Philippines, and South Africa.
- Local populations with limited access to education or employment opportunities.
- Organisations and foundations active in community development.

Sustainability interests

- Access to quality education.
- Economic development and employment support.
- Healthcare and community development.
- B-BBEE principles for labour participation (South Africa).

Sustainability results

- NNZ-Quasem School established in Bangladesh (2022, centenary).
- School contribution in the Philippines.
- Elevation Programme: skill development and employment support (SA).
- Will & Wim Boot Foundation supporting healthcare and education.
- B-BBEE principles upheld in South Africa.

Communication channels

- Collaboration with local foundations (Quasem Foundation, Will & Wim Boot Foundation).
- Project-based engagement in education and employment programmes.
- Partnerships with community organisations in Bangladesh, Philippines, and South Africa.
- Frequency: ongoing (foundation activities); project-based.

Memberships & industry associations

Description

- Industry associations and business networks.
- Eurojute membership.
- EFIBCA membership.

Sustainability interests

- Market trends and regulatory developments.
- Sustainability advancements in packaging.
- Industry-wide improvements and best practices.

Sustainability results

- Active participation in Eurojute and EFIBCA.
- Advocating for industry-wide packaging sustainability improvements.
- Alignment with best practices and regulatory transparency.

Communication channels

- Membership and participation in Eurojute and EFIBCA.
- Engagement in industry-wide sustainability initiatives.
- Frequency: periodic (industry events, forums).



2.3.2 Double materiality assessment

At NNZ, understanding the intersection between sustainability and business continuity is fundamental. Our double materiality assessment (DMA) analyses both our impacts on society and the environment, as well as the financial implications of sustainability-related risks and opportunities. Conducted in accordance with the European Sustainability Reporting Standards, the DMA identifies five material topics: Sustainable product design, GHG emissions and climate change, Safe and nurturing working environment, Supplier management & procurement practices and Product quality and safety. These material topics underpin our strategic direction and support resilient, long-term value creation.

DMA introduction

Impact and financial materiality assessment

In 2024 NNZ has conducted a double materiality assessment (DMA), which encompasses two interrelated dimensions: impact materiality and financial materiality.

Impact materiality assesses an organisation's environmental, social, and governance impacts. This dimension focuses primarily on the effects of NNZ's activities on stakeholders.

Financial materiality examines how sustainability issues influence NNZ's financial position, performance, cash flows, and access to funding. This perspective is particularly relevant for financial and sustainability report users.

Materiality is not limited to factors within NNZ's direct control but also includes significant impacts, risks, and opportunities arising from business relationships, external organisations, and stakeholders. In our assessment, we have focused on areas where these factors are most likely to occur, considering our operations, business relationships, and geographical presence.

Additionally, we evaluated NNZ's dependencies on natural, human, and social resources.

Impact materiality

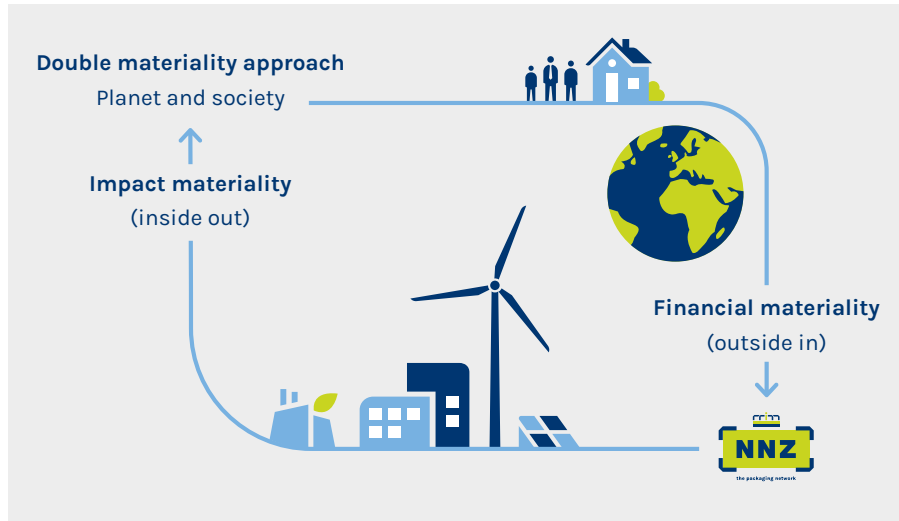
Impact materiality assesses the significance of sustainability topics based on their actual or potential effects on people and the environment, whether in the short, medium, or long term.

This analysis extends across NNZ's value chain, including products, services, and business relationships.

- Negative impacts: Assessed based on severity and likelihood. Severity is measured by scale, scope, and irreversibility.
- Positive impacts: Determined by scale and scope for actual impacts, and by scale, scope, and likelihood for potential impacts.

Financial materiality

In financial reporting, materiality determines the relevance of information for inclusion in financial statements. Financial materiality in sustainability reporting expands this concept by addressing topics that influence NNZ's financial stakeholders when making resource allocation decisions. A sustainability issue is considered financially material if it poses risks or opportunities that could significantly affect NNZ's business development, financial health, cash flows, access to funding, or cost of capital. These risks and opportunities span the short, medium, and long term and may arise from past, current, or planned future business activities. NNZ's dependence on natural, human, and social resources may present financial risks or opportunities in sustainability. Such dependencies can impact our ability to secure essential resources for business operations and influence the stability of business relationships under favourable terms.



Double materiality principle

DMA process

Process overview

Our process has been executed in collaboration with an external consultant and consisted of three phases:

- **Phase 1: Industry benchmarking and topic identification**

Starting from a long list of 160 topics, the process began with industry benchmarking and value chain analysis to establish the framework for NNZ's sustainability landscape. Relevant frameworks were reviewed, and key impacts, risks, and opportunities (IROs) identified, resulting in a tailored list of material topics.

All identified topics were consolidated into an overarching list of 24 themes, which formed the basis for the rest of the assessment.

- **Phase 2: Impact and financial assessment**

The 24 overarching themes were assessed through a double materiality lens, identifying 79 impacts, 57 risks, and 47 opportunities. The impact and financial assessment determined the extent of NNZ's influence on each topic, evaluating the severity of actual and potential IROs. NNZ's core team reviewed findings, integrating business-wide perspectives. Internal consultations further refined topic scoring using stakeholder input.

This process facilitated the identification of 16 topics where NNZ has the greatest impact, as well as those areas where NNZ has significant financial risks and opportunities, resulting in a short list of topics for further assessment.

- **Phase 3: Consolidation and validation**

After creating the final list of 16 topics, validation involved stakeholder engagement through 15 interviews with customers, employees, and suppliers. Insights were analysed and integrated into the assessment, with executive validation confirming a solid foundation for sustainability reporting and strategic direction.

The results were presented to NNZ's key stakeholders through surveys and interviews, collecting their perspectives on impacts, risks, and opportunities.

After incorporating stakeholder feedback, the validated material topics were confirmed by NNZ's Board of Directors.

Integration into broader risk management

In 2025, NNZ enhanced its approach by incorporating DMA related topics into the broader risk management process. This step strengthens the alignment between the DMA process and NNZ’s overall risk management strategy and supports more consistent oversight and decision making across the organization.

DMA Outcome

Materiality topics

We have identified our impacts on the environment and society (impact materiality assessment) as well as the sustainability-related risks and opportunities that we are exposed to (financial materiality assessment). The outcome is aggregated per NNZ topic.

The material topics identified through the DMA form the foundation of our sustainability strategy and reporting. Each topic is supported by defined policies, targets and KPIs, allowing us to monitor progress and adjust actions where necessary. The combination of impact and financial perspectives ensures that both our external effects and internal dependencies are considered in a balanced way.

In addition to the material topics identified, NNZ also monitors several ESG aspects that, while not classified as material under the current thresholds, remain relevant to our operations and stakeholders. These topics are addressed within their respective sections of this report, ensuring transparency and completeness in our disclosures.

Material sustainability-related impacts and risks

In total, five ESRS topics are assessed as material to NNZ, as presented in the table on the next page. The tables within the chapter 2.3.3 Impacts, risks and opportunities outline the identified positive or negative impacts, risks, and opportunities. All listed impacts are actual unless explicitly noted as

potential. Each table includes a brief description of the material impacts and risks. Further details on our approach to addressing these impacts and risks can be found in the relevant materiality sections under Environment (starting from page 45), Social (starting from page 58) and Governance (starting from page 64).

<p>Environmental</p> 	<p>Social</p> 	<p>Governance</p> 
<ul style="list-style-type: none"> • Sustainable product development • GHG emissions and climate change 	<ul style="list-style-type: none"> • Safe and nurturing working environment 	<ul style="list-style-type: none"> • Supplier management & procurement practices • Product quality and safety

IRO implications for business strategy

Given NNZ’s unique independent position within the value chain and our strategic focus on customers, employees, and suppliers, the overall impact of significant risks, opportunities, and external factors on our strategy and decision-making is considered manageable.

Our independent market position enhances resilience, enabling us to effectively navigate impacts, risks, and opportunities. We provide customers with impartial advice on the most suitable and sustainable packaging solutions for their products, regardless materials used. This is supported by strong alliances with trusted suppliers, ensuring high quality packaging, competitive pricing, and reliable delivery.

With extensive experience in international trade and a global supplier network, NNZ operates with geographical independence, further strengthening our adaptability. The primary financial impact in terms of risks concerns the availability of raw materials, particularly during poor harvests, which may lead

to reduced demand for agricultural packaging materials. To mitigate this, NNZ leverages geographic risk diversification and a strategic focus on growth in industrial packaging.

ESRS Topic	AR16 subtopic	Impact	Financial	Chapter
E5 - Resource use & circular economy	<ul style="list-style-type: none"> Resource inflows including resource use 	Crucial	Significant	3.1.1
E1 - Climate change	<ul style="list-style-type: none"> Climate change adaption Climate change mitigation 	Significant	Significant	3.1.2
S1 - Own workforce	<ul style="list-style-type: none"> Training and skills development Gender equality Diversity 	Significant	Important	3.2.1
S2 - Workers in value chain	<ul style="list-style-type: none"> Policies related to value chain workers 	Significant	Important	3.3.2
G1 - Business conduct	<ul style="list-style-type: none"> Corporate culture Management of relationships with suppliers 	Significant	Important	3.3.2
E2 - Pollution	n/a	Moderate	Minimal	n/a
E3 - Water and marine resources	n/a	Moderate	Minimal	n/a
E4 - Consumers and end-users	n/a	Moderate	Minimal	n/a
S3 - Affected communities	n/a	Moderate	Minimal	n/a

Double materiality assessment outcome

2.3.3 Impacts, risks and opportunities

This chapter presents the impacts, risks, and opportunities (IROs) identified through NNZ's double materiality assessment (DMA), which forms the foundation of our sustainability strategy and reporting.

For each material topic, the associated IROs are clearly defined and classified by type (positive impact, negative impact, risk, or opportunity) and assessed

based on their expected time horizon (short-, medium-, or long-term). This structured approach supports prioritisation and enables NNZ to focus on areas where action can create the most value or mitigate potential adverse effects. The chapter references indicates where the corresponding policies, metrics, targets and actions are discussed in detail.

Sustainable product design (page 45)

The following table summarises the identified impacts, risks and opportunities for Resource use & circular economy (E5).

IRO	Type	Description	Time horizon
Resource use & depletion	Negative impact	The use of natural resources used for conversion to NNZ products or services, such as jute, paper, cartons, (bio)plastics, etc. The design of the product can contribute to resource depletion and degradation of natural habitats due to the sourcing and extraction of raw materials.	Long-term (>5y)
Providing low-carbon, circular packaging	Positive impact	Providing low-carbon, circular packaging to help our customers reduce food waste and meet regulatory compliance.	Medium-term (2-5y)
Responsible resource use	Positive impact	NNZ can have a positive impact on resource usage and degradation of natural habitats by choosing (and developing) responsible packaging materials (e.g. FSC certified).	Medium-term (2-5y)
Product innovation and differentiation	Opportunity	Investing in sustainable material development, product design, and recycling technologies can lead to the creation of innovative products and services, enhancing market competitiveness.	Medium-term (2-5y)

GHG emissions and climate change (page 52)

The following table summarises the identified impacts, risks and opportunities for Climate change (E1).

IRO	Type	Description	Time horizon
Carbon footprint from supply chain	Negative impact	The carbon footprint of NNZ in extracting, producing and transporting materials and products up and down in the value chain will create greenhouse gas (GHG) emissions contributing to climate change.	Long-term (>5y)
Availability of (input) materials	Risk	Disruptions in the availability of raw materials, energy, or transportation due to climate-related events can impact production schedules and increase costs and also impact sales demand.	Medium-term (2-5y)

Climate-related risks

NNZ maintains a geographically diversified business model that limits our physical exposure to climate-sensitive assets. The table below outlines the most relevant risks.

Risk	Risk type	Implication
Failed harvests due to extreme weather/climate change	Physical	Reduced demand for agricultural packaging and therefore sales.
Supply chain disruptions due to extreme weather/ climate change	Physical	Supply delays and possible increased costs (material and transport).
Shifts towards more sustainable packaging products	Transition	Reducing demand for packaging and therefore sales.
Failure to comply with local packaging laws and regulations	Transition	Reputational damage and/or legal claims.

Climate-related risks and business model resilience

NNZ strengthens resilience through geographic diversification, mitigating reliance on specific harvest outcomes or regulatory environments. We operate in both the agricultural and industrial sectors to spread risk impact across market segments. Our extensive supplier network and flexible sourcing model support continuity without reliance on internal production. NNZ continues to refine its approach to ensure its business model resilience with regard to climate risks.

Financial impact

NNZ expects limited financial impact from climate transition risks on business assets, as we only own a limited number of offices and warehouses, which limits exposure to climate-related asset risks. Energy efficiency classifications of real estate are not applicable to our operations, and we do not foresee any financial obligations in the short, medium, or long term arising from transition risks.

Safe and nurturing working environment (page 58)

The following table summarises the identified impacts, risks and opportunities for Own workforce (S1).

IRO	Type	Description	Time horizon
Talent management and reduced turnover costs	Opportunity	Implementing strategies to attract and retain diverse talent and offering training and development opportunities enhances employee satisfaction, loyalty, and retention, effectively reducing turnover rates and minimising recruitment and training costs.	Short-term (1-2y)
Promotion of equal opportunity	Positive impact	Promoting equal opportunity hiring practices, upholding fair labour standards, and ensuring all candidates are evaluated based on their skills and performance.	Long-term (>5y)
Gender balance	Negative impact	Even with equal numbers, gender-related biases in promotions, leadership roles, or workplace culture could still exist.	Long-term (>5y)
Fair and equitable compensation	Positive impact	Providing fair and equitable compensation packages and benefits allows the company to remain competitive in the talent market, attract top talent, and maintain the workforce.	Long-term (>5y)

Impact characteristics

NNZ has not observed any widespread or systemic negative impacts on its employees. No individual incidents, such as significant workplace accidents or labour disputes, have been reported.

We continue to see positive impacts on employees through increased engagement, access to training, and inclusive collaboration. These benefits apply across all NNZ teams. A working environment that encourages initiative and personal growth supports creativity and a sense of shared purpose. In the context of sustainability developments and the energy transition, we currently also have not identified any negative impacts on employees. Instead, these changes further highlight the value of skills, adaptability, and cross functional cooperation within NNZ.

Impact and relation with business model

Employees form a core part of NNZ's business model. Their efforts directly influence how we serve our customers, improve our operations, and deliver on our sustainability ambitions. The connection between people and performance is evident in all parts of the organisation.

Impacts such as access to growth opportunities, involvement in decision-making, and overall job satisfaction align closely with how we structure and manage our business. By enabling people to contribute and grow, we reinforce long-term value for customers, suppliers, and employees alike.

Forced and child labour

NNZ operates through office and warehouse activities located in countries with well-established legal frameworks, including those in Europe and North America. Within this context, we currently assess the risk of forced or child labour as limited. No incidents or elevated risks have been identified in 2025.



Supplier management & procurement practices (page 64)

The following table summarises the identified impacts, risks and opportunities for Supplier management & procurement practices (G1 & S2).

IRO	Type	Description	Time horizon
Long-lasting supplier relationships	Positive impact	By maintaining regular engagement with partners and suppliers, the company fosters an open dialogue to strengthen partnerships, prevent potential conflicts and uphold ethical business practice.	Medium-term (2-5y)
Working conditions of workers in the value chain	Negative (potential) impact	Work-related injuries or illness can lead to severe consequences, including fatalities, lost workdays, job restrictions or transfers, medical treatment beyond first aid, or loss of consciousness.	Long-term (>5y)
Human rights: societal livelihood uncertainty	Negative (potential) impact	Raw material extraction may involve exploitative practices such as poor labour conditions, environmental degradation, or unethical sourcing, contributing to economic instability and socio-economic insecurity within communities.	Long-term (>5y)

Identified impacts and risks

Strong supplier relationships form the backbone of our responsible sourcing strategy. Through consistent engagement with our partners and adherence to our Supplier Code of Conduct (SCoC), we create the conditions for transparency, shared standards, and mutual accountability. These collaborations are not only essential for supply continuity, they also serve as a foundation for promoting ethical behaviour, sustainability, and positive community impact throughout the upstream value chain.

However, our double materiality assessment has made it clear that supplier-related risks cannot be overlooked. In regions with limited regulatory oversight, particularly outside of Western markets, workers involved in raw material extraction and production are exposed to heightened risks. These include physical harm, unsafe working environments, and socio-economic vulnerability

due to low wages, inadequate labour protections, or exploitative practices. We consider these risks to be systemic rather than isolated and therefore treat them as a material concern across our supplier network.

Business model

There is a clear connection between these impacts and our business model. The success of our value proposition depends on the integrity of our supply chain. If labour rights or environmental regulations are violated at the source, we risk compromising product compliance, customer trust, and our ability to meet sustainability commitments. Conversely, a responsible supplier base enhances operational resilience and supports our long-term strategy for sustainable value creation.

Product quality and safety (page 66)

The following table summarises the identified impacts, risks and opportunities for Product quality and safety (G1 & MDR).

IRO	Type	Description	Time horizon
Quality control processes	Positive impact	NNZ's robust quality control processes minimise the risk of product defects and safety hazards, ensuring high standards of product quality and safety.	Short-term (1-2y)
Compliance with regulations	Positive impact	NNZ's strong commitment to compliance with safety regulations helps protect public health and safety, prevent legal violations and labour disputes, and enhance its reputation for corporate responsibility.	Short-term (1-2y)
Recall costs	Risk	Product recalls due to safety or quality issues can lead to substantial costs related to retrieval, replacement, repairs, and disposal, directly impacting profitability.	Medium-term (2-5y)
Market differentiation	Opportunity	Providing high-quality, safe products sets the company apart from competitors, appealing to customers who prioritise product safety and quality.	Long-term (>5y)
Customer retention	Opportunity	Consistently delivering safe and high-quality products strengthens customer trust, driving satisfaction, loyalty, and long-term retention.	Medium-term (2-5y)

3. Materiality



3.1 Environmental

3.1.1 Sustainable product design

Circularity is a key pillar in NNZ's long-term strategy to reduce environmental impact and accelerate the transition toward a low-carbon, resource-efficient packaging economy. Informed by our double materiality assessment, we address risks related to resource depletion while uncovering opportunities through sustainable innovation and portfolio redesign. We focus on developing packaging that is designed for recycling, contains recycled or bio-based materials, and complies with evolving European legislation. Our measurable 2030 targets include 100% design-for-recycling and 45% turnover from circular materials. Guided by indicators such as the Material Circularity Index (MCI), we drive continuous improvements in product efficiency, material choices, and value chain collaboration to deliver scalable circular solutions.

Circularity approach & strategy

Sustainable partner of choice for customers

As a leading packaging solutions provider, we aim for sustainable growth of our business through the delivery of safe and innovative packaging that exceeds our partners' expectations. Our aspiration is to support more customers in building a sustainable packaging product portfolio, focusing on circularity, recycled content and environmental impact. Sustainability is embedded into the heart of our business, not least because of our packaging solution's intrinsic strengths and indispensable vehicle to reduce food waste. More than that, we are focused on making sustainability a foundational pillar of our ongoing business transformation. We are committed to reducing environmental impact, as far and as fast as possible.

We collaborate internally and with partners in the value chain to protect and grow our business. The sustainability enablers along the value chain are illustrated in the figure below. We are taking efforts to implement sustainable practices into all links of our supply chain, from sourcing through suppliers, customers and employees with a proven dedication to the sustainability journey where

we implement strategies for our products with focus on circularity through product design for recycling and recycled content.

Together we track packaging regulations, explore new materials and technologies, and build networks with expert partners in the field. We build a sustainable portfolio with new and improved products in response to shift to more sustainability. These products are developed using smart design, closing the loop and by including materials from sustainable sources, while applying the latest innovation principles, materials and technologies.



NNZ Circularity approach & strategy model

Circularity policy

NNZ is committed to advancing product circularity by embedding environmental responsibility throughout our operations and decision-making. We comply with all applicable environmental and hazardous materials regulations, including local and EU legislation such as the Packaging Waste Directive 94/62/EC and the REACH Regulation. We set clear environmental objectives and review them regularly to ensure ongoing progress.

Our teams receive dedicated training on sustainability practices, equipping them to reduce material, energy, and supply consumption while prioritising the use of renewable and recyclable resources. We actively promote certified sustainable products, including ISCC+, FSC, and PEFC certified materials. In addition, we support our customers in using our products sustainably, with a focus on end-of-life considerations and circular use.

Material in- and outflow

Circularity targets

We have set two measurable circular economy targets for 2030:

- 100% of sold packaging materials (fossil based) will be designed for recycling. Over 2025 this was 96%.
- 45% of our turnover consist of circular packaging materials. Over 2025 this was 24% (MCI of 0.24)

Packaging category	Share of turnover	Bio-based?	% Designed for Recycling	% Recycled content	Material Circularity Index
Fibres	21%	✓	✓	63%	0.71
Plastics: PP Flexibles	50%	✗	✓	0%	0.06
Plastics: PE Flexibles	16%	✗	✓	0%	0.14
Plastics: PET Rigids	5%	✗	✓	77%	0.39
Plastics: PP Rigids	4%	✗	✓	0%	0.38
Other	4%	✗	✗	29%	0.15
Total	100%	21%	96%	18%	0.24

Designed for recycling & recycled content

NNZ’s packaging portfolio is largely designed for recycling, with the majority consisting of mono materials that already meet recyclability criteria, although large scale recycling is not yet available for all materials. Today, 96% of our fossil based packaging (by weight) is designed for recycling; the remaining 4% consists of functional barrier films, PVC, and specialised barrier solutions, which we aim to replace with recyclable alternatives by 2030. Jute bags, part of our fibres category, are biobased, biodegradable, and widely reused in destination countries, though refurbishment for reuse is no longer viable due to economic and food safety constraints.



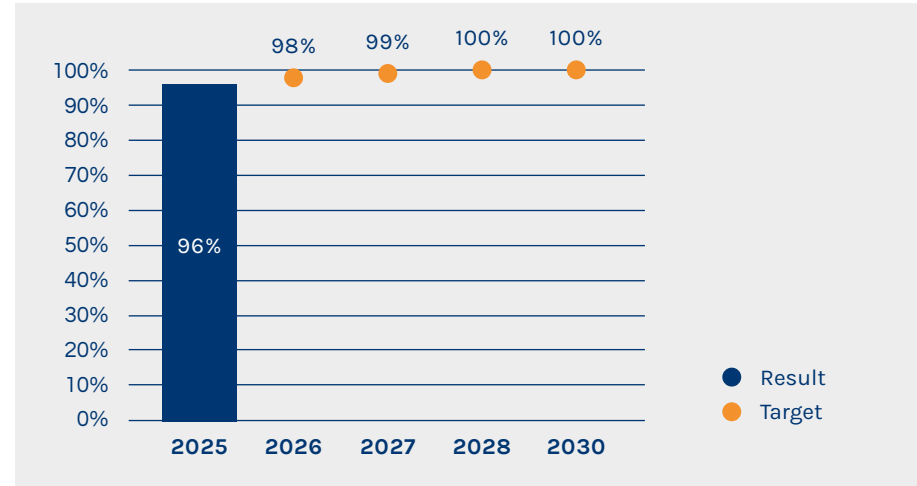
NNZ | #Rethink model
(Fruit Logistica launch)

Recycled content in our portfolio is currently limited by the availability of food grade recycled materials. Industry practice allows the use of 80% food grade rPET in trays and approximately 70% recycled fibre in cardboard tray flutes. Because many NNZ customers operate in the food sector, increasing recycled content depends on broader commercial availability of compliant materials, which is still developing. At present, 18% of our total sales (by weight) consists of recycled content.

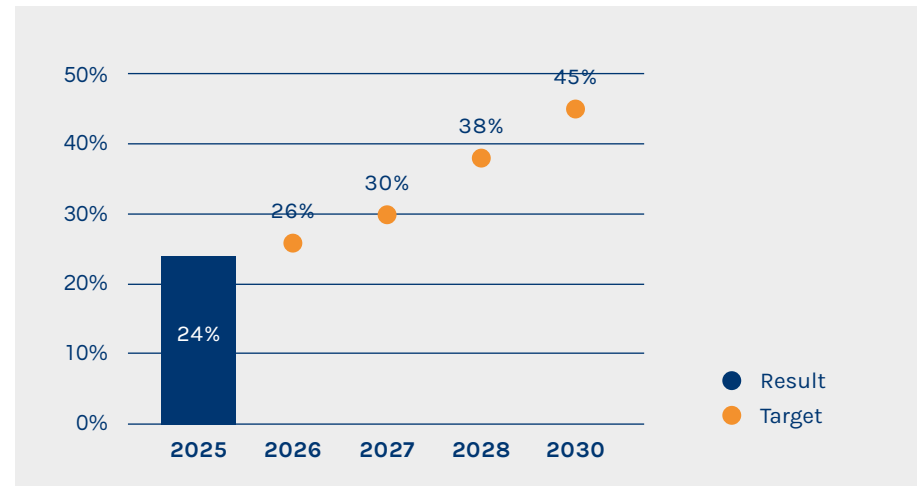
Driven by technological advancements, expanded recycling capacity, and regulatory developments such as the upcoming Packaging and Packaging Waste Regulation (PPWR), we expect food grade recycled materials to become more widely available by 2030. The PPWR proposal includes minimum recycled content requirements of 10% for contact sensitive packaging, 30% for PET, and 35% for other materials. Once these thresholds come into force and suitable materials reach the market, NNZ aims to increase the recycled content of its portfolio to approximately 30% (by weight). In addition, we target 100% recyclability for all fossil based packaging from 2028 onward.

Material Circularity Index (MCI)

We have adopted The Material Circularity Index metric to assess our portfolio, which is, besides recycled content rates, also taking actual recycling and/or reuse rates into consideration. This KPI is in alignment with the proposed measures of the PPWR, which is also prescribing a minimum amount of re-used (transport) packaging in 2030 and further that packaging will need to be recycled at scale starting from 2035 onwards.



% turnover (KG) of designed for recycling packaging materials



Share of turnover (KG) of circular packaging materials

Navigating the packaging landscape

Sustainable packaging development for Agro and Industrial supply chains

Sustainable product development at NNZ focuses on designing packaging that minimises environmental impact while protecting product value and ensuring resilient, cost efficient supply chains for both fresh produce (agro) and industrial markets. Across these segments, we link circular design, food waste reduction and Total Cost of Ownership (TCO) so that each new solution is evaluated not only on material use, but also on its contribution to shelf life, waste reduction, logistics efficiency and supply chain resilience. Our 2030 ambition remains to have 100% of fossil based packaging designed for recycling and 45% of turnover from circular materials (MCI 0.45), supported by the #Rethink model, environmental footprint tools and our KPI framework.

Our agro packaging approach: from soil to shelf

In agro, we position packaging as a strategic lever to protect fresh produce, reduce food waste and meet PPWR and customer targets while maintaining operational efficiency on packing lines. Our portfolio covers retail packaging for produce (bags in plastic, paper, net and jute; films; cups and shakers; trays in multiple materials; shoppers) and transport packaging for produce (jute, net, paper and PP woven bags, ventilated FIBCs, pallet netting and transit securing solutions).

We apply the Re Think methodology – Reinvent, Redesign, Research, Recycle – to build a circular, food waste oriented agro portfolio.

- Reinvent: Challenge existing packs by asking whether materials can be reduced by 10–50% without compromising shelf life or product protection, and whether a different format (e.g. paper based or mono material film) can deliver the same or better performance.
- Redesign: Translate these ideas into manufacturable solutions that run on current lines, meet barrier and strength requirements, and remain attractive for consumers. Examples include mono material BOPE bags,

paper based potato bags with breathable windows, and cardboard or fibre based trays for firm fruits.

- Research: Validate new designs through lab tests, pilots and consumer research, including shelf life measurements (e.g. 3–5 days extra for MAP salads, 2–4 weeks for ventilated films on potatoes and onions) and studies of consumer preferences for berries and apples.
- Recycle: Ensure “real recycling” by favouring materials with proven collection and reprocessing infrastructure (e.g. paper, rPET, mono PE), designing for disassembly and clearly labelling packs for sorting.

Our fresh produce innovation cases illustrate what this approach delivers in practice.

- Potatoes: NNZ Nordic’s mono material BOPE bags achieve around 30% plastic reduction and lower CO₂ emissions without sacrificing shelf life. NNZ Germany’s long term optimisation of Carry Fresh potato bags has reduced plastic by up to 50% through downgauging and mono material designs.
- Jute potato bags: Jute bags provide natural ventilation and light protection, help maintain quality during storage and transport, and replace fossil based materials with a fast growing, CO₂ absorbing fibre.
- Leafy greens, apples and soft fruit packs: EMAP mono PE films with laser perforation for leafy greens extend shelf life while moving toward recyclable mono material solutions. Consumer research on apple trays and soft fruit packs shows that design affects both perceived sustainability and real purchase behaviour, underlining the need to balance visibility, protection and recyclability.

Through these programmes, we contribute to our targets for “designed for recycling” and circular turnover while directly addressing food waste related climate impacts in agro chains.

Our industrial packaging approach: resilient, circular FIBC solutions

In industrial markets – including food, feed, chemicals, fertilisers, construction materials, granulates and recycling – we focus on FIBCs and related bulk solutions that combine resilience, safety and circularity. We design and manage multi source FIBC procurement strategies that optimise TCO and reduce risk, while progressively increasing circularity through specification right sizing, logistics density and end of life options.

Key elements of this approach include:

Supplier selection beyond price

- Evaluating FIBC manufacturers on financial stability, production flexibility, quality systems, geographic spread, technical capability (e.g. Q bags, ventilated FIBCs) and sustainability practices, ensuring at least two qualified suppliers per critical specification in different regions.

Multi source, regional balancing

- Structuring primary, secondary and pre qualified backup suppliers across India, Turkey, Europe and beyond to reduce exposure to local shocks and to align freight routes and lead times with customer planning.

Specification optimisation and circular design

- Conducting joint site assessments to measure real fill weights, bulk densities and handling conditions, and to identify issues such as spillage, instability or slow filling that drive hidden cost and waste.
- Redesigning FIBCs to improve stackability, loop and spout configurations, bottom constructions and liner use, while aiming for mono material PP concepts and increased recycled content where regulations and performance allow (e.g. pilots with 30% rPP in non food applications).

Logistics and end of life optimization

- Dimensioning FIBCs for optimal container and truck loading, defining regional stock strategies and mapping reconditioning and recycling

options per region to reduce both emissions and waste.

Illustrative projects show the combined resilience and circularity benefits of this model: a global food company that standardised FIBCs across European and Middle Eastern sites reduced SKUs by 35%, improved container loading by 15% and decreased TCO per ton by around 25%, while improving supply reliability during volatile periods. These outcomes support our climate and circularity KPIs by avoiding over specification, optimising logistics and enabling higher shares of recyclable and recycled materials over time.

Decision tools: #Rethink, footprint service and Cost in Use

Across agro and industry, we use structured tools to support fact based packaging decisions and ensure that circularity is integrated with food waste prevention, TCO and resilience.

#Rethink model and environmental footprint service

- Our #Rethink model and footprint service calculate environmental impacts such as carbon footprint and Material Circularity Index for alternative packaging options, aligned with European Product Environmental Footprint methods.
- These tools allow customers to compare, for example, a conventional plastic potato bag with a paper based alternative, or a standard FIBC with an optimised design including recycled content and improved transport efficiency.

Cost in Use (agro)

- For fresh produce, we use a Cost in Use perspective that includes unit price, shrink, logistics inefficiencies and markdowns, rather than focusing only on pack price.
- Case studies in berries show that packs with slightly higher unit costs but extended shelf life can deliver 8-12% lower Cost in Use and substantially higher blended margin.

TCO (industry)

- For FIBCs, we extend TCO analysis to include filling speeds, damage rates, claim levels, logistics density and supply disruption risk, ensuring that circular and resilient designs are also competitive on total cost.
- By combining these tools, we help customers navigate trade offs such as protection versus material reduction, mono material versus multi layer films, and single trip versus multi trip FIBCs, always with a view to real world performance, circularity and economic value.

Roadmap and priorities to 2030

To reach our 2030 circularity targets while supporting customers in agro and industrial markets, we focus on the following priorities.

Agro

- Phase out selected PVC and non recyclable formats for fresh produce and replace them with mono material or fibre based solutions that are compatible with local recycling systems, without increasing food waste.
- Scale proven innovations such as BOPE potato bags, light blocking ventilated designs, EMAP mono PE films and jute solutions, prioritising high volume SKUs with significant food waste and climate impact.
- Further integrate consumer research into design decisions to align sustainability perception with actual purchase behaviour and waste outcomes.

Industrial / FIBCs

- Extend FIBC standardisation and multi source strategies to more global and regional accounts, focusing on SKU reduction, transport efficiency and TCO improvement.
- Develop and industrialise FIBC concepts with higher recycled content and improved recyclability, preparing for future regulatory thresholds and customer requirements.

Cross segment

- Continue to embed #Rethink and our footprint service into sales and innovation processes, linking project outcomes to our KPI framework for designed for recycling share, circular turnover and scope 3 emissions.
- Strengthen partnerships with suppliers, recyclers and innovation partners to accelerate scalable circular solutions in both agro and industrial chains.

Through this balanced approach, NNZ aims to be the Sustainable partner of choice for both fresh produce and industrial customers, delivering packaging solutions that protect products, reduce waste, enable circularity and build resilient supply chains.



Whitepaper: Packaging cutting fresh produce waste



Whitepaper: Building a resilient FIBC supply chain and reduce TCO



3.1.2 GHG emissions and climate change

As a global packaging network, NNZ recognises its responsibility to reduce greenhouse gas emissions and to build resilience against climate-related risks across operations and the supply chain. Our strategy is informed by double materiality insights, addressing both environmental impacts and financial exposure. Core objectives include a 30% reduction in scope 1 and 2 emissions and a 52% intensity-based reduction in scope 3 emissions by 2030. We mitigate climate risks through geographic diversification, a flexible sourcing model, and a transition toward low-impact materials.

Emission measurement and calculations

NNZ applies the Greenhouse Gas (GHG) Protocol, the internationally recognised standard for corporate greenhouse gas accounting, to classify and report emissions across three distinct scopes.

Scope 1 includes all direct emissions from company-operated assets, such as emissions from gas heating systems at NNZ offices and from company-owned and leased vehicles used in our operations. Scope 2 comprises of indirect emissions from purchased electricity. Scope 3 includes all other indirect emissions arising from sources not owned or controlled by NNZ, but related to our activities, such as emissions from employee commuting, business travel, purchased goods, sold packaging products, and related logistics and production activities.

Scope 1 emissions are calculated based on energy consumption measurements multiplied by emission factors. Scope 2 emissions are assessed using both location-based and market-based methods, with the latter accounting for renewable electricity purchases and Guarantees of Origin.

Scope 3 emissions are categorised into 12 (out of 15) relevant subcategories, including purchased goods and services (C1), capital goods (C2), fuel-and energy-related activities (C3), upstream transportation and distribution (C4),

waste generated in operations (C5), business travel (C6), employee commuting (C7), upstream leased assets (C8), downstream transport and distribution (C9), processing of sold products (C10), end-of-life treatment of sold products (C12), and emissions from investments (C15).

NNZ uses 2023 as the base year for emissions calculations and adjusts data retrospectively to ensure comparability.

NNZ climate policy

NNZ environmental Policy

We acknowledge the responsibility to consider environmental impacts, both direct, through our operations, and indirect, through procurement, product development, and commercial decisions. Environmental performance forms an integral part of our strategic agenda, and we continuously aim to go beyond legal compliance. We encourage employees, suppliers, and customers to actively support this ambition.

The Board of Directors holds responsibility for policy implementation, and every NNZ colleague contributes to achieving its goals. We set and regularly review clear environmental objectives, provide sustainability training to employees, and integrate environmental considerations into all business decisions. Our environmental policy applies to all NNZ employees, operations and value chain worldwide. We define objectives in alignment with our KPI Framework.

We account for climate adaptation in long-term planning.

Own operations (scope 1 & 2)

As visible in the emission table (see further), our scope 1 and 2 emissions do represent a relatively small portion of our total CO₂ emissions. Despite the relatively small impact, we believe it's our responsibility to reduce emissions from our own operations as well and have implemented and will further implement a range of climate-related measures.

These measures include:

- Usage of hybrid and/or electric vehicles (forklifts and cars).
- Usage of electric heating systems.
- Installation of solar panels on NNZ offices and warehouses.
- Switch of purchase from grey to green electricity.
- Contribution in the realization of a solar panel park in collaboration with one of NNZ's key account (Wiskerke Onions). The generated electricity is accounted for in NNZ's scope 2 (market-based) emissions, as the company is directly involved in this value chain.

Besides above, optimising internal logistic measures are planned to be taken to further reduce our scope 1 and 2 emissions. As part of this effort, NNZ closed its warehouse in Castle Donington (UK) in 2025, consolidating operations to improve efficiency and reduce emissions from its logistics footprint.

Value chain (scope 3)

Our scope 3 emissions for the categories: Purchase of goods and services (C1), Upstream transportation and distribution (C4) and End-of-life treatment of sold products (C12) do represent the largest portion of our emissions.

We focus on reducing the footprint of our packaging portfolio by:

- Selecting packaging materials with a lower environmental impact (incl. a shift from fossil-based to bio-based alternatives).
- Reduction of packaging material thickness (lightweighting).
- Increase of recycled content of our products.
- Ensure that our product portfolio is designed for recycling. It should be noted that the climate impact of recyclable design is only realised when the packaging is actually recycled by end-users; the design itself does not reduce NNZ's measured emissions.

Metrics and targets

Climate mitigation targets

We align our emission reduction targets with the Science-Based Targets initiative (SBTi) and follow its scientifically grounded framework to define climate goals. This alignment ensures that our targets are compatible with limiting global warming to 1.5°C, although our targets are not SBTi-certified. We have defined quantitative targets for scope 1 and 2, and scope 3 CO₂ emissions, as detailed in our emissions results and targets section (see further).

For scope 2 emissions, we apply the market-based method, which considers renewable electricity purchases and Guarantees of Origin.

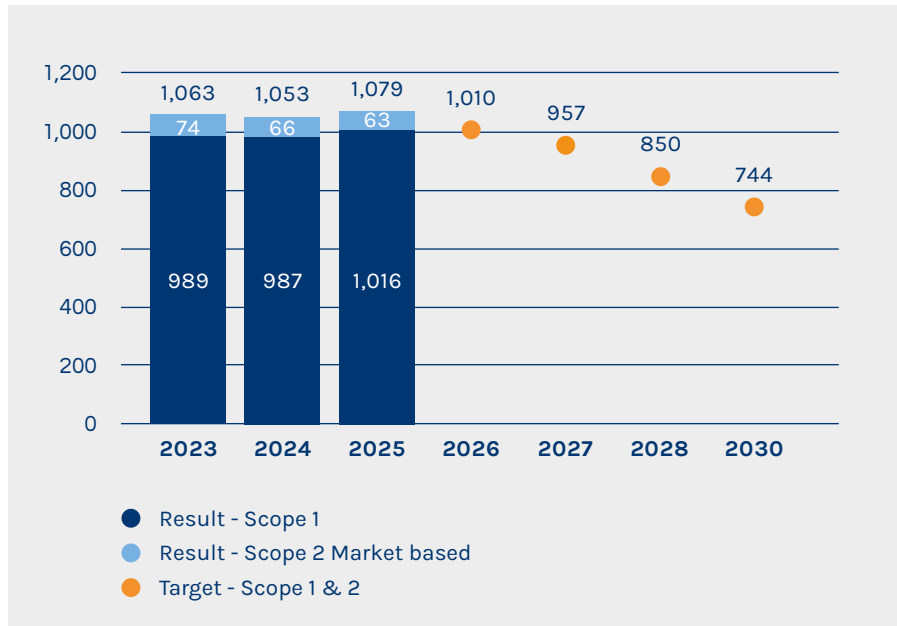
We aim to reduce CO₂ emissions through the following 2030 targets:

- Scope 1 and 2: 30% reduction compared to our 2023 baseline.
- Scope 3: 52% reduction (per kilogram of sold product) compared to our 2023 baseline.

These targets have been approved by our executive and supervisory bodies. For scope 3, NNZ is largely dependent on external factors to achieve this target, which is mainly the economic feasibility of recycled packaging materials. Upcoming legislation, like EU Packaging and Packaging Waste Regulation (PPWR) and other (see Sustainable product design from page 45 on) will partially contribute to a level playing field, however we will assess feasibility of the set target every year.

Scope 1 & 2

Compared to 2023, our 2025 scope 1 and 2 emissions have increased with 16 tonnes to 1,079 tonnes CO₂e which is mainly due to the growing business in Canada with the impact of higher mobile combustion. From 2026 onward, our target is to emit less CO₂ emissions progressively and ultimately reduce 30% in 2030.

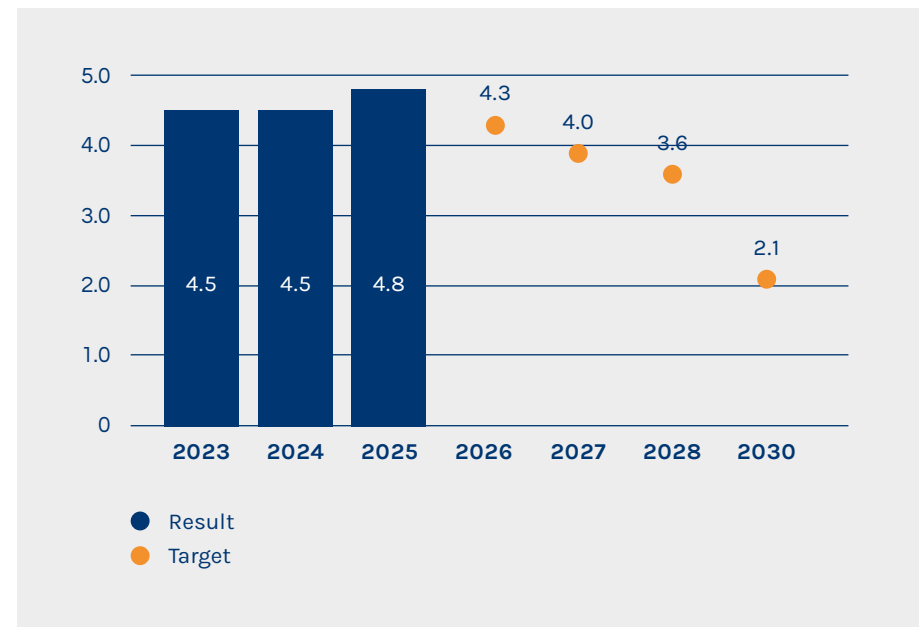


Scope 1 & 2 emissions - Results & Targets (in tonnes CO₂)

Scope 3

On scope 3, an intensity-based target is set due to the growth ambition of NNZ. In absolute terms, the 2030 intensity target represent a reduction of approximately 60 thousand tonnes CO₂ compared to 2023.

Scope 3 emissions per sold kg increased from 4.5 in 2023 and 2024 to 4.8 in 2025, primarily driven by a significant rise in purchased goods and services (from 125,453 in 2023 to 173,985 tonnes CO₂e in 2025). Total scope 3 emissions rose by 34% to 254,548 tonnes CO₂e in 2025, which is mainly due to stock build-up. From 2026 onward, NNZ targets a yearly reduction of approximately 10%, ultimately resulting in a 2030 reduction of 52% compared to the 2023 base year.



Scope 3 intensity results & targets (kg CO₂e per sold kg product)

CO₂ compensation

CO₂ capture and storage

We contribute to carbon storage through jute packaging, which absorbs biogenic CO₂ during its growth phase. At the end of its lifecycle, the CO₂ released during combustion equals the amount absorbed, resulting in a net-neutral classification under scope 3, category End-of-life treatment of sold products (C12).

This biogenic carbon storage forms part of our indirect value chain activities and is not monetised through carbon credits. In 2025, our CO₂ capture and storage relate specifically to this process. We account for these emissions using Life Cycle Assessment (LCA) methodologies, based on purchased and sold volumes (kg) and product-specific emission factors. We do not apply any CO₂ capture within our direct operations, nor do we convert captured CO₂ into tradable carbon credits. The emissions associated with this biogenic process remain neutral because the combustion emissions equal the CO₂ removed during cultivation.

CO₂ removed during cultivation.

In collaboration with one of our key accounts (Wiskerke Onions), we are contributing in the realisation of a solar panel park in the South-West of the Netherlands. With respect to this collaboration, we've purchased in 2025 certified carbon credits equivalent to 47 tonnes of CO₂ (125 MWh). These credits are verified and cancelled according to applicable standards, and we maintain ongoing agreements for future credits.



Emissions and energy consumption

Element	Unit	2025	2024	2023	Δ
Direct GHG emissions (scope 1)					
Total scope 1 GHG emissions	Tonnes CO2e	1,016	987	989	3%
Indirect GHG emissions (scope 2)					
Location-based	Tonnes CO2e	228	223	219	4%
Market-based	Tonnes CO2e	63	66	74	-15%
Indirect GHG emissions (scope 3)					
C1: Purchased goods and services	Tonnes CO2e	173,985	139,516	125,453	39%
C2: Capital goods	Tonnes CO2e	268	183	193	39%
C3: Fuel- and energy-related activities	Tonnes CO2e	283	273	273	4%
C4: Upstream transportation and distribution	Tonnes CO2e	12,948	9,975	9,276	40%
C5: Waste generated in operations	Tonnes CO2e	289	250	223	30%
C6: Business travel	Tonnes CO2e	486	488	376	29%
C7: Employee commuting	Tonnes CO2e	341	319	313	9%
C8: Upstream leased assets	Tonnes CO2e	81	64	66	23%
C9: Downstream transport and distribution	Tonnes CO2e	2,325	2,032	1,805	29%
C10: Processing of sold products	Tonnes CO2e	8,702	7,716	7,888	10%
C12: End-of-life treatment of sold products	Tonnes CO2e	54,817	48,253	43,782	25%
C15: Investments	Tonnes CO2e	23	23	23	0%
Total GHG emissions (location-based)	Tonnes CO2e	255,792	210,302	190,879	34%
Total GHG emissions (market-based)	Tonnes CO2e	255,627	210,145	190,734	34%
GHG emissions outside of scope 1-3					
Indirect biogenic carbon emissions	Tonnes CO2e	4,100	3,556	3,583	14%

Greenhouse gas (GHG) emissions (in tonnes CO2e)

Element	Unit	2025	2024	2023	Δ
Fuel used in heat generation (natural gas & oil)	MwH	1,169	1,144	1,099	6%
Other energy usage (owned and leased vehicles)	MwH	3,128	3,045	3,090	1%
Direct energy consumption (GHG, scope 1)	MwH	4,297	4,189	4,189	3%
Power sourced for own consumption	MwH	719	689	671	7%
Heat sourced for own consumption	MwH	97	76	87	11%
Indirect energy consumption (GHG, scope 2)	MwH	816	765	759	8%
Total direct and indirect energy consumption	MwH	5,113	4,954	4,947	3%

Energy consumption (in MwH)

Our strategy is informed by double materiality insights, addressing both environmental impacts and financial exposure.

3.2 Social

3.2.1 Safe and nurturing working environment

NNZ recognises that a safe, diverse, and development-focused workplace is essential to sustainable business performance. Our materiality assessment identified significant impacts across diversity and mutual respect, talent development, employee engagement and additionally workplace health and safety.

In response, we maintain a group-wide HR policy covering working conditions, social dialogue, diversity principles, and career development. Employees can raise concerns through confidential reporting channels and a whistleblower procedure compliant with the EU Directive. Progress is tracked through targeted KPIs on workplace safety, diversity in leadership, and performance and talent management, supported by risk assessments, an employee survey, and structured development conversations.

HR policy

NNZ maintains a group-wide policy to manage the significant impacts, risks, and opportunities related to workplace health and safety, diversity and mutual respect and employee development. These policies applies to the entire workforce, including temporary staff, and is designed to ensure equal access to development and advancement for all employees, regardless of background.

The policy aligns with internationally recognised standards, including the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises.

To support implementation, all employees receive and sign the Employee Code of Conduct and the Diversity and Mutual Respect policy, which outline expected behaviour and define the basic principles that guide workplace interactions. Compliance is reinforced through a digital confirmation process.

Employee communication

Internal reporting channels

NNZ has established multiple channels that allow employees to raise concerns in a safe and confidential way. In the Netherlands and Germany, a confidant is available for all employees, covering currently 50% of all our employees. This role - aligned with country-specific characteristics - has been introduced across the other NNZ locations in 2025. Employees may also raise concerns directly with their line manager, the HR team, QHSSE management, executive leadership, or the Supervisory Board. Reports can be submitted in writing, by phone, or in person. NNZ records verbal reports with the employee's consent and provides a written version for review and approval. We promote awareness of these channels through signed policy acknowledgements, the employee handbook, SharePoint updates, and postings on internal bulletin boards. These tools ensure that all employees have access to guidance and know where to go if they experience or observe unwanted or unethical conduct. All communication and complaint mechanisms are accessible across NNZ, supported by a flat organisational structure. Annual reviews confirm that reporting channels function effectively.

Whistleblower Procedure

NNZ applies a whistleblower procedure that complies with legislation, based on the EU Whistleblower Directive. The procedure enables anyone performing work related activities for NNZ, employees, freelancers, trainees, suppliers, or former employees, to report serious misconduct or breaches of EU law.

The procedure defines what can be reported, such as violations of environmental law, public health risks, financial crimes, or other conduct that harms public interest. Reports may be submitted internally or externally to relevant authorities. We encourage internal reporting but also respect the right to report externally without prejudice.

All whistleblower reports receive confirmation of receipt within seven days.

Within three months, the reporter receives feedback on the outcome. Reports are handled confidentially. If the reporter uses the confidant channel, all follow-up communications take place via the confidant.

NNZ monitors all issued reported through the confidant and whistleblower channels. Designated staff prepare an annual report summarising reports received, concerns raised, investigation results, and actions taken. These insights are shared with senior management to inform risk controls and policy improvements. Employees who report in good faith are protected against dismissal, demotion, reassignment, poor evaluations, and social exclusion. The same protection applies to anyone involved in the investigation process. Retaliation is treated as a disciplinary offence.



The procedure enables anyone performing work related activities for NNZ, employees, freelancers, trainees, suppliers, or former employees, to report serious misconduct or breaches of EU law.

Workplace health & safety

NNZ is committed to ensuring a safe, healthy, and responsible work environment for all employees, contractors, and visitors across its global operations. Occupational health and safety (OHS) is embedded in NNZ’s corporate values, and the organization aims to prevent workplace incidents by providing clear procedures, personal protective equipment, and regular risk assessments. Leadership plays a key role in promoting a strong safety culture, but every employee shares responsibility for adhering to safety rules, understanding relevant policies, and promptly reporting unsafe conditions.

To support continuous improvement, NNZ maintains a structured safety framework that includes self assessments, incident reporting, audits, and annual surveys measuring employee satisfaction with working conditions. All employees receive essential safety documentation upon onboarding, and updates are communicated promptly. NNZ also offers health supporting benefits such as preventive medical check ups and access to occupational physicians. Alcohol and drug use during work hours is strictly prohibited, and while tobacco use is discouraged, NNZ supports employees wishing to quit. Together, these measures help ensure a secure, compliant, and health focused workplace.

Measures

NNZ conducts every two year a formal Risk Assessment and Evaluation (RI&E) within the Netherlands. The RI&E is a living document that maps occupational risks and contains an action plan to mitigate them, and is updated whenever working conditions change. As started in 2025, NNZ is expanding this assessment to all NNZ locations through an internal Health & Safety screening, which measures NNZ locations based on compliance with health and safety protocols. This supports workplace health and safety across the group.

Metrics & targets

We measure workplace health and safety via the total recordable injury rate, average score on corporate NNZ Health and Safety requirements (scale 1-10) and the illness rate.

In addition, outcomes from the employee satisfaction survey and feedback from 4P development conversations provide input for assessing the effectiveness of measures across the group.

These KPIs are reviewed annually and used to guide actions and strategic adjustments.

Topic	KPI	2025	2026	2027	2028	2030
Workplace health and safety	4.1 Total recordable injury rate	1*	1.0	1.0	0.5	0.5
	4.2 Average score on NNZ Health and Safety requirements (scale 1-10)	7.0	7.5	8.0	8.5	9.0
	4.3 Illness rate	4.7%	4%	3%	3%	2%

* estimated based on informal reporting

Diversity and mutual respect

Diversity and mutual respect are embedded throughout NNZ’s operations. These principles are not only reflected in internal HR practices but also extend to supplier relationships. We assess partners based on their commitment to the same values and encourage further development in this area.

Our policy strictly prohibits discrimination in all employment-related decisions, including recruitment, promotion, training, and termination, and covers all protected characteristics as defined by EU and national legislation. We are also committed to supporting vulnerable and underrepresented groups, including women, individuals with disabilities, and people from minority backgrounds.

Measures

NNZ has implemented targeted measures to support its diversity and mutual respect objectives, focusing on fostering mutual respect and equal participation within the workplace. All employees are required to formally acknowledge and sign the relevant policy documents. Implementation is supported by clearly defined procedures for reporting and addressing incidents, ensuring consistent handling of cases and promoting respectful behaviour across the organisation.

Metrics & targets

NNZ monitors key metrics related to diversity and mutual respect, including gender distribution in leadership, policy acknowledgment, and incident reporting.

NNZ aims to maintain a balanced gender distribution in management positions, targeting a share of women between 40% and 60%. In 2025, women represented 40% of management positions. In addition, NNZ tracks the percentage of employees who have been informed about, trained on, and have formally acknowledged the Diversity and mutual respect policy.

To support monitoring, NNZ tracks reports submitted through the complaints mechanisms as described before. Based on this monitoring, no increase in negative impacts was identified in 2025.

Topic	KPI	2025	2026	2027	2028	2030
Diversity and mutual respect	5.1 % of management positions filled by women	40%	40%-60%	40%-60%	40%-60%	40%-60%
	5.2 % employees that are educated and have signed the Diversity and mutual respect policy	85%	90%	95%	95%	100%

Performance and talent management

At NNZ, we actively promote the growth of all employees by focusing on potential. Our management approach supports individuals based on what they can achieve, not limitations they may face. Where needed, we provide workplace adjustments, assistive technology, flexible schedules, or additional support. These measures help ensure that employees with disabilities or other challenges have equal access to learning and progression.

Employee development is monitored through the regular 4P sessions, where personal goals, performance, and ambitions are reviewed. Training, coaching, and internal mobility are used to support growth, regardless of background or employment type. This approach not only reinforces fair treatment, but also strengthens our capacity for innovation and cross-functional collaboration. As we move towards a greener and more sustainable operations, we do not foresee negative employment impacts because of the loss of more traditional operations. On the contrary, the need for creativity and adaptability among employees is expected to grow. Our policy ensures that employees are prepared to contribute meaningfully to these transitions.

Measures

Development planning within the 4P cycle now includes broader talent pathways and reinforces a yearly development review, which supports our talent management objectives. In 2025, NNZ introduced a talent review programme using a 9-grid framework to identify and develop talent. Started in the Netherlands, it will be rolled out across the organisation.

Metrics & targets

NNZ monitors performance and talent management through two key indicators: the percentage of employees who have received a yearly performance and career development review, and the percentage of employees covered by a talent review program. These KPIs provide insight into both the consistency of development discussions and the extent to which employees are systematically evaluated and supported in their growth.

NNZ has deliberately not included training hours as a KPI, as talent development is not solely reflected through training activities but also through ongoing performance management, career development conversations, and structured talent assessment processes.

Topic	KPI	2025	2026	2027	2028	2030
Performance and talent management	6.1 % employees who received a yearly performance and career development review	65%	70%	80%	90%	100%
	6.2 % employees which are covered by a talent review program	15%	50%	70%	80%	95%

Employee relationship and management

NNZ is committed to fostering strong employee relationships and cultivating a workplace culture where individuals feel valued, heard, and supported. We recognize that engagement is a key driver of both organizational performance and employee well being. To better understand the needs and experiences of our workforce, NNZ conducted an employee satisfaction survey in 2025 within the Dutch organisation. The results demonstrated a high level of engagement, reflected in an impressive Net Promoter Score (NPS) of +45. This positive outcome underscores the trust employees place in NNZ as an employer and reaffirms our commitment to continuous improvement in staff satisfaction, communication, and organizational culture.



Topic	KPI	2025	2026	2027	2028	2030
Employee relationship and engagement	7. NPS - Employee survey score	+45	+45	+45	+50	+60

Strong employee engagement underscores NNZ’s commitment to a supportive workplace culture and driving continuous improvement in both people and performance.

3.3 Governance

3.3.1 Supplier management and procurement practices

Every packaging solution NNZ delivers depends on responsible supply chain decisions. Our double materiality assessment confirmed systemic risks related to working conditions, human rights, and unsustainable sourcing, leading to a responsible sourcing policy covering onboarding, risk profiling, ESG scoring, and re-approvals. Our ambition: full alignment with our sustainability standards, including 100% Code of Conduct compliance.

Procurement and supplier policy

Responsible purchasing

At NNZ, responsible purchasing is more than compliance, it is a strategic enabler of resilience, innovation, and sustainable growth. By embedding social, environmental, and ethical criteria into procurement decisions, we ensure our supply chain contributes meaningfully to our long-term ambitions. This policy currently applies to suppliers directly related to NNZ's core business operations across all entities worldwide. Non-core and facilitating service providers are not yet included in the formal scope of this policy, and guides how we engage suppliers, assess risks, and promote improvement.

We are also committed to supporting local communities within our supply chain. For more information, see 2.1.4 Social contributions from page 18 onwards.

Supplier onboarding

All new supplier relationships begin with a formalised workflow in our QHSSE (Quality, Health, Safety, Sustainability, and Environment) software. Each request is subjected to a structured pre-screening process that assesses legal, quality, and sustainability-related risks. This includes a review of environmental policies, social responsibility programmes, GFSI (Global Food Safety Initiative) certifications, and product or logistics-specific concerns.

Depending on the outcome, suppliers are classified as low, medium, or high risk, each requiring specific levels of approval and supporting documentation. Crucially, a supplier cannot be approved until all mandatory documentation is submitted, including signed Codes of Conduct and Declarations of Conformity.

Monitoring

Ongoing management of supplier relationships is carried out through regular audits, documentation reviews, and supplier self-assessments. The frequency of these checks is based on supplier category and risk profile, and is coordinated by our Central Sourcing and QHSSE teams. A performance index is maintained, scoring suppliers across four key dimensions: Quality, Food safety, Health & safety, and ESG. This allows for structured feedback, continuous improvement, and increased transparency in supplier performance management.

Sustainability beyond compliance

NNZ encourages supplier alignment with globally recognised standards such as ISO 14001, FSC, and ISCC+. Suppliers are expected to demonstrate tangible efforts in areas like renewable sourcing, waste reduction, and labour rights. Participation in industry platforms such as Sedex or EcoVadis is promoted as part of our broader effort to encourage transparency and benchmarking. When supplier alternatives exist, preference is given to those who lead in ESG performance.

Insight

To support supplier engagement and risk mitigation, NNZ deployed a comprehensive questionnaire. This tool explores key operational areas, including hygiene procedures, quality management, GMP/HACCP protocols, and environmental initiatives. The outcomes inform both supplier classification and priority setting for improvement efforts. Where appropriate, we take a collaborative approach, working with suppliers to resolve gaps and enable long-term performance development.

Ownership & ambition

The responsibility for policy execution lies jointly with the Head of Central Sourcing and the Global QHSSE Manager, both reporting to the executive board (COO). Local procurement teams are accountable for daily adherence, supported by automated tracking systems and periodic policy reviews. All purchasing staff are expected to apply the policy in practice and contribute to a procurement culture that is transparent, consistent, and forward-looking. To reinforce this ambition, NNZ has set a clear objective: Source of materials and services from suppliers who meet NNZ's responsible purchasing criteria. This objective is enforced through the supplier admission process: suppliers that do not meet the criteria are not approved.

Measures

Throughout 2025 we have begun expanding our audit programme, although full implementation is still in progress. This will include interviews with supplier employees in high-risk regions, giving us deeper insight into working conditions and enabling direct responses where necessary. Additionally, we are finalising a supplier classification model and performance dashboard to better track and report on sustainability criteria. We also plan to introduce grievance mechanisms within the supply chain, allowing workers to report issues such as unsafe conditions or human rights violations. These reporting channels will be implemented in a phased manner, starting with select regions.

In addition to the measures implemented through our supplier audit programme, specific steps have been taken to enhance the sustainability screening of our suppliers. In 2024, we issued a company wide ESG questionnaire to key suppliers, enabling us to assess their maturity across areas such as environmental responsibility, ethical business conduct, and human rights.

In 2025, and in the years ahead, we will extend this sustainability screening to all suppliers, providing a structured basis for prioritisation and follow up.

Expectations

The actions we are taking are expected to yield multiple benefits: compliance with our Code of Conduct, higher use of certified and recycled materials, reduced risk exposure, and fewer supplier-related claims. In high-risk regions, we anticipate more targeted engagement and stronger alignment with labour and environmental standards and continuously visit and audit the suppliers.

Metrics & targets

We track progress through a range of KPIs and defined clear procurement-related sustainability targets, which are central to our supplier performance management system. On top of the supplier audit score targets, we have set additional targets on ESG screening of our suppliers.

Here our target is that by the end of 2027 at least 70% of our suppliers (measured by purchase value) have been assessed through a sustainability screening and achieve an average screening score of 8.0. During the same period, we aim to reach full (100%) Code of Conduct compliance.

We consider these targets to be ambitious yet realistic. They provide a structured roadmap toward a more sustainable, resilient, and compliant supply chain. Through collaboration with suppliers, internal accountability, and integration with digital systems, we will track progress and adapt our approach where needed to ensure continued alignment with our strategic and ethical commitments.

Topic	KPI	2025	2026	2027	2028	2030
Supplier management & procurement practices	8.1 Average supplier audit score (scale 1-10)	8.0	8.0	8.5	8.5	9.0
	8.2 Average supplier ESG screening score (scale 1-10)	6.0	7.0	8.0	8.0	9.0
	8.3 Share of sustainability screened suppliers	30%	50%	70%	80%	90%
	8.4 % suppliers that signed the Code of Conduct	95%	97%	100%	100%	100%

3.3.2 Product quality and safety

As a global packaging network, NNZ considers product quality and food safety essential to maintaining customer trust and ensuring operational continuity. Packaging that does not meet specifications can result in supply chain disruptions, regulatory challenges, and reputational risk. To prevent these outcomes, NNZ has established a comprehensive, group wide policy that applies to all locations and ensures the delivery of safe, compliant, and high performing packaging solutions.

Our commitment focuses on strengthening internal performance, enhancing supplier standards, and embedding quality into daily operations across the organisation. By consistently applying these principles, we safeguard product integrity and support our customers' expectations for safety, reliability, and regulatory compliance.

Product quality and food safety policy

Basis and principles

At NNZ, product quality and food safety are embedded in our global operations and form a core part of our sustainability commitment. We aim to ensure that our packaging solutions consistently meet the highest standards and comply with all regulatory requirements. This policy applies to all NNZ locations worldwide and covers the production, storage, and distribution of packaging for both direct and indirect food contact applications. By integrating these principles deeply into our way of working, we position NNZ as a preferred partner for safe, reliable, and high quality packaging solutions.

Quality is viewed as a strategic advantage at NNZ, enabled by our organisational knowledge, resources, and technical capabilities. To uphold these standards, we invest in the continuous development of our employees through targeted education and training, ensuring that teams remain current on evolving requirements. Comprehensive hygiene practices are implemented across all facilities, including mandatory personal hygiene guidelines for all personnel. Our "One NNZ" approach further strengthens consistency by establishing shared values and quality standards across all operations. In addition, our Supplier Quality Assurance programme, supported by modern digital tools,

ensures that materials entering our supply chain meet stringent safety and compliance expectations.

Understanding customer needs is essential to our policy. We work proactively to supply products that meet specifications and comply with all legal obligations. Clean, well maintained facilities help prevent contamination and safeguard product integrity throughout our operations. Customer feedback is collected and reviewed to support continuous improvement, while adherence to our Ethical Business Policy ensures that integrity and responsible business conduct are upheld in every aspect of our work.

Quality and food safety are deeply rooted in our organisational culture. They are monitored through annual objectives that drive accountability and continuous improvement across the company. Through this structured approach, NNZ ensures that quality and safety remain central to our sustainability ambitions and long term value creation.

Quality management system

NNZ's quality management system addresses liability, product testing, chemicals management, and recall procedures. Sustainability is embedded throughout. The system promotes continuous improvement and is aligned with external frameworks, including GFSI and ISO9001.

The foundation of our system is strengthened through the use of data and fact-based tools, enabling consistent evaluation and validation of performance. Key focus areas include first-time right execution and complaint reduction, supported by structured root cause analysis and corrective and preventive actions.

Our operational efforts align with the applicable laws and regulations across all markets where we operate. Compliance with EU food contact legislation forms a critical aspect of our approach. This includes the EU Framework Regulation 1935/2004, GMP Regulation (EC) 2023/2006, Regulation (EU) 10/2011 on plastic

materials, and Regulation (EU) 2022/1616 on recycled plastics intended for food contact. As part of our internal commitment, we adhere to the principle that “for us, quality is when the customer comes back, and not the product.”

Policy limits and responsibilities

The policy applies to all NNZ operations worldwide without exception. It is implemented under the leadership of the global QHSSE manager. Our internal responsibilities are supported by the establishment and enforcement of procedures for hygiene, complaint resolution, and process standardisation. These procedures are designed to ensure consistent implementation of quality practices throughout the organisation.

Measures

Improved management systems

NNZ has initiated several key actions to further strengthen product quality and safety. Building on this foundation, significant progress has been made through a series of measures designed to align with customer expectations, enhance internal consistency, and address both regulatory and operational challenges. These measures apply across all NNZ locations and cover the full operational value chain:

- Implementation of complaint management software system. This application facilitates detailed root cause analysis and corrective and preventive actions, enabling faster response to quality issues and a reduction in recurring complaints.
- Completion of QHSSE playbook, setting global requirements and forming the basis for internal Quality and Food Safety and Health and Safety audits at all sites.
- Harmonisation of key quality processes across NNZ locations continues, to support efficiency, compliance, and uniform KPI measurement.

Certifications

Our warehouses in the Netherlands, Germany, Poland, and the United Kingdom are BRC-certified. These sites are subject to regular audits to maintain compliance with global standards for food safety, hygiene, and operational risk management. In addition, NNZ holds ISO9001 certification in Switzerland, Distribution Center Food Safety certification in the United States, FSC ® certification (FSC ® C133063) in Germany and ISCC+ certification in the Nordic region.



Measuring product quality and safety

BRC-compliance

At NNZ, the effectiveness of our product quality and safety policy is evaluated annually through management review meetings held at each BRC-certified site. These reviews are data-driven, focusing on key compliance indicators. BRC compliance is independently assessed by accredited certification bodies.

We maintain a continuous improvement cycle using validated tools such as root cause analysis and corrective and preventive actions. To support structured performance evaluation, NNZ has defined long-term quantitative targets for both internal quality performance and supplier audit results.

NNZ Quality and Food Safety requirements

The corporate site audit score measures NNZ locations on a 1-10 scale based on compliance with quality and food safety protocols. It includes both owned and leased warehouses under NNZ operational control. Each site is audited every two years, and scores remain valid for 24 months. This protocol was introduced in 2024. The first audit cycle was completed in 2025, resulting in a corporate site audit score of 9.5, confirming quality and food safety performance at a high level. Audits are conducted and reviewed by the global QHSSE manager using a standardised global audit workbook.

Supplier audit performance

Supplier audit performance is based on an index that combines scores from the pillars Quality, Food Safety, and starting from 2025, also ESG. The programme applies to centrally managed suppliers, with priority given to those in the Industrial category due to product use considerations. The scores are compiled quarterly under the responsibility of the global QHSSE manager. The average (Quality and Food Safety) audit index score of 2025 is 8.0. See further chapter 3.3.1 Supplier management & procurement practices.

4. Background



4.1 Governance structure

Strong governance underpins NNZ's ability to grow responsibly and deliver on its long term sustainability ambitions. Our governance structure brings together executive leadership, supervisory oversight, and shareholder stewardship to ensure strategic direction, compliance, and stakeholder interests remain closely aligned. The Board of Directors defines corporate strategy and ESG objectives, while the leadership team is responsible for day to day execution. The Supervisory Board provides independent oversight, and the STAK safeguards family ownership and long term value creation.

ESG is firmly embedded in our governance approach, reflected in meeting agendas, appointment procedures, and performance evaluations. Our governance bodies bring a balanced mix of international experience, sector expertise, and diverse perspectives. Supported by structured selection processes and clearly defined responsibilities, NNZ ensures transparent decision making, ethical conduct, and continued alignment with evolving sustainability priorities.

Governance

Role of administrative, management, and supervisory bodies

The administrative, management, and supervisory organs of NNZ comprise the board of directors, the leadership team, the supervisory board (RvC), and the Foundation for the Administration of Shares (STAK). The board of directors holds executive authority and is responsible for setting the strategic direction, including long-term ESG objectives and their oversight.

The leadership team, composed of country managers and central function managers, is tasked with implementing group-wide policies and ensuring operational execution of company goals. The supervisory board performs an independent oversight function and monitors the fulfilment of NNZ's sustainability ambitions and regulatory compliance. The STAK represents the interests of the family shareholders and supports long-term stewardship. In all governance meetings, ESG is a recurring agenda item.

Composition and diversity

The governance bodies reflect a mix of sector-specific knowledge, international experience, and diverse professional backgrounds. The current leadership includes both men and women. The STAK is composed of two women and one man.

Executive and supervisory board composition as per 31 December 2025

Executive Board (Board of Directors) - the Royal NNZ Group bv	Gender	Age category
Ronald Hoozemans	M	>50
Tjerk Dantuma	M	(30-50)
Harold Sanders	M	>50

Supervisory Board		
Heleen van Benthem	W	>50
Harm Tunteler	M	>50
René Wolfkamp	M	>50

Appointment procedures and evaluation

Appointments to governance roles follow a structured and transparent five-step procedure designed to align candidate profiles with NNZ's strategic and ESG objectives:

1. **Profile identification:** The required role is defined based on business developments and ESG-related needs, such as sustainability, inclusiveness, and governance.
2. **Recruitment:** Vacancies are shared through internal announcements, external networks, or professional recruitment agencies and head-hunters.
3. **Selection:** A dedicated committee, consisting of board members, HR, and relevant stakeholders, conducts comprehensive interviews.
4. **Approval and appointment:** Final selection is reviewed and confirmed by the board, the STAK, and the shareholders.
5. **Onboarding:** The appointed member follows an onboarding programme that includes an introduction to the business strategy, sustainability goals, and governance structure.

During this process, specific ESG themes are considered. These include:

- Level of sustainability awareness.
- Familiarity with reuse, recycling, and circular materials.
- Demonstrated commitment to inclusive work culture and diverse leadership.
- Insight into the social implications of NNZ's products and services.
- A track record of transparent, accountable governance.
- Experience in engaging with stakeholders such as shareholders, employees, customers, and communities.
- The capacity to integrate sustainable innovation into business growth.



Evaluation of board and management performance

Evaluation of board and management performance is conducted twice annually during supervisory board meeting and country manager sessions. These evaluations assess progress toward ESG-related KPIs such as CO₂ reduction, circular product development, social impact, and governance transparency. These topics are a fixed item on the agendas of both board and supervisory meetings. Independent oversight ensures objectivity and consistency across regions.

The evaluation process consists of various mechanisms:

- Internal performance reviews measuring contribution to ESG targets,
- Policy compliance monitoring by QHSSE across the organisation,
- Supplier audits carried out by Central Sourcing to evaluate ESG adherence,
- Integration of stakeholder feedback as part of the Double Materiality Assessment (DMA),
- Transparency through the publication of annual sustainability reporting.

Insights from these evaluations contribute to the continuous enhancement of NNZ's governance structure and ESG strategy. In 2025, the process resulted in a more formal integration of the DMA, a set of clearly defined objectives per material topic, and a roadmap for emissions reduction. Additional emphasis was placed on circularity and the development of packaging solutions with a lower environmental footprint.

Conflict of interest management

NNZ maintains a strict governance policy to prevent and manage potential conflicts of interest within its administrative, management, and supervisory bodies. This policy comprises a series of formal processes and behavioural standards aimed at securing transparency, independence, and ethical conduct in business operations. The Code of Conduct outlines clear expectations around ethical behaviour, including the obligation for members of governance bodies to proactively disclose any potential conflicts of

interest. If such a situation arises, the individual in question is excluded from any decision-making process where a personal interest may interfere.

A balanced governance structure is ensured through a mix of internal and external supervisory members. External members operate independently and do not maintain direct interests in the company. Additionally, NNZ maintains a confidential whistleblower mechanism that allows employees and stakeholders to report (suspected) conflicts of interest or other ethical concerns anonymously.

Remuneration and reward policy

We apply a careful and transparent remuneration policy, overseen by the Supervisory Board. Independent external advisors support the process with market analyses and benchmarking. Stakeholders are informed but not actively involved in decision-making. ESG objectives are currently not directly included in performance evaluations or variable compensation for governance and supervisory bodies.

ESG management

ESG responsibility and supervision

At NNZ, responsibility for ESG is purposefully embedded across all governance layers to ensure Environmental, Social, and Governance factors are fully integrated into strategic and operational decision-making. Clear roles, direct accountability, and coordinated oversight enable us to act on ESG opportunities and manage associated risks with agility and precision.

The following table on the next page outlines how ESG responsibilities are distributed across governance bodies and functional levels:

Level	Responsibility	Reporting line	Oversight scope
Board of Directors	Defines long-term ESG objectives and approves sustainability strategy and investments. Ensures integration of ESG risks in overall risk management and compliance with frameworks such as CSRD and PPWR.	Receives reports from Executive Management	Strategic direction, legal compliance, policy endorsement
Supervisory Board (RvC)	Independently oversees ESG strategy and performance. Monitors risk mitigation, progress on ESG targets, and stakeholder transparency.	Receives regular updates from the Board	Governance assurance, investment oversight, stakeholder accountability
Executive Management	Holds final responsibility for the execution of ESG policy. Develops ESG targets based on materiality, stakeholder input, and regulatory frameworks.	Reports to the Board	Policy development, performance monitoring, risk control
ESG Manager (QHSSE function)	Leads daily implementation of ESG initiatives. Coordinates with departments, compiles ESG data, and ensures regulatory alignment.	Reports directly to Executive Management	Operational execution, data reporting, regulatory scanning
Management Team	Translates strategic ESG objectives into operational plans. Drives implementation within departments and local entities.	Reports progress to Executive Management	Cross-functional implementation, internal compliance
Operational Departments	Execute ESG initiatives within procurement, HR, supply chain, finance, and product development. Drive circularity, diversity, innovation, and legal compliance.	Provide data and updates to the Management Team	Day-to-day integration of ESG in business practices
ESG Team	Functions as an internal centre of expertise. Advises departments and leadership, monitors best practices, and provides support during stakeholder engagements.	Collaborates with all levels	Day-to-day integration of ESG in business practices

These responsibilities are clearly recorded in governance mandates, role descriptions, and ESG policy documents. Oversight follows structured reporting lines from operational teams up to the supervisory board. ESG is a regular item on the agenda of management and board meetings, keeping it front and centre in decision-making. Implementation is supported by internal audits, compliance programmes, due diligence processes, and ongoing engagement with stakeholders.

ESG policy management

Our ESG policy, developed by Executive Management and endorsed at the highest governance level, outlines NNZ's ambition to embed sustainability in all strategic and operational areas. The policy is regularly reviewed and updated in line with stakeholder expectations, regulatory changes, and market developments.

We integrate the policy across all business units and supply chains through:

- **Strategic alignment:** ESG targets are embedded in corporate strategy and business planning.
- **Operational application:** Departmental procedures reflect ESG criteria, including sustainable procurement, CO₂ reduction, diversity management, and workplace safety.
- **External partnerships:** Suppliers and partners are engaged through ESG-aligned contracts, audits, and shared commitments.
- **Capacity building:** Employees receive training and guidance to support the implementation of ESG objectives.

Collective ESG knowledge

NNZ's governance, management, and supervisory bodies collectively hold broad ESG expertise that directly aligns with our material impacts, risks, and opportunities. We bring experience in corporate governance, risk management, and ethical business conduct, alongside in-depth knowledge of international ESG frameworks such as CSRD.

We apply specialist insight in circular economy, sustainable product development, and packaging innovation. Our teams work with lifecycle assessments (LCAs) and environmental impact reporting to guide responsible packaging solutions. We integrate human resources capabilities focused on talent development, diversity, inclusion, and workplace safety, and uphold global labour and human rights standards, including the UN Global Compact and ILO conventions.

We continuously enhance ESG competencies through workshops, external expert sessions, sector partnerships, and industry events. ESG remains a fixed agenda item in board and management meetings, ensuring ongoing strategic relevance. This approach enables effective implementation of sustainable practices and reinforces our long-term value creation.

4.2 About this report

Scope of this report

This sustainability report provides an overview of the environmental, social, and governance (ESG) performance of the Royal NNZ Group B.V. and its group companies for the reporting year 1st of January 2025 to 31st of December 2025. The report reflects the consolidated performance of the group and covers both corporate-level activities and developments in our international operations. These entities have been consolidated based on full control and reflect the global operational footprint of the organisation.

The entities included in the reporting scope are:

- the Royal NNZ Group B.V. (The Netherlands)
- Koninklijke NNZ B.V. (The Netherlands)
- NNZ Export B.V. (The Netherlands)
- NNZ Ltd. (United Kingdom)
- NNZ GmbH (Germany)
- NNZ GmbH (Austria)
- TechnoPac Austria GmbH (Austria)
- NNZ Sp. z o.o. (Poland)
- NNZ North America Holding Inc. (USA)
- NNZ Inc. (USA)
- NNZ Inc. (Canada)
- NNZ Nordic ApS (Denmark)
- NNZ Norway AS (Norway)
- NNZ Finland OY (Finland)
- NNZ AG (Switzerland)
- NNZ (Pty) Ltd. (South Africa)

These entities have been consolidated based on full control and reflect the global operational footprint of the organisation. The head of the consolidated group companies is the Royal NNZ Group B.V. The consolidated overview includes the results of the 50% interest in Rumeks/ NNZ, Lithuania (including SIA Rumeks/ NNZ, Latvia and Rumeks-NNZ OÜ, Estonia). As there is no predominant control over this legal entity, the entity is not consolidated.

Reporting framework and standards

This report has been prepared in alignment with the European Sustainability Reporting Standards (ESRS), introduced under the Corporate Sustainability Reporting Directive (CSRD). It marks NNZ's second official sustainability publication and serves as a baseline for future ESG disclosures.

The disclosures in this report are informed by the outcomes of NNZ's double materiality assessment, internal stakeholder consultations, and our structured ESG governance processes. Where required data was not available at the time of publication, we have applied reasonable estimates in line with internal validation procedures.

Publication details

The 2025 Sustainability Report was published in June 2026, in English, and available in digital format. Distribution occurs through NNZ's corporate website and targeted stakeholder communications.

The report serves as the second in an annual ESG reporting cycle under the CSRD framework.

Contact and feedback

We welcome questions, feedback, and suggestions regarding this report.
For inquiries, please contact:



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5. Appendix



5.1 ESRS-index

Standard	#	Disclosure Requirement	Chapter	Page	Extra information / omission reason
ESRS 2	BP-1	General basis for preparation of the sustainability statement	4.2 About this report	75	
	BP-2	Disclosures in relation to specific circumstances	2.3.2 Double materiality assessment	34	
	GOV-1	The role of the administrative, management and supervisory bodies	4.1 Governance structure	70	
	GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	4.1 Governance structure	70	
	GOV-3	Integration of sustainability-related performance in incentive schemes	4.1 Governance structure	70	
	GOV-4	Statement on due diligence	4.1 Governance structure	70	
	GOV-5	Risk management and internal controls over sustainability reporting	4.1 Governance structure	70	
	SBM-1	Strategy, business model and value chain	2.1.3 Sustainable partner of choice 2.2.2 Products and services	14 24	<ul style="list-style-type: none"> • 100% 2025 turnover of NNZ falls within ESG category "Sales and Trade (SST)".• Currently, there are no records of NNZ's products or services being banned in specific markets. • NNZ is not active in fossil fuel (coal, oil, gas) sector, chemicals production, controversial weapons industry (anti-personnel mines, cluster munitions, chemical or biological weapons) or in cultivation and production of tobacco.

Standard	#	Disclosure Requirement	Chapter	Page	Extra information / omission reason
ESRS 2	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	2.3.2 Double materiality assessment	34	<ul style="list-style-type: none"> The expected effects of significant impacts, risks, and opportunities do not lead to changes in NNZ's strategy or business model. Per 2025 there are no specific investment or divestment plans linked to these significant risks and opportunities.
			2.3.3 Impacts, risks and opportunities	38	
	IRO-1	Description of the process to identify and assess material impacts, risks and opportunities and material information to be reported	2.3.2 Double materiality assessment	34	
			2.3.3 Impacts, risks and opportunities	38	
	IRO-2	Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement	2.3.2 Double materiality assessment	34	
			2.3.3 Impacts, risks and opportunities	38	
ESRS 2 – GDR: 3.1.1 Sustainable product design	GDR-P	Policies	3.1.1 Sustainable product design	45	
	GDR-A	Actions and resources	3.1.1 Sustainable product design	45	
	GDR-M	Metrics	3.1.1 Sustainable product design	45	
	GDR-T	Targets	3.1.1 Sustainable product design	45	

Standard	#	Disclosure Requirement	Chapter	Page	Extra information / omission reason
ESRS 2 – GDR: 3.1.2 GHG emissions and climate change	GDR-P	Policies	3.1.2 GHG emissions and climate change	52	<ul style="list-style-type: none"> Stakeholder input has not been formally integrated into the policy development process, but the policy remains accessible and reflects recognised external standards.
	GDR-A	Actions and resources	3.1.2 GHG emissions and climate change	52	
	GDR-M	Metrics	3.1.2 GHG emissions and climate change	52	
	GDR-T	Targets	3.1.2 GHG emissions and climate change	52	
ESRS 2 – GDR: 3.2.1 Safe and nurturing working environment	GDR-P	Policies	3.2.1 Safe and nurturing working environment	58	<ul style="list-style-type: none"> NNZ does not currently use external audits or certifications for workforce-related indicators but integrates stakeholder feedback and benchmarking into its ongoing improvement efforts.
	GDR-A	Actions and resources	3.2.1 Safe and nurturing working environment	58	
	GDR-M	Metrics	3.2.1 Safe and nurturing working environment	58	
	GDR-T	Targets	3.2.1 Safe and nurturing working environment	58	

Standard	#	Disclosure Requirement	Chapter	Page	Extra information / omission reason
ESRS 2 – GDR: 3.3.1 Supplier management & procurement practices	GDR-P	Policies	3.3.1 Supplier management and procurement practices	64	<ul style="list-style-type: none"> No structured monitoring data for worker outcomes within the value chain.
	GDR-A	Actions and resources	3.3.1 Supplier management and procurement practices	64	<ul style="list-style-type: none"> No operational or capital expenditure available; activities integrated in existing budgets.
	GDR-M	Metrics	3.3.1 Supplier management and procurement practices	64	<ul style="list-style-type: none"> Measurement methodologies and performance results are tracked internally; not yet externally validated.
	GDR-T	Targets	3.3.1 Supplier management and procurement practices	64	<ul style="list-style-type: none"> No SMART targets defined yet for the value chain workforce, the focus remains on overall supplier compliance.
ESRS 2 – GDR: 3.3.2 Product quality and safety	GDR-P	Policies	3.3.2 Product quality and safety	66	
	GDR-A	Actions and resources	3.3.2 Product quality and safety	66	
	GDR-M	Metrics	3.3.2 Product quality and safety	66	<ul style="list-style-type: none"> In 2025 there have been zero product withdrawals. NNZ has 5 BRC-compliant warehouses.
	GDR-T	Targets	3.3.2 Product quality and safety	66	

Standard	#	Disclosure Requirement	Chapter	Page	Extra information / omission reason
E1 Climate change	E1-1	Transition plan for climate change mitigation	3.1.2 GHG emissions and climate change	52	<ul style="list-style-type: none"> There is currently no recognised and formalised climate transition plan. NNZ is currently focusing on the shorter-term CO₂-targets mentioned in this report.
	E1-2	Climate-related risks and scenario analysis	2.3.3 Impacts, risks and opportunities	38	<ul style="list-style-type: none"> No formal climate scenario, resilience or transition analysis have been conducted.
	E1-3	Resilience in relation to climate change	3.1.2 GHG emissions and climate change	52	
	E1-4	Policies related to climate change	3.1.2 GHG emissions and climate change	52	
	E1-5	Actions and resources in relation to climate change	3.1.2 GHG emissions and climate change	52	
	E1-6	Targets related to climate change	3.1.2 GHG emissions and climate change	52	
	E1-7	Energy consumption and mix	3.1.2 GHG emissions and climate change	52	<ul style="list-style-type: none"> Other than possibly for external electricity generation, NNZ does not consume nuclear, coal or crude oil sources.
	E1-8	Gross Scopes 1, 2, 3 GHG emissions	3.1.2 GHG emissions and climate change	52	
	E1-9	GHG removals and GHG mitigation projects financed through carbon credits	3.1.2 GHG emissions and climate change	52	

Standard	#	Disclosure Requirement	Chapter	Page	Extra information / omission reason
E1 Climate change	E1-11	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	3.1.2 GHG emissions and climate change	52	
E5 Resource use and circular economy	E5-1	Policies related to resource use and circular economy	3.1.1 Sustainable product design	45	
	E5-2	Actions and resources related to resource use and circular economy	3.1.1 Sustainable product design	45	
	E5-3	Targets related to resource use and circular economy	3.1.1 Sustainable product design	45	
	E5-4	Resource inflows	3.1.1 Sustainable product design	45	
	E5-5	Resource outflows	3.1.1 Sustainable product design	45	<ul style="list-style-type: none"> • NNZ is a distributor of packaging materials for agricultural and industrial application. The material flow concerns only inbound and outbound finished products produced by her suppliers, which are delivered by NNZ to the customer location. There is limited production of waste of finished products by NNZ. • NNZ does not produce hazardous waste.
S1 Own workforce	S1-1	Policies related to own workforce	3.2.1 Safe and nurturing working environment	58	<ul style="list-style-type: none"> • There are no individuals with certain characteristics, working in specific contexts or performing particular activities, that may be exposed to a higher risk of harm.

Standard	#	Disclosure Requirement	Chapter	Page	Extra information / omission reason
S1 Own workforce	S1-2	Engagement with own workforce and workers' representatives, existence of channels and remedy	3.2.1 Safe and nurturing working environment	58	
	S1-3	Actions and resources related to own workforce	3.2.1 Safe and nurturing working environment	58	
	S1-4	Targets related to own workforce	3.2.1 Safe and nurturing working environment	58	
	S1-5	Characteristics of the undertaking's employees	2.2.3 Workforce	28	<ul style="list-style-type: none"> The number of employees at year-end is part of NNZ's financial reporting process. This information is collected from the respective HR administration systems at every location. FTE (Full-Time Equivalent) is the unit of measurement used to express the scope of an employment contract. One FTE corresponds to the full working week of one employee. This definition is applied per country in which NNZ operates, as the number of hours in a standard full-time workweek varies by country. Throughout 2025, NNZ maintained a stable workforce. A limited number of colleagues left the organisation during the year, resulting in a modest turnover percentage.
	S1-6	Characteristics of non-employees in own workforce	2.2.3 Workforce	28	
	S1-9	Adequate wages	3.2.1 Safe and nurturing working environment	58	

Standard	#	Disclosure Requirement	Chapter	Page	Extra information / omission reason
S1 Own workforce	S1-12	Training and skills development metrics	3.2.1 Safe and nurturing working environment	58	
	S1-13	Health and Safety metrics	3.2.1 Safe and nurturing working environment	58	<ul style="list-style-type: none"> 100% of the employees of NNZ are covered by the health & safety management system.
	S1-15	Remuneration metrics (pay gap and total remuneration)	3.2.1 Safe and nurturing working environment	58	<ul style="list-style-type: none"> The 2025 gender pay gap is 8% and the annual total remuneration ratio is 6.
S2 Workers in the value chain	S2-1	Policies related to value chain workers	3.3.1 Supplier management and procurement practices	64	<ul style="list-style-type: none"> No individual risk groups are identified, impacts are characterized as widespread.
	S2-2	Engagement with value chain workers	3.3.1 Supplier management and procurement practices	64	<ul style="list-style-type: none"> No grievance mechanisms or communication channels are yet implemented for chain workforce.
	S2-2	Actions and resources related to value chain workers	3.3.1 Supplier management and procurement practices	64	
	S2-4	Targets related to value chain workers	3.3.1 Supplier management and procurement practices	64	

5.2 Abbreviations

AGM	Annual General Meeting	kg	Kilogramme
B2B	Business to Business	KPI	Key Performance Indicator
B2C	Business to Consumer	KWF	Dutch Cancer Society
B-BBEE	Broad-Based Black Economic Empowerment	LCA	Life-cycle assessment
BRC	British Retail Consortium	MCI	Material Circularity Index
CEO	Chief Executive Officer	MDR	Minimum Disclosure Requirement
CLA	Collective labour agreement	NGO	Non-governmental Organization
CO2	Carbon Dioxide	NPS	Net Promoter Score
COO	Chief Operations Officer	OECD	Organisation for Economic Co-operation and Development
CSRD	Corporate Sustainable Reporting Directive	PE	Polyethylene
DMA	Double Materiality Assessment	(r)PET	(recycled) Polyethylene terephthalate
EFIBCA	European Flexible Intermediate Bulk Container Association	PEFC	Programme for the Endorsement of Forest Certification
EFRAG	European Financial Reporting Advisory Group	PMO	Project Management Office
ESG	Environment, Social, Governance	PP	Polypropylene
ESRS	European Sustainability Reporting Standards	PPWR	Packaging and Packaging Waste Regulation
EU	European Union	PVC	Polyvinyl chloride
FTE	Full-Time Equivalent	QHSSE	Quality, Health, Safety, Sustainability, Environment
GWP	Global Warming Potential	REACH	Registration, Evaluation, Authorisation and Restriction of Chemicals
ICT	Information and Communications Technology	RI&E	Risk Assessment & Evaluation
ILO	International Labour Organization	RvC	Supervisory Board
FIBC	Flexible intermediate bulk container	SBM	Strategy and Business Model
FSC	Forest Stewardship Council	SCoC	Supplier Code of Conduct
GFSI	Global Food Safety Initiative	SDG	Sustainable Development Goal
GHG	Greenhouse gases	Sedex	Supplier Ethical Data Exchange
GMP	Good Manufacturing Practice	SKU	Stock Keeping Unit
HACCP	Hazard Analysis and Critical Control Points	STAK	Foundation for the Administration of Shares
HR	Human Resources	TCO	Total Cost of Ownership
IRO	Impact, Risk, Opportunity	UK	United Kingdom
ISCC	International Sustainability and Carbon Certification	UN	United Nations
ISO	International Organization for Standardization	USA	United States of America

5.3 KPI Definitions

Pillar	KPI	Unit of Measure	Method
Customers	1.1 % turnover (KG) of designed for recycling packaging materials	%	The quantities of materials sold in a given year are extracted from the ERP system. The materials are sorted on raw material type and verified for Designed for Recycling using guidelines provided by Ceflex, Recyclclass and CIPA.
Customers	1.2 % turnover (KG) of circular packaging materials	%	The quantities (KGs) of materials sold in a given year are extracted from the ERP system. The materials are sorted on raw material type and scored on circularity using the Material Circularity Index (MCI) method (Ellen MacArthur Foundation).
Customers	2.1 Scope 1 & 2 GHG (MT CO2e) emissions (versus 2023 baseline)	Numeric	Energy and fuel usage for real estate and vehicles owned or leased by NNZ converted to CO ₂ emissions based on generic or (where possible) supplier specific CO ₂ conversion factors.
Customers	2.2 Scope 3 GHG (kg CO2e per sold kg) emissions (versus 2023 baseline)	Numeric	<p>Main categories:</p> <p><i>C1 - Purchased goods and services:</i> the quantities (KGs) of materials sold in a given year are extracted from the ERP system. The materials are sorted on raw material type and converted to CO₂ emissions based on CO₂ conversion factors (EcoInvent).</p> <p><i>C4 - Upstream transportation and distribution:</i> the quantities (KGs) of materials per supplier country purchased and customer country sold in a given year are extracted from the ERP system. The weight is converted to CO₂ emissions based on the average distance and publicly available CO₂ conversion factors for sea and truck freight (Defra).</p> <p><i>C12 - End-of-life treatment of sold products:</i> the quantities (KGs) of materials sold in a given year are extracted from the ERP system. The materials are sorted on raw material type and converted to CO₂ emissions based on publicly available CO₂ conversion factors (Worldbank).</p>

Pillar	KPI	Unit of Measure	Method
Customers	3. NPS - Customer survey score	Numeric	<p>An external agency measures our customer loyalty, engagement, and satisfaction using net promoter score surveys. The NPS formula revolves around the following question: “On a scale of 0 to 10, how likely are you to recommend our company as a supplier?”</p> <p>The respondents will fall into three categories:</p> <ul style="list-style-type: none"> • Promoters: Customers who rated our company at 9 or 10 • Neutrals: Customers who gave our organization a rating of 7 or 8 • Detractors: Customers with ratings of 0 to 6 <p>The formula for customer net promoter scores: NPS = Percentage of promoters – percentage of detractors.</p>
Employees	4.1 Total recordable injury rate	Numeric	<p>A key Health and Safety metric, which gives NNZ a look at the organization’s past safety performance.</p> <p>Incidents that need to be reported include:</p> <ul style="list-style-type: none"> • Anytime that an employee or worker loses consciousness • If an incident causes a worker to take on light-duty, activity restrictions, or the need to be transferred to other work. • If an incident causes a worker to take days away from work. • If the injury requires medical treatment beyond what a first aid kit can address. • If any other work-related health issue is diagnosed by a medical professional. <p>The Total Recordable Injury Rate (TRIR) measures the number of recordable incidents relative to the total number of hours worked.</p>
Employees	4.2 Average score on NNZ Health and Safety requirements (scale 1-10)	Numeric	Total score on Health and Safety requirements divided by the number of audited locations.

Pillar	KPI	Unit of Measure	Method
			The definition includes both on-site and off-site warehouses, owned and/or leased by the company. This means that any rented storage capacity is included in the total calculation. Excluded in the calculation is any warehouse activity which is not supervised or operated by NNZ themselves.
Employees	4.3 Illness rate	%	Number of sickness hours divided by total workable hours.
Employees	5.1 % of management positions filled by women	%	Percentage of management positions filled by women is the # of women within management divided by the total # of filled management positions.
Employees	5.2 % employees that are educated and have signed the Diversity and mutual respect policy	%	Percentage of employees that are educated and have signed the policy is the # of employees who signed the policy divided by the total # of employees.
Employees	6.1 % employees who received a yearly performance and career development review	%	Percentage of employees who received a yearly performance and career development review is the # of employees who received a review divided by the total # employees.
Employees	6.2 % employees which are covered by a talent review program	%	Percentage of employees which are covered by a talent review program is the # of employees which are covered by a program divided by the total # employees.
Employees	7. NPS - Employee survey score	Numeric	<p>An external agency measures employee loyalty, engagement, and satisfaction using employee net promoter score surveys. The eNPS formula revolves around the following question: “On a scale of 0 to 10, how likely are you to recommend our company as a workplace?” The respondents will fall into three categories:</p> <ul style="list-style-type: none"> • Promoters: Employees who rated our company at 9 or 10 • Neutrals: Employees who gave our organization a rating of 7 or 8 • Detractors: Employees with ratings of 0 to 6 <p>The formula for employee net promoter scores: eNPS = Percentage of promoters – percentage of detractors.</p>

Pillar	KPI	Unit of Measure	Method
Suppliers	8.1 Average supplier audit score (scale 1-10)	Numeric	<p>Total score on Quality, Food Safety, and ESG requirements divided by the number of audited locations.</p> <p>The Supplier Audit index score is a calculation based on the average score of a 3 pillars audit principle.</p> <ul style="list-style-type: none"> • Quality • Food Safety • ESG <p>Within NNZ we are having 3 different types of audit programs (Light, Medium and Intense). Determination of the audit program to be used is described in the "Minimum supplier requirements matrix".</p>
Suppliers	8.2 Average supplier ESG screening score (scale 1-10)	Numeric	<p>Total sustainability screening score divided by the total participated suppliers.</p> <p>Suppliers are asked to participate in a NNZ sustainability survey. Sustainability survey is focussing on:</p> <ul style="list-style-type: none"> • ESG related certifications • Policies implemented • Sustainability initiatives (incl. targets and annual reports)
Suppliers	8.3 Share of sustainability screened suppliers	%	<p>Purchase value of sustainability screened suppliers divided by the total purchase value. The purchase value (EUR) in a given year is extracted from the ERP system.</p>

Pillar	KPI	Unit of Measure	Method
Suppliers	8.4 % suppliers that signed the Code of Conduct	%	<p>Suppliers needs to agree, sign and fulfil the NNZ Code of Conduct. The Code of Conduct stand for (not limited to):</p> <ul style="list-style-type: none"> • Ensuring consumer safety • Respecting human rights • Contributing to sustainable developments • Contributing to a clean environment <p>Percentage of suppliers that signed the NNZ Code of Conduct is the # of suppliers with a signed Code of Conduct divided by the total # of active suppliers.</p>
Suppliers	9. Average score on NNZ Quality and Food Safety requirements (scale 1-10)	Numeric	<p>Total score on Quality and Food Safety requirements divided by the number of audited locations.</p> <p>The definition includes both on-site and off-side warehouses, owned and/or leased by the company. This means that any rented storage capacity is included in the total calculation. Excluded in the calculation is any warehouse activity which is not supervised or operated by NNZ themselves.</p>
Suppliers	10. % of NNZ locations that participate in community engagement projects	%	<p>Percentage of NNZ locations that participate in community engagement projects is the # of participating locations divided by the total # locations.</p>

At NNZ, sustainability is deeply embedded in our DNA. It inspires us to innovate, to collaborate even more closely with our partners across the value chain, and to strengthen the positive impact we have on people, communities, and the environment.



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