Delicia

TOGETHER WE MAKE LIFE DELICIOUS

Sustainability Report 2025

Contents

The Sustainability Report 2025 is published by Delicia bv.
The utmost care has been taken to produce this report. Thank you to **Bernd Postma** for his enthusiastic and skilful participation, and **sliding doors** for all their substantial contributions, **The Footprinters** for their support with the CO_2 calculations, and **bjzndr communicatie** for the user-friendly graphics based on all the input in this final report.

Foreword

Dear reader,

We are proud to present Delicia's second sustainability report. This report details our efforts, progress, targets and ambitions in terms of sustainability. It provides insight into what drives Delicia and our ambition to make the world a better place for everyone in our value chain.

Our first report covering 2024 showed how we built a strong foundation for our sustainability program. In 2025, we further embedded sustainability in our organisation and reached our first sustainability milestones. We had better data, as a result of which, it is easier to present concrete results in this second sustainability report and demonstrate our progress. In 2026, we will build on this with ambitious targets which you will also find in this report.

We are clearly on track. In 2025, our approach was awarded by our very first EcoVadis gold medal and a nomination for Sustainability Frontrunner in the UN Global Compact Network Netherlands. We are proud of these achievements which all of us have worked hard for.

The sustainability report that you are about to read has been drawn up in line with the VSME standard and covers the financial year 2025, which runs from 1 January to 31 December. It details Delicia's achievements in Tilburg, The Netherlands, and our efforts in the value chain. This document gives our most important stakeholders detailed information about our sustainability program.

We invite you to read about our approach and we will continue to publish annual sustainability reports. We hope this report inspires and motivates you to join us in our journey towards a more sustainable world, because: "Together we make life delicious". ■

Delicia
TOGETHER WE MAKE LIFE DELICIOUS

Inge van Gool – van der Pas
Program Manager Sustainability

Delicia
TOGETHER WE MAKE LIFE DELICIOUS

2025 in figures

A total of **167** **employees**

129 men **38** women
and **15** interns

37
employees had a **work anniversary**

Sick leave
6.2%
(short/medium/long-term absence)

Overall **employee satisfaction**
7.2

AGRI TERRA

In October 2025 we started the **COCODEP project with Agriterra**.

In **5 cooperatives in Aowin - Ghana** the project worked to:

- increase living income;
- reduce child labour.

More than **308 SKUs**
in more than **17 countries**
in Europe

- CO_2 emissions in scope 1 and 2 **reduced by over 90%** compared to 2024
- Production waste **reduced by 20%** compared to 2024

GOLD | Top 5%
ecovadis
Sustainability Rating
OCT 2025

In 2025
our service level was
98.3%

In 2025, we started
19
new innovation projects

In 2025 our
BRCGS A certification for food safety & quality **was extended**

Sharing the benefit of smart, sustainable choices

In 2025, the cocoa market was turned upside down. A shortage of cocoa beans led to high prices. The Netherlands consumed 8% less chocolate. Yet Delicia's performance was stable. Smart, sustainable choices in the past paid off and the entire value chain profited as a result. It is not for nothing that we say: "Together we make life delicious."

An encouraging year
After a number of turbulent years, 2025 brought calm to Delicia. Although the cocoa market was extremely volatile and this put pressure on volumes, internally we had everything in order. We were able to limit the impact of market volatility on our customers by purchasing at the right times. And with our deco vermicelli, we offered our customers an affordable alternative to chocolate vermicelli. Our R&D department also had a good feel for market needs and expanded the range with surprisingly delicious chocolate snacking products.
This period was also characterised by major political unrest. As a result, worldwide there was less focus on sustainability and international legislation was postponed and/or weakened. Yet Delicia stuck to its sustainability course. Now, more than ever, we are making a conscious choice to fulfil our responsibilities towards our employees, consumers, cocoa farmers, customers, suppliers and ourselves. That is why we invested in the Agriterra project in order to improve the quality of life of cocoa farmers in Ghana. A concrete project like this makes a real impact locally. And that is why we do it.

Recognition of our hard work
In 2025, everything came together for Delicia. Through our first sustainability report and other key initiatives, we were able to better tell our story. After several silver EcoVadis medals, we received our first gold EcoVadis medal in 2025. With this, we are among the top 5% globally in our sector in terms of sustainability. In addition, Inge van Gool, our Program Manager Sustainability, was on the shortlist for Sustainability Frontrunner in the UN Global Compact Network Netherlands.

We also received recognition for quality and food safety. During an unannounced audit we achieved a BRCGS A+ certification. This is a result we all worked hard for and can be proud of.

Sustainable partnerships remain the basis
In 2025, Delicia invested in deepening its relationships with customers and suppliers. We saw that sustainability is increasingly important to customers during their purchasing processes. We were able to clearly show what fundamental steps Delicia has already taken in this area. In discussions, the focus shifted from imposing demands to finding the best solution together. This led to more reciprocity in the relationship and intensifying of our partnerships.
Sustainability is increasingly seen as a shared responsibility. This is a great development that is good for people, planet and profit. Partly due to high energy prices and waste taxes, sustainable enterprise pays off more and more.

In other areas as well, Delicia is showing itself to be a reliable partner. A good thing to mention here is our high service level of 98.3%. The cherry on the cake (or the chocolate vermicelli in the custard) was the Industributie nomination for the best private label supplier in the category DKW (dry grocery products). We earned this nomination for the second year in a row by standing out in terms of collaboration, quality, reliability, innovation and sustainability.

Everything in order internally?!?
Internally, we headed for a seemingly uneventful year. The add-on heat pump was operating at full capacity, resulting in an enormous reduction in scope 1 emissions. The ICT team matured and took the opportunity to implement structural improvements.
And the extra investments in HR policy paid off through lower sick leave and healthier working hours.

Nevertheless there was concern about eliminating the fifth night in the 3-shift pattern. As well as the projected health gain, this resulted in the loss of flexible compensation hours for our employees.
It is important that we continue to discuss this with one another.

Delicia continues to be committed to a healthy and safe work environment. It was therefore a big shock when we had to deal with two safety incidents in a short space of time at the end of 2025. Despite all our efforts to create a safe workplace, this showed that there is still a lot of work to do. We take this task extremely seriously.

Looking ahead to 2026
In recent years, we have mapped out exactly where our organisation stands. In this regard, in 2025 we were able to get all the must-haves in order and build on a stable foundation. This allows us to make distinctive choices in 2026 that show what Delicia stands for. As a result, CO_2 reduction in our value chain is an absolute priority. Internally we are working to migrate to SAP Cloud and are committed to a safer work environment for our employees and to increasing our digital security. In this way, we are building a more solid, sustainable basis with which we can continue to perform consistently even in turbulent times.

People, planet, profit
In 2025, we saw that people, planet and profit go hand in hand. We reaped the rewards of the sustainable choices we made years ago. That would not have been possible without the commitment of our colleagues, cocoa farmers, suppliers and customers. For that, we want to thank everyone. Together we show that 'Together we make life delicious' is not a meaningless slogan, but a binding commitment. Onward to an even better 2026.

Delicia's executive board
Peter van Veldhoven, Jan Willem Pikaar, Elise van Wijngaarden and Kris Matten

1. About Delicia

'Together we make life delicious!'
Delicia was founded in 1938 with the belief that 'Together we make life delicious'. Over 85 years later, that is still what drives us. We want to supply products that are loved by young and old alike, and create an organisational culture that exudes trust, pride and connection. That is why we invest heavily in our employees' well-being and development. As a result, they in turn can commit themselves fully to our customers and consumers.

A brief history of Delicia

- **1938** Established in Rotterdam, NLD
- **1948** First production chocolate paste
- **1956** First production chocolate vermicelli
- **1973** Relocation to new factory Tilburg, NLD
- **1981** First production crunchy muesli
- **2006** First production coated products
- **2010** 1st Internal CSR meeting
- **2013** Acquired by investment company
- **2021** Started 4-year partnership with The Hunger Project
- **2023** 85th Anniversary Delicia
- **2024** Installation add-on heat pump
- **2025** Ecovadis gold medal and launch of Agriterra Project

Our core values are the foundation of the organisation. For us they are a compass that not only guides our internal operations, but also our collaboration with everyone involved with Delicia. This sincere, reliable approach ensures that, more than 85 years after its foundation, Delicia remains a healthy and future-proof company.

What we do
Delicia makes the most delicious chocolate products. Every day we work passionately together to make the tastiest chocolate vermicelli, flakes, crispies, coated treats, bite-size snacks and much more. Whatever the product is, we add flavour, colour and sensation. We do this for our retail customers, but also for industrial players in the bakery and dairy sectors amongst others.

Delicia values long-term partnerships highly. What we do, we do as well as possible, so that our partners can rely on our quality, service level and innovation power. By proactively exchanging ideas with our partners, we ensure that we remain relevant in the future. As a result, our sales department works closely with suppliers and customers for example. During innovation meetings, trends are discussed and new ideas and concepts are created. The R&D team (research and development) combines customer requirements with current market insights and their own expertise. This gives rise, proactively or at the request of the customer, to the most surprising products which, thanks to our multidisciplinary account teams, find their way to shops where they win the hearts of consumers.

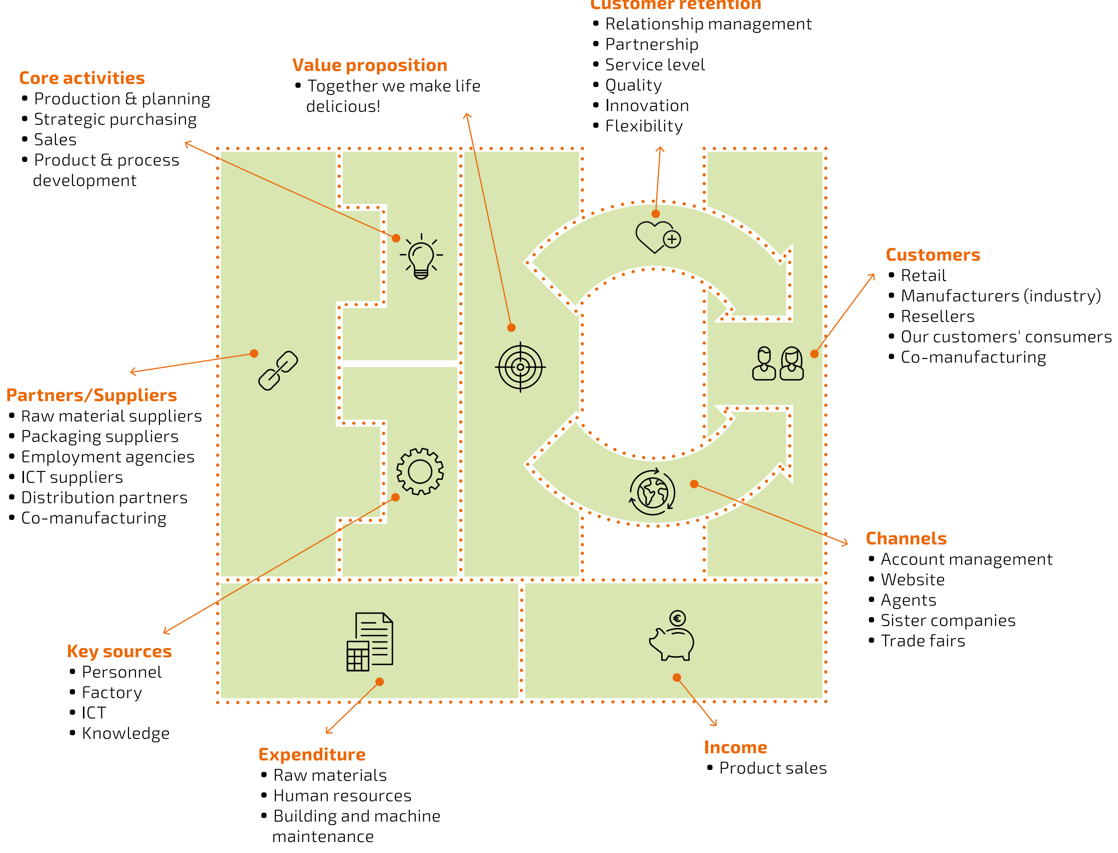
How we create value

HOW?
We make our products with knowledge expertise and passion.

WHY?
We believe: "Together we make life delicious!"

WHAT?
Delicious, surprising and honest chocolate, snacking, sprinkling and decoration products.

Delicia's business model canvas



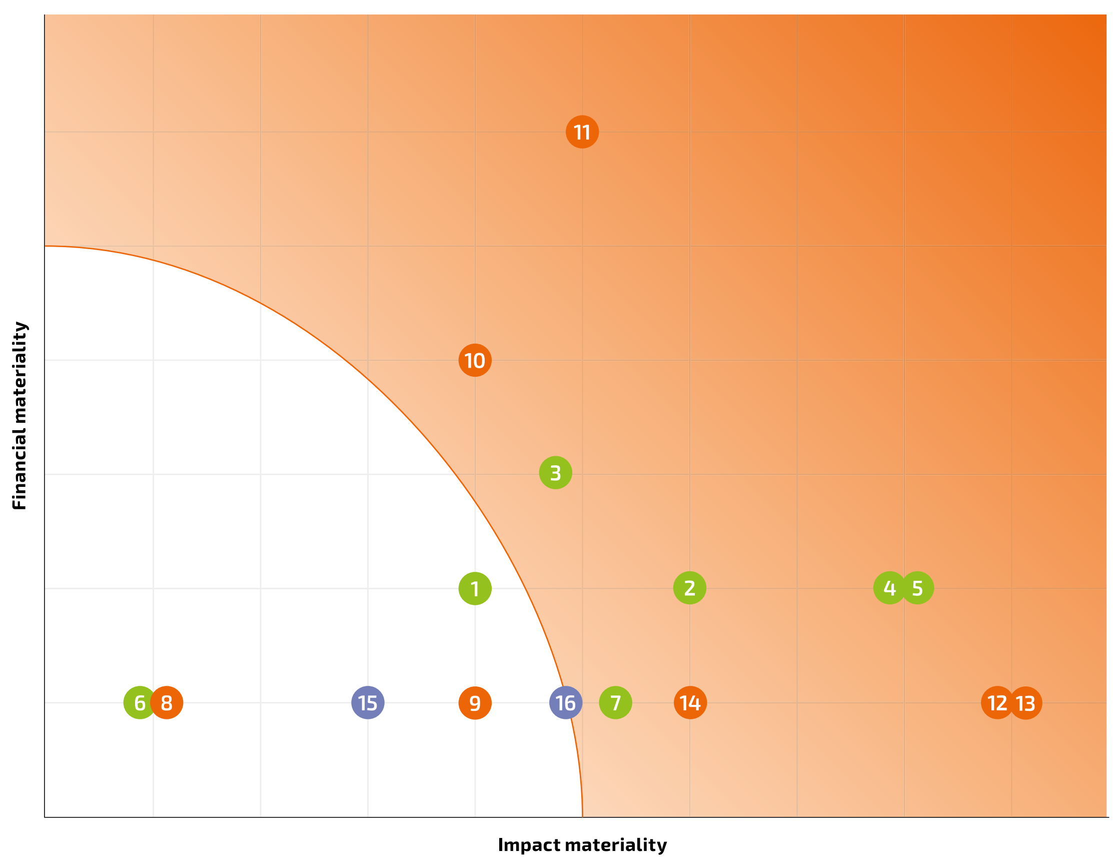
Sustainability at Delicia

Sustainability and socially responsible business are important to Delicia. We want everyone in our supply chain to live a decent, healthy and enjoyable life in a safe context. And our planet and its resources to be respected and maintained for our generation, and everyone who comes after us. That is what society and legislators expect from us, but above all it is what we demand from ourselves. We take our mission 'Together we make life delicious' very seriously: enabling everyone in our supply chain to enjoy a slice of bread with chocolate vermicelli. To achieve this, we have developed an extensive sustainability program including targets and KPIs related to sustainability and socially responsible business. These targets and KPIs are based on the Double Materiality Assessment that we carried out in 2024, in line with the guidelines in the Corporate Sustainability Reporting Directive (CSRD).

Although Delicia has not been required anymore by the CSRD to report since 2025, we have maintained the Double Materiality Assessment as the basis for our sustainability program. For this, we carried out an extensive stakeholder analysis combined with desk research. A multidisciplinary team then researched the financial and impact materiality of various topics related to environment, society and governance.
The topics that had high scores on one or both axes were given the predicate 'material topic' for Delicia. These material topics were endorsed by the management and form the foundation of our sustainability program.
Based on these material topics, we formulated targets and KPIs. The material topics therefore determine our organisation's course.

In this report, we explain why Delicia finds it so important to commit to these topics (Why). We show the way in which we commit ourselves (How) and the concrete steps we took in 2025 (What). We also focus on the results achieved of course. Because although we are not there yet, in 2025 we took very important steps towards an even more sustainable and more transparent value chain. ■

Double Materiality Assessment



1. Climate change, emissions scope 1, 2 and 3
2. Climate change, climate mitigation
3. Climate change, climate adaptation
4. Biodiversity and ecosystems, biodiversity loss
5. Biodiversity and ecosystems, deforestation
6. Circular economy, incoming material flows
7. Circular economy, waste
8. Own workforce, diversity and inclusion
9. Own workforce, training and skills development
10. Own workforce, overall employee satisfaction
11. Own workforce, health and safety
12. Workers in the value chain, living income
13. Workers in the value chain, child labour
14. End user health and safety
15. Business conduct, corporate culture
16. Business conduct, corruption

2. Environment

Material topics Environment

Based on the impact materiality and financial materiality, Delicia has determined what topics have priority in our sustainability program. The following is a summary of the chosen subjects in terms of environment. This is followed by an explanation of each topic.

Climate change

The process of reducing GHG emissions and limiting the increase in the global average temperature to 1.5 °C above pre-industrial levels, in line with the Paris Agreement.

Risks
- Crops are under pressure due to climate change.
- Increase in external pressure CO_2 reduction.

Opportunities
- Lead the energy transition.

SDG 13 Climate action
- 13.2 Measures to integrate climate change in business operations.
- 13.3 Improve awareness, human and institutional capacity related to reducing the impact of climate change.

We adopt appropriate measures to achieve our reduction targets and as a result, contribute to limiting the rise in average temperature to 1.5°C. By investing in green, renewable energy, we become less dependent on fossil fuels and contribute to the energy transition.

Biodiversity and ecosystems

Climate change as a consequence of deforestation causes unpredictable weather conditions in Western Africa.

Risks
- Harvests are under pressure due to deforestation.

Opportunities
- Improve traceability of cocoa.

SDG 15 Life on land
- 15.2 Call a halt to deforestation and increase forestation and reforestation globally in a sustainable way.

We strive for a deforestation-free value chain and work intensively with reliable suppliers. At the same time, we invest in reforestation via suppliers' programs. We also do our best to increase transparency in the value chain and work towards EUDR compliancy.

Circular economy

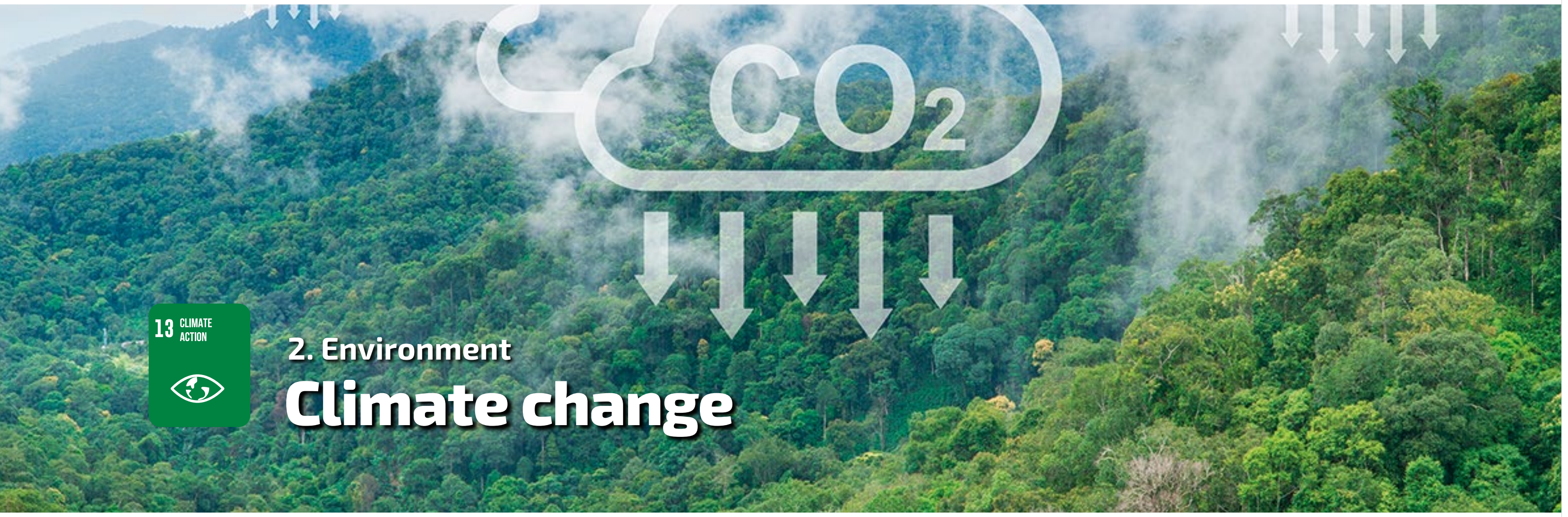
Waste generation includes both food loss during production processes and by-products such as packaging materials.

Risks
- Shortage of raw materials.

Opportunities
- Optimise use of raw materials.
- Cost savings.

SDG 12 Responsible consumption and production
- 12.2 By 2030, achieve the sustainable management and efficient use of natural resources.
- 12.3 By 2030, halve food loss in production chains.
- 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

We are committed to a circular economy through measures to prevent food waste. We will halve our food waste by 2030, in line with SDG and government targets.



2. Environment
Climate change

WHY? - Why Delicia is committed to this

Cocoa is a critical raw material for Delicia. It is literally the basis for our products. However, the quality and yield of cocoa crops are under pressure from climate change. Weather is becoming increasingly unpredictable and the consequences of this are being felt by farmers in our value chain. We are increasingly seeing dry conditions when rain is needed for the cocoa fruit to grow, and that it rains when the cocoa needs to dry in the field. In addition, more extreme temperatures, droughts and floods threaten the quality and quantity of the crop.

To combat climate change, it is important that together we reduce CO_2 emissions. Delicia gladly contributes to this. The largest portion of our emissions are in scope 3, in the value chain. One of the most important causes of this is the deforestation taking place in West Africa to make room for agriculture. As a result, less CO_2 is captured from the air, which leads to temperature rise and increasing unpredictability of the weather.

Pressure across the value chain to reduce CO_2 emissions continues to increase. Even without it, we feel responsible for combatting climate change. Although our impact is perhaps small in global terms, in this way we indirectly contribute to the protection of the farmers' crops in our value chain. And the measures we take at our own production location (scope 1 and 2) ensure that we are less dependent on fossil fuels and the accompanying volatile market. In this way, we are committed in several ways to guaranteeing supply.

HOW? - Targets and results

The targets we submitted for validation to the SBTi*

Delicia is committed* to reducing the absolute GHG emissions in 2035 in relation to the base year 2024:
- 75% reduction in scope 1 and 2.
- 37.5% reduction in scope 3.
- 45.5% reduction in scope 3 FLAG**.

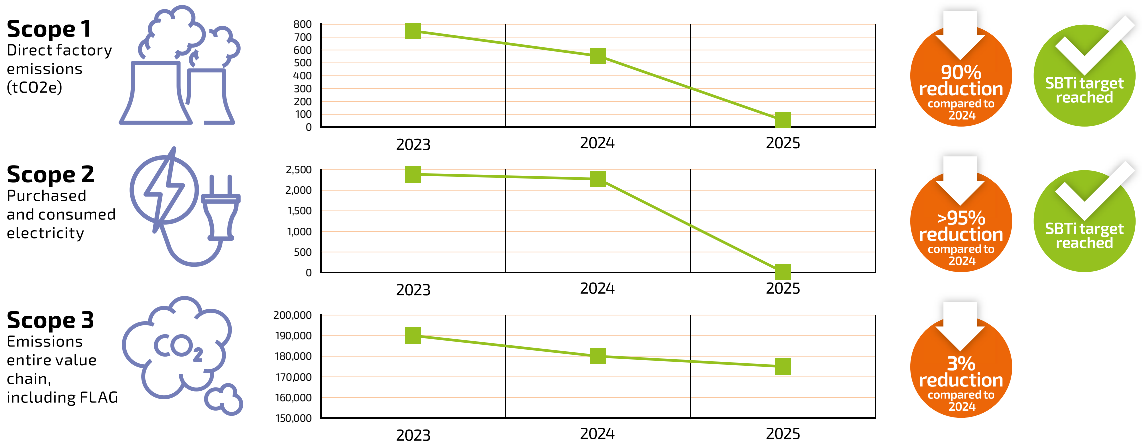
* At the time of publication, these targets have already been validated by the SBTi.

** FLAG (Forestry, Land and Agriculture sector) is the sector-specific standard within the GHG protocol for emissions related to intensive land use.

How we contribute to stopping climate change

- We reduce our CO_2 emissions in line with SBTi-validated targets.
- We contribute to the energy transition by investing in green, renewable energy.
- With our value chain partners, we proactively look for initiatives to reduce our scope 3 emissions.
- We research whether we can fill our emissions gap by actively contributing to climate projects.

Results in 2025



A complete overview of Delicia's GHG emissions can be found in the VSME table on page 40.

WHAT? - Concrete actions in 2025

Submitting reduction targets to the SBTi

Since 2024, Delicia has been committed to the reduction targets of the Science Based Targets initiative (SBTi). In 2025, we compiled a complete CO_2 inventory covering the 2024 financial year. Based on this, we set company-wide reduction targets for 2035 in order to remain within the 1.5°C rise in global temperature, in line with scientific data. We submitted these targets to the SBTi for validation.

To achieve a complete CO_2 inventory, we paid close attention to gathering correct and reliable data from our value chain. For example, we need highly specialised information about emissions from cocoa as a crop. These emissions vary according to location. For instance, they are different in Ghana than in Brazil or Indonesia. Ideally, we calculate our emissions through primary data provided by our suppliers. Unfortunately, this is not always possible since not all suppliers have access to this data. In these cases we work with a validated secondary calculation method. In the coming years, we will continue to work to improve the quality of the data by replacing secondary data with primary data.

Heat pump installation and energy transition

To maintain our lead in the energy transition, we installed an add-on heat pump in 2024. We still had some initial start-up issues that year and for a few months we used an emergency diesel generator. Since 2025, the add-on heat pump has been fully operational, as a result of which we had our first gas-free year. This led to an enormous drop in Delicia's scope 1 emissions.

To enable this add-on heat pump to function properly, the cooling installation had to be upgraded. Because of this, we were able to remove the old air and water condensers. Last year we first saw the accompanying benefits of this: our water consumption has been reduced by 30% compared to previous years.

In 2025, we also switched to purchasing entirely green electricity from the Netherlands. In addition, we use energy generated by our own solar panels. This resulted in an enormous reduction in our scope 2 emissions.

15 LIFE ON LAND

2. Environment

Biodiversity and ecosystems

WHY? - Why Delicia is committed to this

As well as cocoa, chocolate and palm oil are critical raw materials for Delicia. Both cocoa and palm oil are products that significantly contribute to deforestation worldwide. This reduces biodiversity, accelerates climate change and threatens crops.

Delicia believes it is important to play a part in combating deforestation. This is how we keep our planet healthy. Forests are important as a source of food for local communities, as a habitat for (indigenous) animal species, and as the lungs of the world. They protect us from climate change by removing CO_2 from the atmosphere.

We are committed to combating deforestation and increasing transparency throughout the supply chain. Because only if you know exactly where the cocoa or palm oil comes from you can say with certainty that no deforestation has taken place.

HOW? - Targets and results

How we contribute to the protection of biodiversity and ecosystems

- We aim for a verifiable, deforestation-free supply chain for essential raw materials. We do this by:
  - only working with palm, shea and cocoa/chocolate suppliers who guarantee a deforestation-free supply chain and are committed to restoring biodiversity;
  - to work alongside customers towards a higher standard of certification, with a focus on projects that protect forests and restore natural forests that have been damaged by cocoa cultivation.
- We are committed to combating deforestation in the value chain and working to restore biodiversity in cocoa and palm-oil-producing countries.
- We are working towards becoming EUDR compliant.

EUDR
At the end of 2026, the European Deforestation Regulation comes into effect. Amongst other things, this means that only verifiable deforestation-free chocolate, cocoa products and palm oil can be brought into the European market. Furthermore, all cocoa and palm oil must be traceable to their geographic origin.

Results in 2025

- Delicia has the following certifications:

Trademark license: 9-0850-14-100-00

Cocoa

- Delicia is not located in or near biodiversity-sensitive areas.

WHAT? - Concrete actions in 2025

Achieving a deforestation-free supply chain in line with the EUDR

Since 2025, Delicia has worked to achieve EUDR compliancy for cocoa and palm oil. In this regard, we are heavily reliant on our suppliers, as we do not import these raw materials into the EU ourselves. The supply of deforestation-free products became a strict requirement. Our most important suppliers have therefore issued a statement in 2025 confirming that they guarantee a deforestation-free supply chain. The fact that we have worked intensively with these suppliers for years has helped achieve this. Although the EUDR was postponed in December 2025, we continue to be committed to a deforestation-free supply chain and increasing transparency within the supply chain in 2026.

As well as these supplier declarations, we also use certification programs to show that we do everything in our power to guarantee that we are not contributing to further deforestation in the complex cocoa and palm oil supply chain. We only buy certified cocoa and palm oil from our suppliers. This includes Fairtrade, Rainforest Alliance, Tony's Open Chain and RSPO.

Increasing value chain transparency

We have had many discussions with our cocoa, chocolate and palm suppliers to determine our materials' countries of origin. Only when we understand where everything comes from, we can precisely analyse how big the problem of deforestation in our value chain is. We carried out extensive risk analysis in terms of responsible business conduct, human rights, environment and labour rights. We then checked whether we have taken sufficient measures to mitigate all our 'high risks'.

Restoring biodiversity

We made an active contribution to the shea programs Kolo Nafaso (AAK) and Where life grows (Bunge). These programs aim for reforestation in Ghana amongst other things. Reforestation ensures the return of local biodiversity and the reduction of CO_2 emissions. In addition, through efficient cook stoves, made from local organic materials, we have ensured that less wood is needed in the production process, as a result of which illegal logging has been further reduced.

Where life grows (Bunge)

The Where life grows-program aims to make the shea value chain more sustainable and economically viable. This is done for example, by promoting sustainable processing methods. Boiling shea nuts uses a great deal of firewood. This leads to deforestation and exposes women to harmful smoke. As a result, efforts were made to distribute energy-efficient cook stoves. In 2025 with Delicia's support, 1,300 women in North Ghana were trained to build and effectively use these cook stoves. An energy-efficient stove uses 40% to 60% less firewood. This helps combat deforestation and maintain biodiversity. In addition, the women spend less time gathering firewood, giving them more time for other income-generating activities, education or care of their families. And because less smoke is released, their health is improved and there is more economic stability and resilience. In this way, Delicia helps maintain ecosystems while supporting local communities.

Achieved in 2025

- *1,300 women in North Ghana were trained to build and effectively use energy-efficient cook stoves for boiling shea nuts.*
- *The use of energy-efficient cook stoves enabled a significant reduction in CO_2 emissions per stove.*

Kolo Nafaso (AAK)

Delicia buys shea for a premium price and contributes to the Kolo Nafaso program in West Africa as a result. This program aims to protect the shea tree, which plays an important role in the West African ecosystem. The program also aims to improve the well-being and social-economic position of women who harvest and process shea nuts. The women get a fair price and are trained in better processing methods. This is good for their health and safety. For example, the program promotes the use of energy-efficient cook stoves. This reduces illegal logging, less CO_2 is emitted and less harmful smoke is released. The Kolo Nafaso program is the very first FairWild-certified program for the purchase of shea. As a result, it sets a new standard for ethical, sustainable and traceable supply chains of wild plants.

Achieved in 2025

- *With Delicia's contribution, 2,700 West African women were supported through payment of a fair price and training in better processing methods.*
- *The use of energy-efficient cook stoves enabled 65% less CO_2 emissions per stove.*

2. Environment

Circular economy

WHY? - Why Delicia is committed to this

Food is lost at every step in the value chain and this is bad for our planet. After all, producing food requires a great deal of energy, releases greenhouse gases and requires a lot of water and land. Delicia is therefore committed to preventing waste, reducing process-related losses and utilising products that can be returned to the value chain. In this way, we get the most out of the available raw materials. This is not only environmentally friendly, it is also cost-efficient.

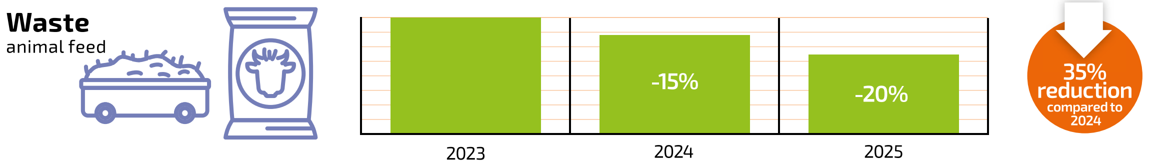
We are also careful with other raw materials. We look at how we can use them as optimally as possible and whether there is any waste. Then we look at where we can reduce, reuse or dispose of it responsibly. In this way, we lower our costs, comply with increasingly strict legislation and most important of course: contribute to a circular economy.

HOW? - Targets and results

How we contribute to the creation of a circular economy

- Reducing the overall amount of production waste that is processed into animal feed by 50% in 2030 compared to 2024.
- Aiming to use packaging with the lowest possible weight and volume, without compromising quality and food safety as a result of which we will be PPWR-compliant.
- Promoting the use of recycled and/or responsible packaging material.
- Committing to circularity of residual waste by finding alternatives step by step and promoting waste separation.

Results in 2025



WHAT? - Concrete actions in 2025

Embedding 'continuous improvement'

Delicia is committed to reducing losses in the production process. This calls for a process of continuous improvement in which everyone takes responsibility for their own part in the production process. In this context, it is essential to encourage the desired behaviour through new insights, thereby fostering a greater sense of ownership. In order to embed this way of working in our organisation, we are guided by an external consultancy agency with broad experience in the manufacturing industry.

We see that our approach is successful. The combination of insight, ownership and continuous process improvement has led to an enduring reduction in production waste. This has created a strong basis for further optimisation in the coming years.

Introduction of production waste dashboard

Delicia has introduced a dashboard through which employees can check performance at batch level. For example, they can see how much production waste is released and how the batch scores compared to the target. This has resulted in a significant increase in awareness on the work floor. Employees have become more aware of their own impact on production waste and take action sooner when there are deviations.

Implementing improvement projects

We implemented various improvement projects focused on restoring the basic running conditions of machines. This has resulted in fundamental improvements. The stability of the production process has been increased and we have reduced undesirable variation. Less waste is produced during our production process as a result.

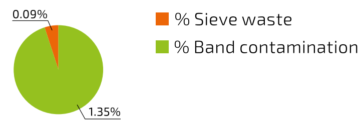
Implementing Out of Control Action Plan (OCAP)

The Out of Control Action Plan ensures that employees can identify deviations faster and take the counter measures effectively. In 2024, we successfully introduced the OCAP in one area (part of a department) and in 2025 rolled it out to more departments. This resulted in a clear increase in awareness about the amount of production waste. Through this, there are more and more improvement initiatives aimed at further reducing production waste.

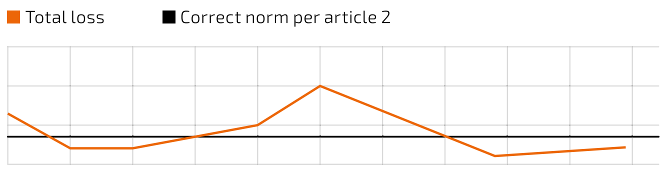
Out of Control Action Plan Dashboard

Order number	Article	Standard	Total order waste	Delicia
1015286	541732	1.60%	1.43%	TOGETHER WE MAKE LIFE DELICIOUS

Average contamination



Total loss last 10 batches



Last valid batch 128	
Norm achieved? ✓	**Last batch** last batch band loss 0.41%
Total loss last batch 1.18%	**Last batch** last batch sieve waste 0.77%

3. Social

Material topics Social

Delicia has also identified its priorities in the social domain based on impact and financial materiality. Below is a summary of the selected topics. This is followed by an explanation of each topic.

Own workforce

Implementing and rigorously enforcing strict health and safety regulations to ensure that the workplace is safe and free from hazards. This includes health, wellbeing, safety, overall employee satisfaction, equal treatment and training.

Risks
- Ageing.
- High sick leave.

Opportunities
- Employer attractiveness.

SDG 8 Decent work and economic growth
- 8.3 Promote and support development.
- 8.8 Promote a safe and healthy work environment.

We work on attractive employership by offering a healthy and safe work environment and encouraging training and development.

Workers in the value chain

Working conditions in the value chain, in particular: child labour, living wage, equal opportunities and women empowerment.

Child labour: Work that deprives children of their childhood, their potential and their dignity, and that is harmful to their physical and mental development.
Forced labour: Any work or service which is exacted from any person under the threat of penalty and for which the person has not offered himself or herself voluntarily.

Risks
- Negative image.
- Loss of orders.

Opportunities
- Increase transparency in the supply chain.

SDG 1 No poverty
- 1.1 and 1.2 Eliminate extreme poverty for everyone worldwide by 2030 and reduce poverty in all its dimensions by half by 2030.

SDG 2 Zero hunger
- 2.3 Double agricultural productivity and incomes for small-scale food producers.
- 2.4 Guarantee sustainable food production systems.

SDG 17 Promote effective public, public-private and social partnerships

We are committed to the living conditions of everyone in our value chain. With proactive policy and in close partnership with local NGOs, we make a positive impact on the lives of thousands of cocoa farmers and their families. We support this with the relevant certifications.

Consumers and end-users

Our choice of recipes directly influences the nutritional quality of our product. There are potential health risks associated with the products we offer, such as obesity and diseases related to overconsumption.

Risks
- Relationship with overconsumption and lifestyle diseases.
- Liability in the event of food safety incidents.
- Price effects of possible sugar tax.

Opportunities
- Promote healthy lifestyles.

SDG 2 Zero hunger
- 2.1 Access to safe, healthy food.

We are committed to the health and safety of consumers by monitoring quality and food safety through internal processes and constantly innovating in good partnership with our customers.

3. Social

Own workforce

WHY? - Why Delicia is committed to this

Delicia aims to make the life of everyone in the value chain 'delicious', and that includes its own employees. We want to be an attractive employer, so that people enjoy working here and we can easily attract new talent. We also want to support employee health so they can continue to participate in the employment process. This leads to more work enjoyment and less absence, which is good for both employee and employer.

We are already doing many things well. Colleagues even return after their retirement because they miss Delicia so much, and happily give factory tours, do odd jobs or enjoy a chat over coffee. Nevertheless, just like other companies, we face challenges. Our workforce is ageing, as a result of which the work is experienced as 'harder' and the risk of absence increases. In addition, the tightness of the labour market means there is a shortage of technical and production personnel.

To continue offering an attractive workplace, Delicia invests heavily in the development, health and motivation of employees. We are investigating how we can make work easier through automation and adjusted work schedules. That's why we are a great place to work, both now and in the future.

HOW? - Targets and results

Delicia has a well-developed HR policy with which we do everything to 'spread a smile' and increase work enjoyment for everyone at Delicia. We do this by offering a healthy and safe work environment and encouraging employee development.

How we contribute to the health and safety of employees

- We are systematically reducing sick leave to below the industry average;
- We are committed to a safe work environment for our employees;
- We aim to have healthier work schedules.

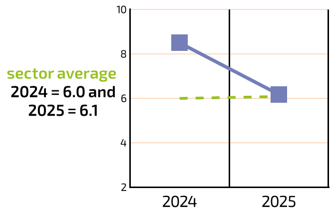
How we support employee training and development

- By 2028, every production department will have a minimum score of 80% for implementation of the training plan.

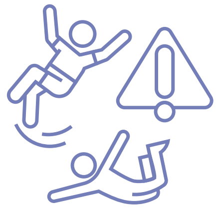
How we put more effort into work enjoyment

- We score a minimum of seven in the annual employee satisfaction survey (ESS).

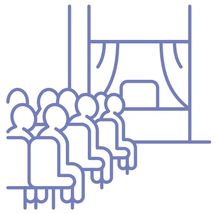
Results in 2025



Sick leave employees
dropped from 8.5% in 2024
to 6.18%



Rate of recordable
work-related accidents
= 8.0



Training score
4 out of 5 departments
have a training score of
>80%

Employee satisfaction survey
ESS score
= 7.2

More figures related to this subject can be found in the VSME tables from page 42 onwards.

WHAT? - Concrete actions in 2025

Introduction of healthier work schedules

In 2025, we took important steps to improve the health of our employees through adjusted work patterns. This is an important theme for us as a manufacturing company with employees in day shift, 2, 3, and 5 shifts. Research shows that some patterns are particularly taxing. This particularly applies to the 5th night in the 3-shift pattern. We therefore decided to remove the 5th night from the schedule. In 2025, everything was prepared for implementation on 1 January 2026.

These changes to the pattern were brought about after detailed discussion between the Works Council and management. This was important because, despite the evident health benefits, employees lose some flexibility. They can no longer decide for themselves when they use their compensation hours, these are used for the elimination of the 5th night from their pattern. As a result, the change led to a great deal of concern. The management was committed to open and accessible communication about this. It is expected that this pattern change will remain a subject of discussion in 2026. Fortunately, the first results are positive and Delicia started 2026 with lower sick leave.

In 2025, there was another important change to the pattern. The packaging department was successfully scaled down from a 3 to 2-shift pattern. This was possible because the production capacity in the previous 18 months improved significantly. Because of the scaling-down, the nightshift was phased out, resulting in a healthier work schedule and increased employee satisfaction.

Improving sick leave guidance by managers

In 2025, our managers were trained in guiding sick employees by the case manager from our health and safety service provider. During discussions, trainings and workshops, our managers learned how they can better guide employees. What questions can you ask? How do you take into account an employee's (private) situation? And how do you make clear agreements about contact during the sickness period and the possibilities for re-integration? By finding the answers to these questions together, the quality of sickness guidance has improved.

Updated Risk Inventory and Evaluation (RI&E)

As well as a healthy work environment, Delicia believes it is important to offer a safe workplace. With a monthly prevention day, 40+ in-house emergency responders and an impressive prevention team, this issue is a constant focus. In 2025, we carried out a mandatory RI&E and had it externally assessed. In addition, we introduced a new system for Health, Safety and Environment (HSE) reports.

Besides Delicia strives to provide a safe workplace. At the end of 2025, there were two safety incidents in a short space of time. We saw how important awareness and employee behaviour are when it comes to working safely. In 2026, this subject will get the necessary attention in order to reduce the number of work-related accidents.

Expanding the Tastemakers talent program
In 2023, Tastemakers was set up. This is a program for talented colleagues who will be eligible for a middle management role in the future. It is a diverse group, with colleagues from various departments. The focus is on development as an individual, a group and an organization. The Tastemakers meet several times a year under the guidance of an external coach. In addition, they work together on a specific assignment. In 2025, they really established their role in the organisation. They chose knowledge preservation as a priority and aimed to work at transferring the knowledge and experience of older employees to younger workers. In 2026, concrete proposals for improvement will follow. It is great to see how Tastemakers offers (young) talent extra challenges while contributing to the development of all employees.
The program can rely on the support of the management in 2026 and General Manager, Peter van Veldhoven will regularly join discussions.

Improved employment conditions
In 2025, it was decided to take out WGA Benefit Shortfall Insurance for all contracted employees at Delicia. From 1 January 2026, they are entitled to a supplementary payment during (partial) disability. The premium is entirely paid by Delicia.

Organising information meetings about the new pension system
On 1 January 2026, the new pension system came into force. Delicia therefore invited a pension consultant from the Collective bargaining agreement confectionary to hold information sessions. As a result, this helps employees to better understand what the changes actually mean for their pensions.

Participation in National Vitality Week
From 22 to 26 September, Delicia took part in the national Vitality Week. Together with MyDaily-Lifestyle, we organised an inspiring session based on the theme 'Mental balance'. Participants discovered what gives them energy, stress, peace and work enjoyment and what they can do themselves to experience more energy.

Encouraging connection between employees
In 2025, we also encouraged connection between our employees both during and outside working hours. Parties, a barbecue and Friday afternoon drinks are just some examples of how we did this. For many, the highlight was a drinks party at the end of September featuring a lively performance by Dutch singer Henk van Dissel.

We formulated **Delicia's core values** as follows:

E — **Empowerment**
Taking ownership for your role, giving and accepting feedback

T — **Transparency**
Being visible and approachable

H — **Heart**
Working together with passion

O — **Orientation and growth**
Being curious, learning and improving

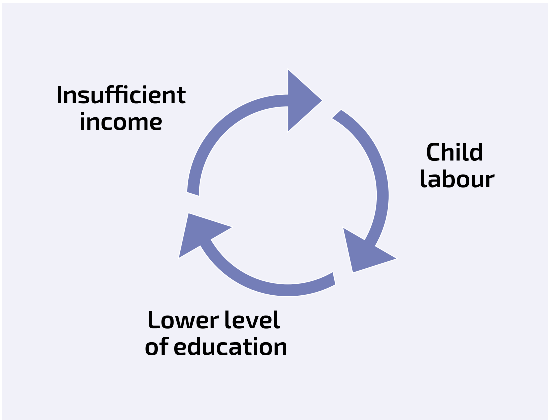
S — **Synergy**
Focusing on the task, listening properly, making agreements and fulfilling them

WHY? - Why Delicia is committed to this

It is important to Delicia that farmers in the value chain do well. This means that they earn a living income and that their children go to school. This is necessary for their own development and the future of the family business. If they can read, write and carry out administration, it is easier to gain access to the premium cocoa market.

Sadly, child labour and a living income are inextricably linked to the cocoa value chain.

In Ghana and Ivory Coast, the most important countries of origin, over 1 million children are estimated to be working on cocoa plantations. Often they have no other choice: their labour is needed to support the family. In order to combat child labour effectively, it is therefore necessary to ensure a living income. For Delicia, breaking the vicious circle is a collective responsibility for the entire value chain.



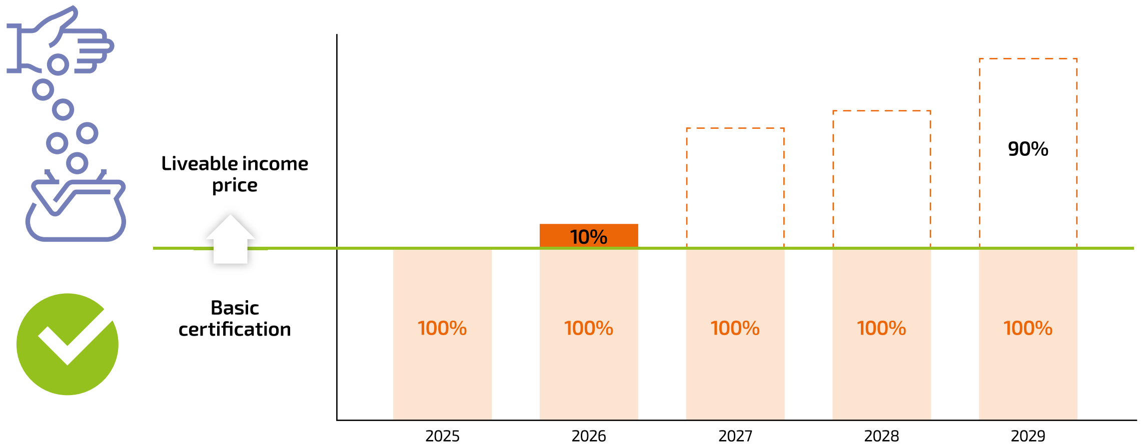
HOW? - Targets and results

Delicia does not grow cocoa itself, but through partnership, it can have a positive impact on the living conditions of cocoa farmers. This is not always easy. Problems like child labour and lack of living income have existed for a long time. Several causes and interests are at work here and they are difficult to fathom sometimes. But we are not going to let that stop us. Delicia aims to make a real difference and has therefore chosen a proactive approach.

How we contribute to a better life for workers in our value chain:

- We are committed to a living wage for all cocoa farmers in our value chain and support this with certifications. By 2027, 40 % of our retail volume will pay a living income reference price and in 2029, that percentage will rise to 90% at least.
- We will make maximum effort to ensure that by 2030, there are no more documented cases of child labour in our value chain.
- We are working hard to increase transparency in the value chain.
- We strengthen local communities by actively seeking partnerships with NGOs.
- As the only funder of the COCODEP project, we help guide this valuable initiative that changes the lives of 3,000 cocoa farmers in a positive way:
  - The incomes of affiliated farmers will rise by 20% between 2025 and 2029;
  - Child labour is being tackled by the work of 5 Child Labour Protection Committees and at least 15 awareness campaigns that encourage children to attend school throughout the year.

Results in 2025



In 2025, 100% of our retail volume consisted of certified cocoa and palm oil. In 2026, we expect an additional living income premium to be paid on 10% of our retail volume of cocoa.

WHAT? - Concrete actions in 2025

Launch of COCODEP

In October 2025, the Cocoa Cooperative Development Project (COCODEP) was officially launched in Ghana. Delicia is fully responsible for the funding of this project implemented by Agriterra. On 4 October, General Manager, Peter van Veldhoven signed a five-year partnership agreement on behalf of Delicia. This project enjoys widespread support within Delicia because it perfectly illustrates what we stand for: a delicious life for everyone in our value chain.

In November, an important multi-stakeholder meeting was organised in Ghana. Attendees included representatives from the Aowin community and local government organisations. The discussion centred on COCODEP's objectives and the contribution the project makes to the local community. By involving relevant stakeholders early in the project, COCODEP ensures local support.

After this, Agriterra started the selection procedure to determine which cooperatives were eligible for COCODEP. Ten cooperatives were assessed on their capacity and willingness to change. The first pre-selection was made in December and seven cooperatives were chosen. In 2026, that number will be reduced to the final five participants.

Delicia & COCODEP
(Cocoa Cooperative Development Project)

AGRI TERRA

Delicia is fully committed to the Cocoa Cooperative Development Project (COCODEP) in Aowin, Ghana. Delicia is the initiator and funder of this project implemented by Agriterra. At the end of 2025, we signed a five-year partnership agreement that will improve the economic and social position of the farmers in our value chain.

Challenges in the value chain
Cocoa farmers in Aowin face major challenges. In order to support large families, they are almost entirely dependent on the cocoa crop. The harvest does not always generate enough income and is also under pressure from climate change, unpredictable rainfall, disease, the limited fertility of the available farmland, and galamsey (illegal mining). When cocoa farmers do not earn a living income, the temptation to involve their children in harvesting is also great. Effectively combatting child labour therefore requires addressing the root cause: ensuring a living income for the cocoa farmers in our supply chain.

COCODEP's approach
COCODEP aims to strengthen local cocoa cooperatives by raising the living income of the farmers involved. Through better cooperation within the cooperatives, it is possible to make better purchasing and sales agreements. This means the harvest yields a higher profit, creating the opportunity, for example, to buy a machine together or undertake further training. In this way, the profits rise even further and cocoa farmers have more opportunity to protect their families and let their children go to school. With COCODEP, Delicia and Agriterra create a ripple effect. Our efforts strengthen not only economic development of the farmers in our value chain, but also the social development of their families.

COCODEP's goals
COCODEP has set concrete goals. We aim to improve the lives of 3,000 cocoa farmers by enabling their incomes to grow by 20% within five years. It is also important that their children attend school on a continuous basis. After an extensive analysis in Aowin, Ghana, five local cooperatives were selected who show great growth potential. These cooperatives have motivated and loyal members who can develop strongly with COCODEP's help.

With COCODEP's support the members of the cooperatives are working, for example, to strengthen the cooperatives' management and increase productivity, which is currently still relatively low. A so-called 'village savings and loans system' is also being investigated to counter fluctuating incomes and enable investments. Cooperative Child Labour Protection Committees (CLPCs) are creating more awareness about child labour. Fortunately, many children of cooperative members already go to school regularly, but during harvest seasons attendance drops significantly. COCODEP aims to ensure that children continue to attend school consistently throughout the year. That is why it is so important to work to achieve stable incomes, availability of finance and access to premium markets for certified cocoa. This creates a solid basis on which cooperatives can build themselves in the future.

Total

2,478 farmers

5 cooperatives

39% women members

>875 ton cocoa per year

	number of members	share of women	percent-age of youth	production volume (tonnes of cocoa)	characterisation
Enchi	220	100%	6%	62.5	Young women's cooperative with strong social impact and growth potential
Boinso	588	34%	18%	285	High level of production and a good basis for aggregation
Kramokrom	612	35%	23%	213	Strong productivity and relatively high incomes
Acquai	700	27%	16%	176	Large membership organisation with potential for professionalisation
Domeabra	358	38%	33%	140	Innovative cooperative with a focus on income diversification

2 ZERO HUNGER

3. Social
Consumers and end users

WHY? - Why Delicia is committed to this

Delicia makes the most delicious chocolate products. They ensure a delicious moment of delight: full of flavour, colour and sensation. We want consumers to be able to enjoy our products in a carefree way. Fully confident that our products are safe, delicious and high in quality. As a result, consumers will continue to buy their trusted products and our customers will continue to trust in Delicia's quality. That is why we do everything we can to ensure the food safety of our products and, in doing so, contribute to the health and safety of consumers.

Consumer health and safety also plays an important role in the selection of ingredients. As a supplier of typical indulgence products like vermicelli, coated treats and bite-size snacks, we operate in a product category that can be associated with obesity, overweight and other diet- and lifestyle-related diseases. Delicia believes it is too easy to say that maintaining a healthy lifestyle is completely the consumer's responsibility. That is why, as we continue to develop our products, we are constantly looking at ways to make them healthier by using less sugar and processed ingredients, without compromising on flavour experience. That means constantly innovating to meet the market's requirements. This innovation strength gains more relevance now that plans for a sugar tax are taking shape. We are convinced that through long-term partnership with our customers, we will find a way forward so that life remains delicious for everyone in the value chain.

HOW? - Targets and results

To guarantee the health and safety of consumers, Delicia focuses on three pillars:
1. Internal processes that monitor food safety.
2. Innovation that meets market demands for products that fit a healthy lifestyle.
3. Customer relationships that develop into partnerships in which together we innovate and improve the range of products.

How we commit to the health and safety of consumers
- We maintain the highest food safety standards;
- Every year, we start at least 15 new innovation projects in order to continue to meet market demands;
- Every year, our service level is at least 98%.

Results in 2025

Service level
98.3%

19 new
innovation projects
started

Food safety and quality
BRCGS A certification
extended

WHAT? - Concrete actions in 2025

Innovating product range
Innovation is nothing new for Delicia, of course. Ever since we were founded, we have continuously developed new products, on our own initiative or in collaboration with our customers. In 2025, we entered into a partnership with one of the fastest growing clean label manufacturers in the Netherlands. Together we developed a clean label vermicelli in which 'good' raw materials were key. For example, we replaced refined sugar and added extra fibre.
This resulted in a unique product that is a real game-changer in our category. The project also showed what Delicia is good at: pivoting quickly, collaborating proactively and being open to customer input. In this particular case, the customer played an active role in development and the sourcing of ingredients.

Deepen customer relationships
At Delicia we believe in partnership. Together with customers, we strive for innovation. In 2025 we saw a great example of this. One of our most important dairy customers approached us to ask whether we could lower the carbon footprint of our coated products through product optimisations. This resulted in a great three-way collaboration involving discussions between ourselves, our chocolate supplier and the customer. Together, we agreed to use chocolate that maximises CO_2 reduction in the customer's products. It is a real win-win-win situation.

Improved quality of internal audits
Our internal quality systems showed that our internal auditors were no longer sufficiently trained to perform their work in line with the latest requirements. We therefore organised an internal audit training for all current and future auditors. During this training, employees learned how to independently conduct a uniform internal audit from preparation, to implementation, to reporting.

Passing an unannounced BRCGS/IFS audit
In September 2025, an unannounced BRCGS/IFS audit was carried out. Delicia passed with flying colours. Our employees showed not only that they could do their jobs down to the finest detail, but that they also knew the exact requirements for food safety and quality. There were a few small points for improvements which were immediately addressed in line with our internal standards.

4. Governance

Material topics Governance

Based on the impact materiality and financial materiality, Delicia has selected its priorities related to governance. Below is a summary of the selected topics. This is followed by an explanation of each topic.

Responsible business conduct

Corporate culture reflects an organisation's aspirations, as expressed through its values and beliefs. It guides day-to-day behaviour on the basis of shared principles and standards, such as core values, a mission statement or a code of conduct.

Risks
- Association with corruption in the (cocoa) value chain.

Opportunities
- Increase transparency in the value chain;
- Collaboration with value chain partners of integrity.

SDG 8 Decent work and economic growth
- 8.3 The formalisation and promotion of growth through productive activities, entrepreneurship and innovation.

SDG 16 Peace, justice and strong institutions
- 16.5 End corruption and bribery in all its forms.

We provide direction for the future based on our core values and beliefs. These guide our daily activities and are focused on profitability via responsible business conduct.

4. Governance

Responsible business conduct

WHY? - Why Delicia is committed to this

For Delicia, 'Together we make life delicious' is not just a slogan. It is the driver that affects our actions day after day. And although the word 'delicious' perhaps attracts the most attention, 'together' is just as important to us. Because making life better (or more delicious) is something we do together with all parties in our value chain. That is why our policy includes business practice that is not only effective and economic, but also socially responsible.

We are also committed to fair and transparent business practice. There is no place for corruption in this regard. Cocoa-producing countries, like Ghana, are severely affected by this. Crops are also under pressure from illegal gold mining (Galamsey) amongst other things. Fortunately, Delicia can rely on long-term partnerships with honest and reliable suppliers.

We consciously select suppliers whose business practices are in order, even though we have to pay a bit extra for this.

Our long-term partnerships with suppliers also help us increase transparency in our value chain. This helps us take responsibility. We can better assess risks and respond to them. But it also enables us to better showcase what we are doing and meet the information needs of our customers and local authorities. In this way, we not only avoid penalties, but also strengthen our relationship with our customers.

For Delicia, a strategic purchasing policy and good supplier relationships are important pillars that help us remain profitable and relevant.

HOW? - Targets and results

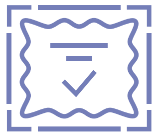
Delicia uses its influence in the value chain to promote ethical trade so that together we make the lives of everyone in the value chain delicious.

Examples of how we contribute to fair business practice

- We continually carry out due diligence in the value chains of our critical raw materials in order to identify high risks and to take targeted measures.
- In 2026, we are sharing our new Delicia Supplier Code and Code of Conduct with our suppliers and will ensure that by 2027, at least 50% of them have signed it.
- From 2026, we will include an ESG assessment in the evaluation of all our raw material suppliers. In 2027, this will also apply to our packaging suppliers.

Results in 2025

Whistle blower reports
0



97% of our suppliers have signed the supplier code

ESG included in supplier evaluation:
- Evaluation criteria established
- 100% raw material suppliers evaluated
- Proactive discussion of results

WHAT? - Concrete actions in 2025

Performing due diligence

We continuously assess whether our sustainability policy is up to date and adjust it where necessary. We do this using OECD guidelines and the United Nation's Guiding Principles on Business and Human Rights. This helps us identify and assess the risks we face. To be specific, in 2025 we researched our cocoa and palm suppliers. For each combination of raw material, supplier and country, we examined the risks we face and formed a plan to tackle the biggest risks. In this way, we help prevent human rights violations like child labour, and environmental problems like deforestation.

Updating Delicia Supplier Code

We made a good start with updating the Delicia Supplier Code. With this document, we make agreements with our suppliers about how we do business and the requirements that apply in terms of raw materials and logistics. In the new version, we have further developed sustainability using the ESG themes. We also impose stricter requirements on our suppliers in terms of sustainability. In addition, we pay particular attention to ethical issues, for example by drawing our suppliers' attention to the whistleblowing procedure and explaining how they can make use of it themselves. When the new Delicia Supplier Code is ready, all our suppliers must sign it.

Expanding supplier evaluations with ESG performance

Every year, we evaluate our suppliers' performance related to service level, quality and food safety. Since 2025, we also look at their performance in terms of ESG. For example, we assess their efforts to reduce CO_2 emissions and examine their progress in the area of social compliance. Amongst other things, we ask whether they carry out social audits which look at employment conditions and fair wages. In the coming years, we want to further develop this so that we can take more focused measures.

Continuous social involvement

Delicia demonstrates its social involvement not only in cocoa-producing countries, but also locally in the Netherlands. Some examples of what we did in 2025:

- Donated products to the voedselbank and Villa Pardoes.
- Gave factory tours to various educational institutions (including Yonder, HAN, HAS and various primary school classes).
- Contributions to employees' sponsorship activities, including Alpe d'HuZes and Samen Tegen Kanker Liempde.
- Donated products to and participated in The Zero Hunger Games soccer tournament.
- Annual sponsorship of the Lions Club's Christmas packages for people living below the poverty line.

Sustainability statements

1. GENERAL

This document is Delicia's sustainability report.

Located at Zevenheuvelenweg 53-55, 5043 AN Tilburg, The Netherlands.

Geolocation: 51.58792 / 5.04630.

EU ID: NLNHR.18005095

NACE sector classification code: 1082 – Manufacturing of chocolate and sugar confectionery.

B1 – Basis for the preparation of sustainability statements and sustainability-related certifications or labels

This report covers the calendar year 2025 which runs from 01-01-2025 to 31-12-2025 and was prepared according to the VSME standard. The basic and comprehensive module was chosen as the basis for this report.

B11 and C8 are unchanged in terms of the 2024 report and have been omitted from this report.

Delicia had 167 employees at the end of the reporting period.

Delicia is a member of the United Nations Global Compact (UNGC) and therefore endorses the 10 principles of UNGC in terms of human rights, labour, environment and anti-corruption.

In 2025, Delicia received the Ecovadis gold medal.

Delicia is registered at Sedex under company reference ZC1008101 and site reference ZS1072237.

Via the Science Based Targets initiative, Delicia is committed to setting company-wide emission-reduction targets in line with the 1.5˚C scenario for global warming. SBTi ID is 40016507.

In 2025, Delicia once again received its Fairtrade and RSPO certificates, Delicia is certified by the following organisations:
- Rainforest Alliance, ID RA_00034342108,
- Fairtrade, FLO ID 32677,
- RSPO, membership number 9-0850-14-000-00.

C1 – Strategy: Business model and sustainability

See chapter 1, About Delicia, page 8-11.

B2 - Practices, policies and future initiatives for transitioning towards a more sustainable economy
C2 - Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

	B2	B2	B2	C2	C2
Policy	**Existing sustainability practices, policy and future initiatives?**	**Publicly available?**	**Does the policy have any targets?**	**If YES, briefly specify targets**	**Highest senior level in the company responsible for implementation**
Climate change	Yes	Yes	Yes	See page 14-15	General Manager
Pollution	Not material for Delicia				
Water and marine resources	Not material for Delicia				
Biodiversity and ecosystems	Yes	Yes	Yes	See page 16-19	General Manager
Circular economy	Yes	Yes	Yes	See page 20-21	Operational Director
Own workforce	Yes	Yes	Yes	See page 24-26	General Manager
Workers in the value chain	Yes	Yes	Yes	See page 27-31	General Manager
Affected communities	Not material for Delicia				
Consumers and end users	Yes	Yes	Yes	See page 32-33	General Manager
Business conduct	Yes	Yes	Yes	See page 35-37	General Manager

2. ENVIRONMENT

B3 – Greenhouse gas emissions, calculated according to the GHG protocol

	2024	2025	Unit
(Scope 1 + location-based Scope 2)	2,827	57	ton CO_2e
Scope 1	554	54	ton CO_2e
Scope 2	3,719	3	ton CO_2e
Location-based	2,273	3	ton CO_2e
Market-based	3,719	3	ton CO_2e
Total (Scope 1 + 2 + 3)	188,714	174,258	ton CO_2e
Scope 3	185,887	174,201	ton CO_2e
Purchased goods and services	178,749	173,247	ton CO_2e
Cloud computing and data centre services	N/A	N/A	ton CO_2e
Capital goods	N/A	N/A	ton CO_2e
Fuel and energy-related activities	N/A	N/A.	ton CO_2e
Upstream transportation and distribution	851	740	ton CO_2e
Waste generated in operations	204	214	ton CO_2e
Business travel	3	excluded	ton CO_2e
Employee commuting	146	excluded	ton CO_2e
Upstream leased assets	N/A	N/A	ton CO_2e
Downstream transportation	N/A	N/A	ton CO_2e
Processing of sold products	N/A	N/A	ton CO_2e
Use of sold products	N/A	N/A.	ton CO_2e
End-of-life treatment of sold products	N/A	N/A	ton CO_2e
Downstream leased assets	N/A	N/A	ton CO_2e
Franchises	N/A	N/A	ton CO_2e
Investments	N/A	N/A	ton CO_2e

C3 – GHG reduction targets and climate transition

In 2025, Delicia submitted its reduction targets to the SBTi for validation. At the time of publication of this report, Delicia's company-wide emission-reduction targets in order to remain within the 1.5˚C scenario for global warming, in line with scientific data, are validated by the SBTi,
SBTi ID is 40016507.

Read more about Delicia's transition plan on page 14-15.

B4 - Pollution of air, water and soil

Delicia is not required by law or other relevant authorities to report on pollution.
Delicia commissions an annual environmental audit.

B5 – Biodiversity

Delicia is not located in or near biodiversity-sensitive areas.

B6 – Water withdrawal

	2024	2025
Total water consumption (m^3)	14,229	9,968
Amount of water withdrawn at sites located in areas of high water-stress (m^3)	Delicia is not located in an area of water-stress.	Delicia is not located in an area of water-stress.

B7 – Resource use and circular economy

	2024	2025
Total waste	443 ton	432 ton
Non-hazardous	442 ton	431 ton
Diverted to recycle or reuse	251 ton	255 ton
Directed to disposal	191 ton	176 ton
Hazardous	0.53 ton	1.29 ton
Diverted to recycle or reuse	Not yet known	Not yet known
Directed to disposal	Not yet known	Not yet known

3. SOCIAL

B8 – Workforce – General characteristics

	2023	2024	2025
Total employees	**160**	**180**	**167**
Contract type: Permanent	126	169	155
Temporary	34	11	12
Gender			
Male	128	137	129
Female	32	43	38
Employee turnover rate (%)	6.3	8.9	4.2
Number of interns	8	12	15

B9 – Workforce – Health and safety

	2023	2024	2025
Number of recordable work-related accidents	**10**	**13**	**11**
Rate of recordable work-related accidents (accidents/100 empl.)	6.3	7.2	8.0
Number of fatalities as a result of work-related injuries and work-related ill health	0	0	0

B10 – Workforce – Remuneration, collective bargaining and training

	2025
Employees receive pay that is equal or above applicable minimum wage determined directly by the national minimum wage law or through a collective bargaining agreement	100%
Pay gap between male and female employees	2%
Employees covered by the collective bargaining agreement	100%
Total number of training hours	1,424

C5 – Additional (general) workforce characteristics

	2024	2025
Diversity ratio management	0.5	0.33
Male	8	12
Female	4	4
Non-employee workers		
Self-employed	0	0
Interim	23	1

C6 – Additional information about own workforce in: Human rights policy and processes
C7 – Severe negative human rights incidents

Human rights	Child labour	Forced labour	Human trafficking	Discrimination	Accident prevention
Code of conduct human rights policy own workforce?	Y	Y	Y	Y	Y
Grievance mechanism own workforce?	Y	Y	Y	Y	Y
Confirmed incidents own workforce?	N	N	N	N	Y
Actions taken?	See page 27-31	See page 18-19 and 27-31	See page 18-19 and 27-31	See page 24-26	See page 24-26
Confirmed incidents involving workers in the value chain, affected communities or end users?	N	N	N	N	N

4. GOVERNANCE

C9 – Gender diversity ratio in the governance body

Delicia's Executive Board consists of 4 members. With complementary talents and shared ambitions, they work together to build a strong, future-proof organisation.

Peter van Veldhoven
General Manager

Elise van Wijngaarden
Head of HR

Jan Willem Pikaar
Operational Director

Kris Matten
Financial Director

	2024	2025
Gender diversity ratio of the Executive Board	0.25	0.25

Delicia

TOGETHER WE MAKE LIFE DELICIOUS

Postal address
P.O. Box 5052
5004 EB Tilburg
Nederland

Visiting address
Zevenheuvelenweg 53
5048 AN Tilburg
Nederland

T: +31 13 462 55 25
E: info@delicia.nl