
PROGRESS
REPORT

**Corporate Social
Responsibility (CSR)**

2024



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CEO Statement



*Armando
Santacesaria*
CEO Natra



Since joining Natra in September 2024, I have had the privilege of witnessing and being part of an organisation that stands out for its strong commitment to corporate social responsibility, employee well-being, environmental responsibility, business ethics, and community engagement.

In the face of ongoing global socio-economic challenges, Natra has demonstrated remarkable resilience. Our growth has not only been reflected in financial and operational performance, but more importantly, in the positive impact we continue to generate across our value chain.

This year, we have launched several transformative initiatives that underscore our unwavering continuous commitment to sustainability.

Environmental management is embedded in our daily operations: we have significantly increased our use of renewable energy and invested in advanced technologies to improve energy efficiency, resulting in a 30% reduction in greenhouse gas (GHG) emissions.

Our commitment to social impact has also strengthened. In Peru, we continue to support two cocoa-origin communities through programs that promote financial literacy, women and youth empowerment, and enhance agricultural practices. These efforts are designed to foster more resilient and sustainable farming ecosystems.

As a proud B Corp, we remain steadfast in our sustainability journey. This commitment is manifested in all aspects of our organisation: from driving innovation across our operations, production processes, and strategic environmental, social and governance (ESG) approach.

By staying attuned to market trends and global best practices, we aim to lead by example in the international chocolate industry, from bean to bar.

Chocolate is a symbol of joy, sharing, and community. These values are what inspire Natra on a daily basis. As we look ahead, we will continue to grow, innovate, and strive to make a meaningful impact, inspiring positive change, within our industry and beyond.



About Natra



Natra has a Consumer Products division that produces **chocolate bars, pralines and truffles, tablets, and spreads**, which are marketed globally across a geographically diversified portfolio of countries spanning five continents.

In addition, through its Ingredients division, Natra supplies cocoa-derived ingredients (**primarily cocoa powder, liquor, and butter**) as well as chocolate couvertures to other food companies.



We are the preferred independent chocolatiers for retailers and leading brands worldwide.

From our production facilities in Belgium, France, Spain, and Canada, we deliver outstanding chocolate and the finest cocoa-derived ingredients to more than **+90 countries across 5 continents**. Natra is a multinational of Spanish origin with over 80 years of history, recognized as a benchmark in Europe for the production of chocolate and cocoa-based products, with a strong focus on private label and partnerships with other food companies.



Proud to be a Certified B Corporation

ABOUT NATRA

International Presence



● **Headquarters**

Madrid (Spain)

● **Production Facilities**

Malle (Belgium)
Bredene (Belgium)
Lier (Belgium)
St. Étienne (France)
Oñati (Spain)
Valencia (Spain)
London (Canada)

● **Co-Packing Facility**

Poznan (Poland)

Natra's Mission

We provide exceptional chocolate and cocoa solutions to leading retailers and branded manufacturers, with excellence, safety, the highest quality standards, and passionate people — thus contributing to making consumers' dreams come true worldwide.



"Worldwide Preferred Independent European Chocolatier".

7 Chocolate Factories

Our Values

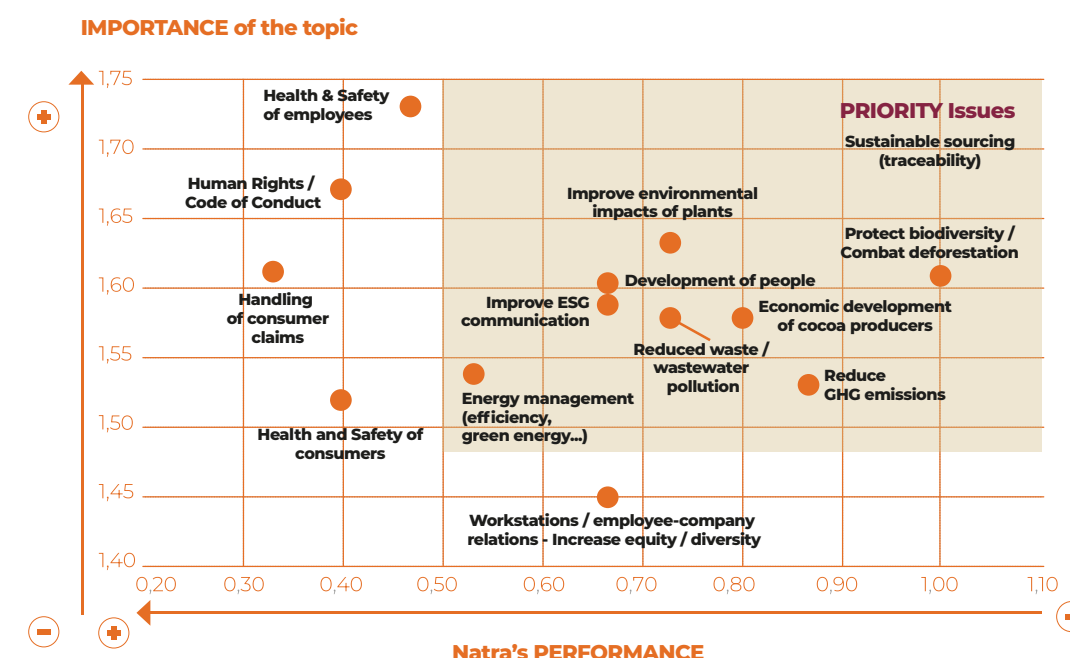


- 1 **Integrity.** We are honest and transparent, with solid principles. We are committed to our work and communicate with each other constantly.
- 2 **Excellence.** We set challenging goals above standards, improving and maintaining high levels of performance.
- 3 **Teamwork.** We work together to achieve our goals, sharing information, supporting and recognizing the contribution of each member of the organisation to achieve common goals.
- 4 **Innovation.** We believe that our human talent can create solutions to transform the organisation, our market and society.
- 5 **Entrepreneurship.** We create and promote new ways of acting and opportunities for business growth.

Material Topics

The **Internal Control and Sustainability Department** confirmed that the material topics identified in the previous financial year remain unchanged.

At the end of the 2024 financial year, Natra continued the process of assessing its material matters in accordance with the concept of double materiality, which will be completed during the first half of 2025.



Sustainability Governance

At Natra, **Environmental, Social, and Governance (ESG)**, topics are addressed at the highest level of the organisation.

The Board of Directors, which meets monthly, regularly monitors **ESG** performance and the progress of the Strategic Sustainability Plan.

In addition, the Chief Financial Officer meets weekly with the department to monitor all actions related to the strategic plan.

The person responsible for monitoring the progress of the main indicators across the different areas of action outlined in the strategic plan, as well as for identifying corrective or additional measures to ensure its implementation, is the **Director of Internal Control and Sustainability**.



Sustainability Strategic Plan 2023-2026



Natra has a Sustainability Strategy in place through 2026, defined by ambitious objectives and a clear focus on its operations, customers, and suppliers. The goals of this strategy cut across the organisation and are aimed at fostering employee protection and development, operational excellence, environmental stewardship, social impact, the promotion of healthy lifestyles, responsible sourcing, innovation and eco-design, and recognition as a company firmly committed to sustainability.

Together, we are driving progress toward these goals, staying focused and adaptable, and refining our strategies to deliver meaningful and lasting impact.

2026 Goals		2023	2024	Indicators
 Responsible Sourcing	50% y 100% of our cocoa sourced sustainably by 2025 and 2030, respectively.	45%	34%	% of certified sustainable cocoa over total cocoa sourced.
	100% cocoa traceability by 2025.	8%	8%	% of traced cocoa sourced from a farming association or individual farm.
	100% of our suppliers accept or adhere to the Sourcing Code.	2%	61%	% of Natra suppliers assessed according to our Responsible Sourcing Code
 Environmental Protection	100% of our factories certified to ISO 14001 by 2025.	2	2	Number of factories certified to ISO-14001.
	50% of our factories certified to ISO 50001 by 2025.	1	1	Number of factories certified to ISO-50001.
	Reduce our energy consumption by 20% .	622	585	kWh of electricity/gas consumed per tonne of finished product (energy efficiency).
	100% of electricity for Natra factories sourced from renewable energy (equivalent to approximately 60% of total energy consumption).	19%	51%	% of green energy consumed over total energy consumption.
	Offset our residual GHG emissions by investing in forest carbon credit projects linked to the countries from which we source cocoa beans.	100%	0%	% of Natra's GHG emissions (Scope 1 and 2) offset through cocoa community projects.
	100% of our packaging (including plastics) to be recyclable or compostable.	96%	99%	% of recyclable or compostable packaging over total packaging by origin.
	100% of our fiber-based packaging sourced from certified wood.	75%	94%	% of fiber-based packaging from certified sources over total fiber-based packaging.
 Natra Team	Zero lost-time accidents.	47	35	Number of lost-time accidents.
	Reduce the gender pay gap.	17%	11%	% of pay gap (all categories).
 Concern for Communities	Allocate 2% of net profits to cocoa-related community projects.	2%	2%	% of net profits allocated to cocoa community projects.
 Healthy Nutrition	1/3 of our new product development follows best sustainability practices (sustainable ingredients, sustainable packaging).	Approved	N/A	% of new products complying with NATRA's eco-design policy.
 Corporate Objective				Net Zero by 2040, including Scope 3 emissions.

Commitment to Sustainability

Impact in Numbers:

76 /
100

— **Ecovadis recertification**, with an improved score maintaining Gold status, recognising Natra as being among the top 4% of food companies evaluated by Ecovadis

30%

— **30% reduction** in carbon emissions

50%

— **Over 50%** increase in renewable energy consumption

178

— **178** New SKUs

99%

— **99%** recyclability of our packaging



— **Launch** of Eco-Design tool with Anthesis to calculate the environmental impact at the product level



Joining Forces:

Industry Associations

- Flanders Food
- Belgian Federation for the Food Industry (Fevia)
- Royal Belgian Association of the Biscuit, Pralines and Confectionery (Choprabisco)
- Association for Research in the Food and Farming Industry (AINIA)
- Federation of Cocoa Commerce (FCC)
- Spanish Association of Confectionery (Produlce)
- Syndicat du Chocolat
- European Cocoa Association (ECA)
- Association of Manufacturers and Distributor (AECOC)
- Association of Entrepreneurs of Gipuzkoa (ADEGI)
- Euskadi Food Cluster
- Logistics Development Association of the Valencian Community
- Belgian Alliance for Sustainable Palm Oil vzw
- Food Security VZW
- Federal Agency for the Safety of the Food Chain
- Voka: Chamber of Commerce
- Excellence in Manufacturing Consortium (EMC)

Organisations Promoting Sustainability

- Spanish Foundation for Sustainable Palm Oil
- International Cocoa Initiative (ICI)
- World Cocoa Foundation (WCF)
- Belgian Alliance for Sustainable Palm Oil (BASP)
- Beyond Chocolate
- French Sustainable Cocoa Initiative (IFCD)
- Fairtrade International
- Rainforest Alliance
- Roundtable on Sustainable Palm Oil (RSPO)
- SEDEX
- UN Global Compact
- Climate Pledge Friendly



Responsible Sourcing

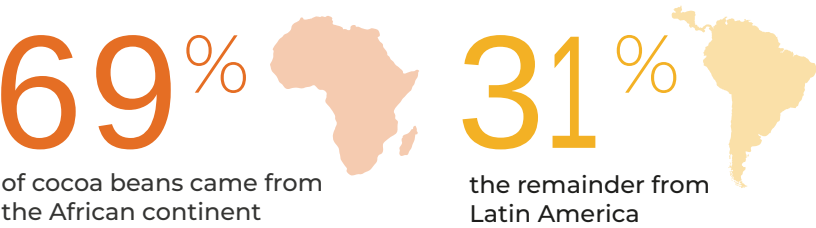
Our Raw Materials and Their Origin:

Natra’s main raw materials are **cocoa** and its derivatives, **sugars, nuts, dairy, and oils**



RAW MATERIALS	CONTRACTED TONNES	
	2023	2024
Main Raw Materials (Cocoa and Sugar)	124.056	121.040
Other Raw Materials (Dairy, Nuts, Oils, and Others)	72.164	79.716
Total	196.220	200.756

Regarding the origin of raw materials, in 2024 approximately



COUNTRY	CERTIFIED QUANTITY (T)
	2024
Dominican Republic	591
Peru	4.739
Ivory Coast	924
Cameroon	1.899
Nigeria	2.251
Others	806
Total	11.210

A transparent, responsible, fair, and increasingly sustainable Value Chain

Natra is constantly seeking ways to engage with its value chain, to reduce social and environmental impact. By increasing communication and improving engagement with stakeholders, it is moving toward an increasingly sustainable path, always relying on international standards.

100% of palm oil

purchased by Natra in 2024 was RSPO-certified (Roundtable on Sustainable Palm Oil)

- It comes almost entirely from Malaysia



34% of the total cocoa beans

purchased was certified*

- 1% Organic
- 14% Rainforest Alliance
- 11% Fairtrade International Cocoa Standard



The Oñati plant has maintained **Bonsucro certification**, which guarantees sustainable sourcing of sugarcane for the refined sugar purchased and used in production. Additionally, **Natra Chocolate International** has also been certified under the same standard to commercialise these products



We work together with our suppliers to ensure quality, food safety, raw material pricing, service levels, and mutual trust.

1 Procurement Policy

(Sourcing Policy for Acquisition of goods and services)

Comply with the main corporate frameworks and strategies, ensuring legal compliance, integrity, ethics, and environmental regulations.

Ensure objectivity and impartiality in the selection of suppliers.

Ensure efficiency and continuity of supply, maintaining appropriate service levels

2 Responsible Purchasing Code

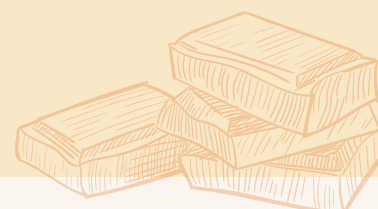
Principles of responsible purchasing that suppliers must implement in their operations and business relationships.

This includes aspects related to human rights (forced labour, child labour, working hours regulation, wages and benefits, etc.), the environment, and business integrity

3 Third-Party Risk Policy

Prevent any commercial relationship with third parties subject to international trade sanctions.

Before establishing a commercial relationship with any supplier, a Dow Jones screening is mandatory



*The decline in certified cocoa purchasing reflects a strategic shift in sourcing practices driven by evolving EU regulatory frameworks. With the implementation of the EU Deforestation Regulation (EUDR) and the Corporate Sustainability Due Diligence Directive (CSDDD), companies are increasingly prioritizing traceability and direct compliance over traditional certification schemes. Regardless, Natra will continue collaborating with partners across the value chain and remains fully committed to advancing sustainable sourcing and increasing transparency throughout our supply chain.

10

OUT OF 12

COCOA suppliers have signed the **Responsible Purchasing Code**

In 2024, 268 manufacturing sites of raw material suppliers were approved, corresponding to 86 suppliers, representing 86% of the raw material volume, excluding cocoa.

87

OUT OF 146

Suppliers of other **RAW MATERIALS** have signed the **Responsible Purchasing Code**



Environmental Protection

08

Environmental Commitment

Natra's **Green Operations Policy** reflects its commitment to the environment. This commitment is manifested in its environmental management system and zero carbon strategy, which translates into achieving carbon neutrality, the sustainable use of key resources (water and energy), the traceability of raw materials to their origin, proper waste management and monitoring the environmental impacts of our value chain to ensure their minimisation.

Resource Efficiency

1. ENERGY

Energy consumption:

Overall decrease in energy consumption, despite a 2,2% increase in production.

Energy efficiency (kWh/tn)	2023	2024
(Total electricity and natural gas consumption) / (Tonnes of final product)	622	585

In details:

- 1,36% reduction in our gross electricity consumption
- 12,53% reduction in natural gas consumption

In renewable energy use from 19% to 51,2%

- Natra Malle 100%, representing 18% of the Group's total electricity consumption
- Natra Bredene representing 9%
- Natra Oñati representing 22%
- 3,94% comes from energy generation through solar panels at the Natra Valencia, Bredene and Malle plants (1,81% in 2023)

The Valencia plant, Natra Cacao, has implemented an **ISO-50001** energy management system that was certified in 2023 and maintained throughout 2024, which will result in improved energy efficiency year on year.



Carbon Footprint

Goal: Net Zero by 2040
Achievement: 30,71% reduction
in scope 1 and 2 compared to 2023

Emissions (t CO2 eq)	2023	2024
Scope 1	8.287	7.263
Scope 2 (with GdO's)	6.319	2.857
Total Scope 1 and 2 (with GdO's)	14.606	10.120

429 tonnes of CO2e avoided
directly by Natra's initiatives
(211 tonnes in 2023)

The measures set out in the
section on renewable energy and
energy efficiency initiatives are
aimed at contributing to the
reduction of greenhouse gas
emissions.

Other types of pollution:

In addition to GHG emissions, there are facilities and processes at some Natra plants that generate other types of emissions such as CO, NOx, TOC, particulates and others. To minimise these emissions, regular checks are carried out on combustion equipment to ensure it is working properly. For particulate emission sources, continuous meters are installed to record values and detect leaks in the event of breakages, as well as devices to reduce emissions.

Water

The organisation promotes comprehensive water management and responsible water use internally, conducting regular reviews to detect excesses, implementing treatment systems to minimise impact, and setting annual consumption maintenance and/or reduction targets.

Natra aims to reduce water consumption by 5% annually.

Water consumption efficiency (m³/tn)	2023	2024
(Total water consumption) / (Tonnes of final product)	0,82	0,60

In 2024, there has been a
decrease in water consumption
of more than 27% compared to
2023, mainly associated with
the improvements
implemented at the Natra
Cacao plant.



Waste

Natra has set the environmental goal of reducing the amount of waste sent to landfill or incineration by 5%. To this end, each plant reports the total volume of waste generated on a monthly basis (which is reviewed at a meeting with corporate and plant management), establishing the indicator of waste generated per tonne produced. **This allows for monitoring and the establishment of the necessary measures for control and reduction.**

Landfill waste index (kg/tn)	2023	2024
(Waste sent to landfill/incinerated) / (tonnes of final product)	4,6	3,5

Both non-hazardous and hazardous waste decreased from 2023 to 2024. Non-hazardous waste decreased by 5,17%, while hazardous waste saw a more substantial reduction of 32,66%. Overall, the total amount of waste generated decreased by 5%, reflecting improved waste management and possibly more efficient production processes.

In 2024, a 56% reduction in kilograms of waste sent to incineration or landfill per tn of final product was achieved (in 2023, 10,61%).



Deforestation

Natra's resilience allows to adapt its processes to the various regulations affecting the sector, including the EU Deforestation Regulation (EUDR) in 2026. That is why we have made great strides in:

- 1 Understanding legislation and obligations
- 2 Assessing our supply chain
- 3 Implementing due diligence
- 4 Adapting internal processes
- 5 Investing in technology
- 6 Training staff
- 7 Monitoring and reporting
- 8 Continuous improvement



In this way, we ensure regulatory compliance, continuously assess our supply chain, implement robust procedures, and provide training to our people. We have also established a partnership with Osapiens to strengthen traceability and monitor deforestation risks across our value chain.

Furthermore, we work closely with our partners to ensure compliance, and we are proud to contribute to a more sustainable future.

Circular Economy - Commitment to sustainable packaging

Packaging is essential in the food industry, as it ensures product quality and safety, extending its shelf life. Therefore, choosing the right type of packaging is essential in Natra's production process, and improvements are constantly being sought.

Natra established its Sustainable Packaging Strategy for the period 2022-2025, aligned with the following Sustainable Development Goals (SDGs) of the United Nations (UN): (12) Responsible production and consumption and (13) Climate Action.

In addition, these objectives are aimed at meeting the objectives proposed by the European Union in the Green Deal, the new Action Plan for a Circular Economy, and those defined by Directive 2018/852 on packaging and packaging waste.

Packaging Strategy monitoring indicators	2023	2024
% Recyclability by material family	96,40%	99,71%
% Recyclability A Rating for Reference Released	90,87%	93,09%
% Certified Paper Packaging (FSC))	97%	94,03%

01

Improving recyclability: This line of action seeks to achieve the goal of 100% recyclability (according to the criteria defined in ISO-18604) by:

- Elimination of multi-material structures and transition to mono-material solutions, with special interest in flexible plastic packaging.
- Investment in new lines capable of working with alternative and recyclable materials.
- Innovation in materials and technologies to ensure recyclability, without compromising the functional needs of the products.

Family	2023 % Reciclability	2024 % Reciclability
Aluminium	99,13%	99,73%
Paper	98,88%	98,89%
Crystal	100%	100%
Plastic	83,97%	99,28%
Wood	100%	100%

02

Reduction and "plastic free packaging":

This line is aimed at eliminating unnecessary materials and reducing the materials used, emphasising plastic packaging and looking for alternatives to other materials through:

- Optimisation of packaging weights, lightening packaging solutions within existing technical limits.
- Elimination of packaging elements that are not necessary.
- Replacement of plastic (or other) materials with alternatives that guarantee the total recyclability of packaging

03

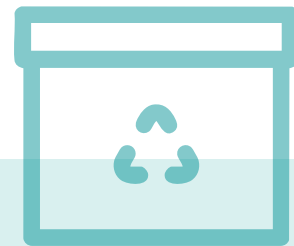
Incorporation of recycled material:

The aim is to reduce the environmental impacts of packaging materials through the incorporation of recycled materials in solutions, whenever possible and that guarantee the quality of the products.

The main innovations in packaging continue to have as their main objective to improve the environmental performance of packaging, impacting the product cost as little as possible. Under this premise, the following initiatives have been implemented:

- Launch of a 100% paper flowpack solution for chocolate bars, which maintains the quality of the product, maintaining its shelf life for 13 months.
- Reduction of grammage by 25% in the Snacking category. In addition, the implementation of non-acrylic solutions to improve recyclability in this category is in process.
- Reduction of the weight of aluminium wraps for tablets, from 14 to 12 microns.
- Development of plastic-reduced cases for Seashells, reducing plastic consumption in these formats by 30%.
- Development of mono-material recyclable alternatives for sphere films.
- Development of PET jar formats for Spreads with a post-consumer recycled material content of 50%, suitable for food contact.

Circular economy Project:



01. REPAC

The aim of this project is to support an accelerated implementation of highly functional and recyclable coated paper and cardboard materials for food packaging applications.

This initiative is in a preliminary research approach, still open to modifications by the industrial advisory board, but already has numerous collaborators both scientific and from both industrial sectors, most of them from the region of Flanders, Germany and Poland. This project is part of the "Food packaging of the future" roadmap, thus covering one of the three fundamental themes of "circular packaging".

03. EKODISFOOD

It is a project that aims to raise awareness, train and generate knowledge in the field of packaging eco-design, through periodic training in eco-design methodology and analysis and development of a practical case of the company Natra.

02. TACTIC

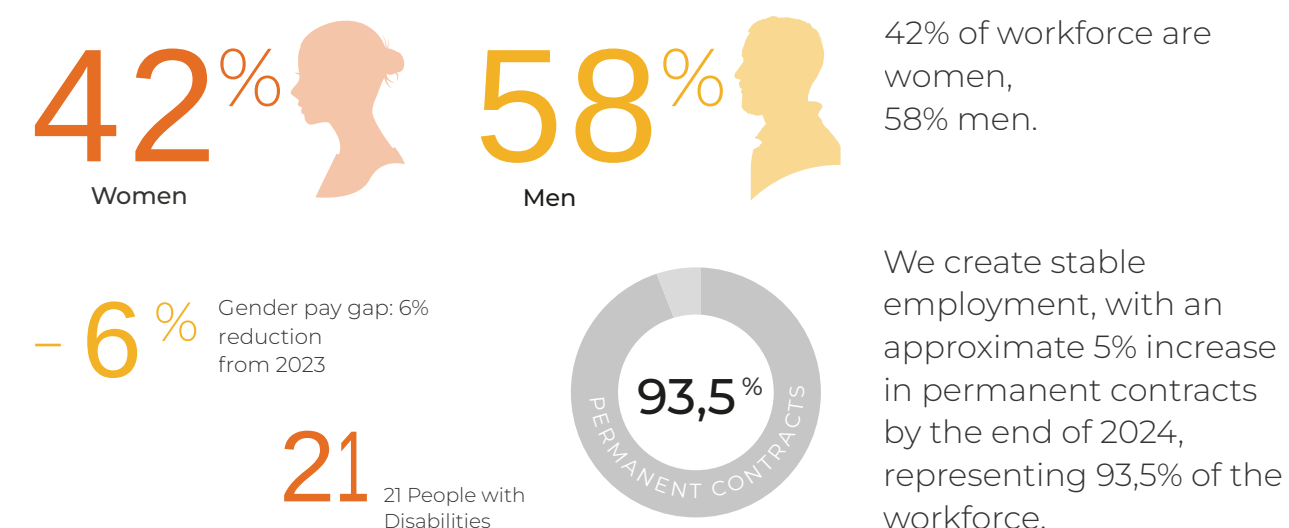
It is a collective research, development and dissemination project that aims to aggregate and translate knowledge on sustainability of food packaging tailored to companies in the food and packaging industry and their retail customers. To this end, companies will be supported in selecting tools that assess the sustainability of food packaging, as well as in communicating their sustainable food packaging options to consumers.

04. INCELLPACK

Its objective is to improve the recyclability of paper packaging of industrial ingredients of Natra's 20 kg bags, eliminating the internal plastic laminate and replacing it with flexible solutions based on commercial cellulosic substrates with improved properties, which will be transformed to achieve sufficient barrier properties, and guarantee the total recyclability of the packaging.

Natra Team

HEADCOUNT BY COUNTRY	2024
Spain	666
Belgium	497
France	108
Canada	80
China	3
Germany	3
United Kingdom	4
United States	1
Poland	23
Total	1.384



HEADCOUNT BY CONTRACT TYPE	2023	2024
Permanent	1.094	1.306
Temporary	151	79
Total	1.245	1.385

HEADCOUNT BY PROFESSIONAL CATEGORY	2024
SMT	5
Managers	30
Administration	165
Technical	127
Commercials	50
Manufacturing	829
Other	179
Total	1.385



In 2024, there were 19 promotions to leadership positions at the corporate level. At the plant level, there were 7 in Saint Étienne, 3 in Malle, 8 in Bredene, 9 in Canada, 8 in Valencia, and none in Oñati.

At Natra, people are the driving force behind our success. Talent, commitment, and passion are valued, and we foster an inclusive environment where diversity drives innovation. Together, we create a space to grow, transform, and inspire.

Natra always seeks to promote a balance between personal and professional life, which is why the group's teleworking policy has been maintained.

Development, performance and training

The Natra Group values people's abilities, providing internal growth opportunities that allow them to experience new professional challenges.

Under this premise, Natra has an **Internal Job Posting Policy**. The main objectives of the internal job posting policy are to promote internal mobility and career development, provide clear and visible career options, ensure that employees have the opportunity to apply for positions for which they are qualified, and develop internal talent and skills for the benefit of both the company and its employees.





The Group has a **Performance Appraisal Policy**, which outlines the performance evaluation procedure at Natra and how it is managed through a digital platform.



In the 2024 fiscal year, there was a 38,7% increase in the number of people who completed the performance evaluation through this tool compared to 2023.

The Natra Group is aware that training is key to professional and business success, which is why it provides training tailored to the company's strategic challenges, the needs identified by the functional areas, and the results of individual performance processes.

Training ratios	2024
Training hours	24.952
Investment in training (euros)	855.031
Average training/employee	18,03

Training hours by professional category	2024
SMT	27
Managers	1.654
Administration	2.856
Technical	2.319
Manufacturing	17.468
Commercials	616
Others	12
Total	24.952

Training hours by topic	2024
Health and Safety	4.786
Technical specialisation and personal skills	15.358
Languages	2.119
Quality, Food Safety and Environment	2.665
Others	24
Total	24.952



Health and Safety

Under the corporate objective "Our DNA is Zero" the Natra Group is committed to promoting a proactive culture that contributes to the protection and continuous improvement of safety, health and well-being in all its workplaces, whether they are employees, visitors, auditors, temporary agency workers, suppliers, students or anyone else.



This commitment is formalised in the Corporate Safety Policy: it emphasises the importance of ensuring that all work environments (plants, offices, warehouses) comply with current legislation and that working conditions are safe and healthy so that employees can carry out their professional work in optimal conditions.



Each plant has a corporate **HEALTH AND SAFETY** manager.

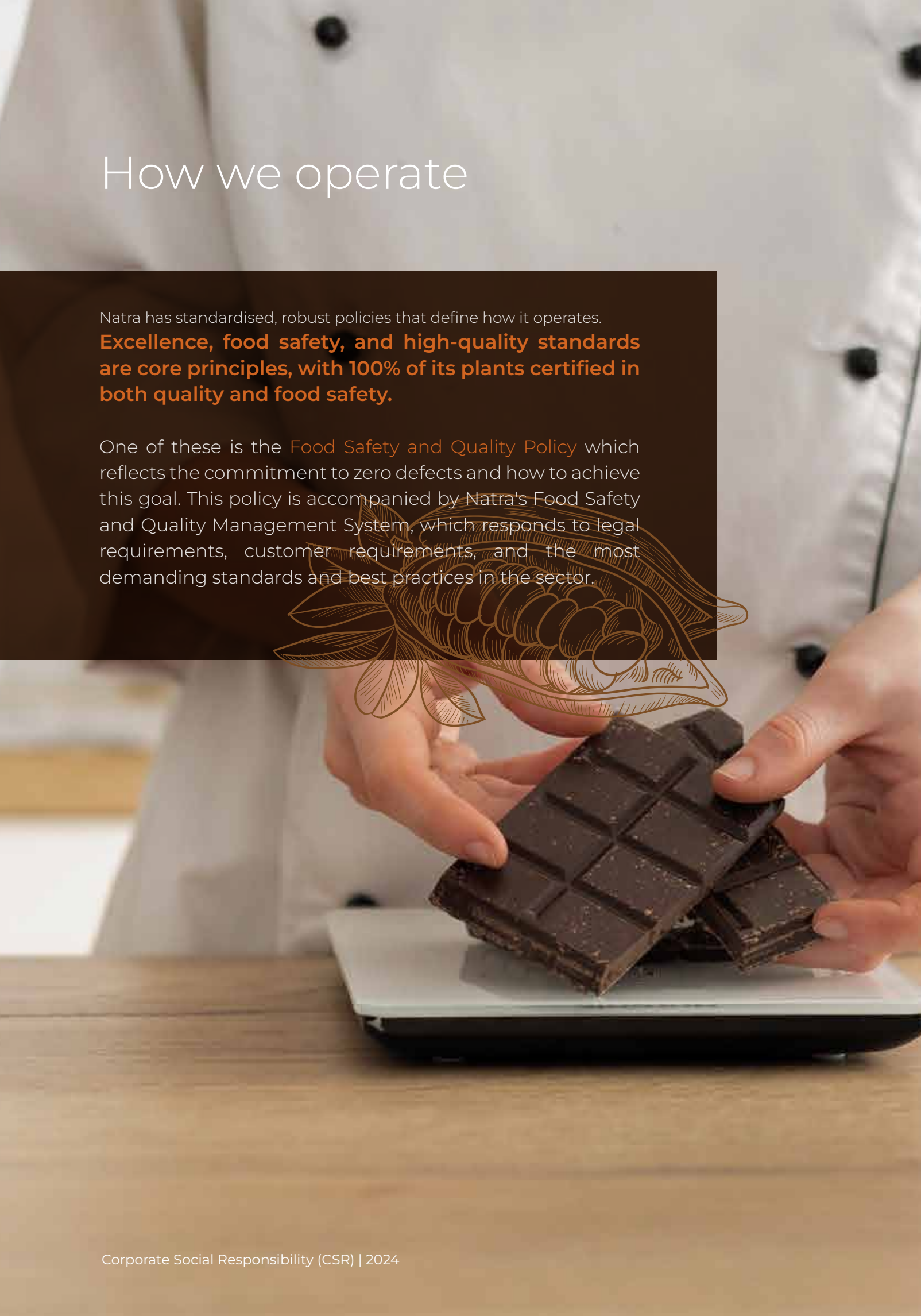
Accidents rates	2024	% variación
Frequency Index (1)	20,68	- 4%
Severity Index (2)	0,54	13%

(1) Frequency index (FI) = Total number of lost day accidents/Total number of hours worked*1.000.000
(2) Severity Index (SI) = Total number of lost days due to accidents/Total number of hours worked*1.000

24%



Compared to 2023 accidents at work with sick leave have decreased by 24%; This decrease has occurred in all plants without exception.



How we operate

Natra has standardised, robust policies that define how it operates. **Excellence, food safety, and high-quality standards are core principles, with 100% of its plants certified in both quality and food safety.**

One of these is the **Food Safety and Quality Policy** which reflects the commitment to zero defects and how to achieve this goal. This policy is accompanied by Natra's Food Safety and Quality Management System, which responds to legal requirements, customer requirements, and the most demanding standards and best practices in the sector.



PLANTS	BRC	IFS	FSSC 22000	Kosher ¹	Halal ¹
Natra Malle	✓	✓	-	✓	✓
Natra Oñati	✓	✓	-	✓ ²	✓ ²
Natra Saint Étienne	✓	✓	-	✓	✓
Natra Bredene	✓	✓	-	✓ ³	-
Natra Cacao	-	-	✓	✓	✓
Natra London	✓	-	-	✓	✓

¹ These are specific Kosher and Halal product certifications that certify that the products are suitable for consumption by the Jewish and Muslim communities, respectively.

² Natra Oñati: Kosher certified for industrial chocolate and Halal for industrial chocolate productions only in the Cav D (snacking) line.

³ Natra Bredene: Kosher capabilities on the TP1 line.

We work
to ensure maximum
safety and excellent
quality in all our
products



Natra has a corporate procedure for “Consumer Complaint Management”.

This document defines the process for standardizing the management of customer complaints at the Natra Group, focusing on customer satisfaction and continuous improvement in the company's performance.

This procedure applies to all customer complaints received through the sales, customer service or quality departments, or any other means of communication between customers/consumers and the company.

→ **2,4 number of complaints per million units sold – no change from 2023.** Complaints were handled correctly, with almost all of them 100% resolved by the end of 2024.

All Natra plants are certified by Sedex under SMETA standards, which ensure that the operations of the various plants are conducted ethically, without corruption, bribery or fraudulent practices. They are assessed across four categories: Labour Standards, Business Ethics, Environment, Health and Safety – all of which Natra complies with to an excellent standard

Ethics and Integrity

More specifically, the Diversity, Equity, and Inclusion (DEI) Policy which is available to all Natra's offices, factories, and operations, outlines our specific principles.

- **Equal treatment:** Treating all employees equally and diversity characteristics are not used as a criterion in the hiring process.

- **Bullying, harassment, and discrimination:** Natra maintains zero tolerance for bullying, harassment, and discrimination.

- **Reasonable Accommodation:** The company is committed to providing a reasonable accommodation for those who may need it due to disability or religious circumstances.

- **Recruitment:** promoting the integration of people who reflect the reality of society.

- **Development:** equal opportunity, non-discrimination and respect for diversity are aspects considered for promotion, professional development and remuneration.

- **Monitoring:** Natra actively tracks diversity in its workforce. In addition, it measures diversity on the Board and in senior management.

The Recruitment and Selection Policy also establishes that, in line with the commitment to equal opportunities and selection on merit, the nationality, race, religion, sex, disability, age and sexual orientation of candidates will not be considered.

In addition, salaries are established before the start of the selection process to avoid any kind of bias.



Zero reports of human rights violations

Ethics Channel

Natra has an Ethics Channel as a means of detecting and managing potential risks and offences, which is regulated by the Ethics Channel Policy and Procedure, approved by the Board of Directors and implemented throughout the Group.

The Ethics Committee is the body responsible for reviewing each of the communications received through the Ethics Channel in accordance with the Ethics Channel policy and procedure.



This year, two courses were held, which are included in the total training plan reported by the corporation: **Anti-Bribery and Corruption and Competition Law**.

CATEGORY	CATEGORY	HOURS	NUMBER OF PARTICIPANTS
Anti-Bribery and Corruption	ExCom	2,4	3
	Managers	27,2	34
	Administration	111,2	139
	Technical	67,2	84
	Commercials	35,2	44
	Manufacturing	60,8	76
Duration: 0,80 (48 minutes)			
Total		304	380

CATEGORY	CATEGORY	HOURS	NUMBER OF PARTICIPANTS
Competition Law	ExCom	2,7	3
	Managers	29,7	33
	Administration	126	140
	Technical	75,6	84
	Commercials	39,6	44
	Manufacturing	67,5	75
Duration: 0.80 (54 minutes)			
Total		341,1	379

Corporate Social Responsibility (CSR) | 2024

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Social Commitment Support for Communities



The current project focused in the Amazon region of Peru.

PROJECT TITLE:

Empowering cocoa communities in Peru through digital and financial skills development, with a focus on young people and women.



Regions within the Amazon:
Bagua Grande, San José de Sisa, San Martín



This is a project in which Natra has been collaborating with the **NGOs Entreculturas y AVSI** since 2022.

Natra supports cocoa communities in Peru by developing the technical and financial skills of young people and women to improve their quality of life.

Natra has focused its social action on cocoa-producing communities in the countries where it sources this raw material.

Natra allocates 1% of its net profits to projects that have a direct impact on these communities and to social actions related to its cocoa production and cultivation.

Natra has donated over 74 thousand kilos of product in 2024.



+200

More than 200 cocoa-producing families

50%

50% women and/or young people

125.000 €

Investment of €125.000

Main Pillars:

- Efficiency in Agricultural Practices
- Empowerment of Youth and Women
- Personal Finance Education

Natra has been collaborating with Entreculturas and AVSI in these communities since 2022, through a three-phase project.

1

IMPACT **STAGE 1** (Launched in 2022)



Technical Assistance and Digital Literacy for Producers. 303 trained in Circular Economy. 280 trained in Technical Skills. 132 trained in Digital Literacy.



Entrepreneurship and Business Planning 13 young people trained in Entrepreneurship and Business Planning.



Economic Empowerment of Women linked to the cocoa value chain through the establishment, guidance, and strengthening of 4 saving accounts. By the end of the project, 35 women were trained in financial education and gained access to credit and savings through the communal bank.

2

IMPACT **STAGE 2** (Launched in 2023)



130 producers (30% women) have access to technical support services to improve their agronomic management.



15 young people and 55 women participated in projects aimed at improving employability through entrepreneurship development, focusing on products derived from cocoa, harvest residues, and local products, all within a circular economy approach.

It has three pillars all with the overall aim of bringing these families to a more sustainable socio-economic situation and a better quality of life.

PILLAR 01 | Efficiency in Agricultural Practices

Objectives Achieved:

1 Training in Circular Economy and Agroforestry: Improved resource reuse and recycling, reduced deforestation, integration of trees into crops, enhanced biodiversity and soil fertility, and carbon capture.

2 Pilot Plot Rehabilitation: 31 producers rehabilitated 7.8 ha of cocoa, surpassing the initial target of 6 ha.

3 Production of Seedlings and Grafts: Production and planting of 8,700 cocoa seedlings and 5,110 forestry seedlings, along with knowledge transfer on grafting to 2 producers.

4 Valorisation Study: Implementation of the study on 14 ha, including soil sample analysis and fertilisation plans, agroforestry workshops, and valorisation of timber trees.

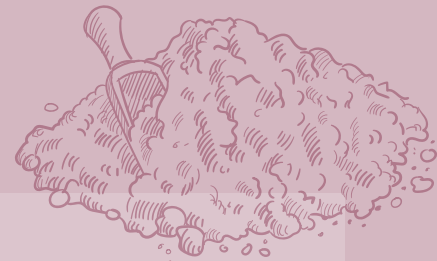
Main Actions:

1 Strengthening Technical Capacities: 126 producers (82 men and 44 women) were trained in circular economy and agroforestry.

2 Rehabilitation of Cocoa Plots: 31 producers rehabilitated 7,8 ha of cocoa using 8.700 Cacao Amazonas Perú (CAP) seedlings and successfully grafted 8.590 plants.

3 Production of Compost and Biol: 20,4 tonnes of compost and 1.460 liters of biol were produced with the participation of 124 producers.

4 Economic and Environmental Valorisation Study: Implementation of a study on 14 ha of agroforestry cocoa plots.



PILLAR 02 | Empowerment of youth and women

Objective: To promote entrepreneurship among other family members, in order to achieve an increase incomes.

Main Actions:

- 1 **79%** of the **207** participants increased their economic income, including young entrepreneurs, women from saving accounts, and producers.
- 2 At least **10 young people** strengthened their entrepreneurial skills and generated their own jobs and income (self-employment) by the end of the project.
- 3 **100%** of the collective capitalisation ventures of women's banks in Amazonas generated profits for their members.

PILLAR 03 | Personal finance education

Objective: To improve the economic performance of families and increase savings.

Main Actions:

- 1 **Eight young people** (3 women and 5 men) have managed to generate employment for themselves and for 3 external people through their circular economy-based ventures.
- 2 Eight young people have achieved average monthly incomes of **2.986 soles** through the application of the circular economy, which has added value to the use of cocoa mucilage for the production of innovative by-products (gummies, jellies, jams, nectar, beer, macerated drinks).



Innovation



Innovation is embedded in Natra's DNA, being one of its strategic pillars.

Innovation allows the Group to adapt its product offering to the changing needs of consumers. To this end, there is a Product Committee, made up of the Sales, Operations, Marketing, Finance and R+D departments, which is responsible for approving, monitoring projects and reviewing the innovation strategy together with the Executive Committee.

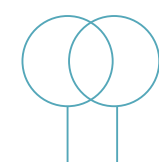
This strategy has a time horizon of five years and is reviewed annually by the General Management, translating into the **Annual Innovation Plan**.

Ethics and Integrity



Health / Better for you.

Development of healthier options based on natural ingredients, reduction of sugars and saturated fats, portion control, and improvement of nutritional intake, among others.



Sustainability / Better for the planet.

Implementation of eco-design, use of more sustainable and certified materials, recyclability and reduction of materials, incorporation of recycled materials, development of vegan products and the study of new sources of protein, among others.



Suitability.

Adaptation of the presentation of the products to the new lifestyle and the different moments of consumption, as well as to the processes of the customers in the ingredients division.



Satisfaction and indulgence.

Innovative combination of ingredients for the enjoyment of the senses, taste, aroma and textures, because pleasure is one of the main drivers in chocolate products.

Collaboration for Innovation

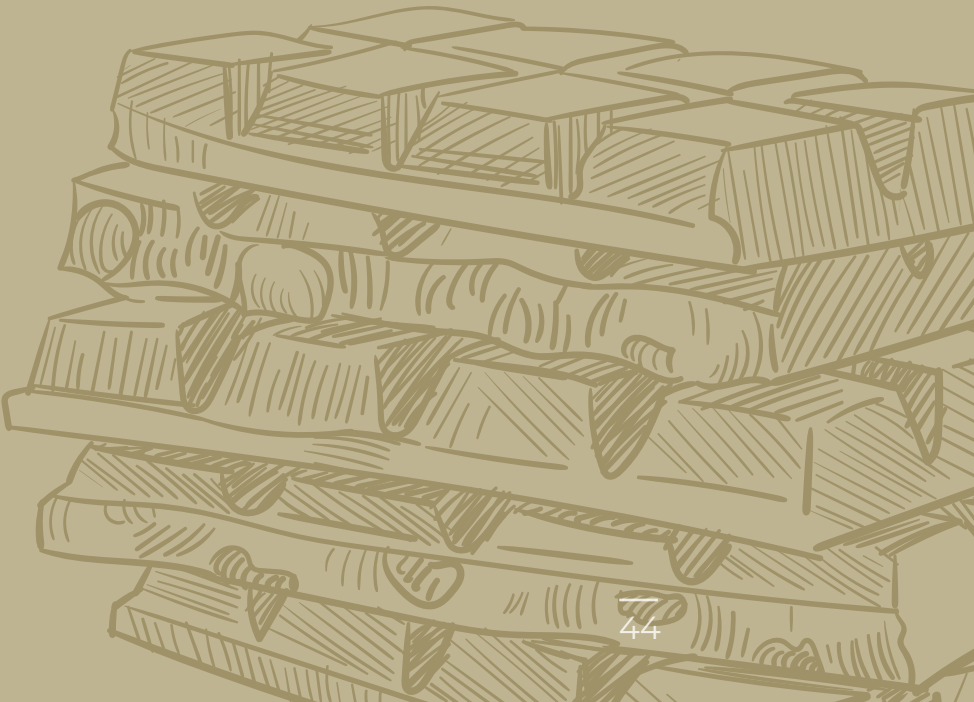


PROJECT	DESCRIPTION	CO-INNOVATION
KETO BAR	Development of a new range of snacks, with low carbohydrate and high protein content, beneficial for digestive health thanks to the inclusion of functional ingredients.	Azti Tecnalia Technology Centre
OAT-LEG	Development of a new category of bars based on cereals and legumes with implications for cardiovascular and digestive health, sustainable and local development, aimed at the adult population.	Natra - Azti
SNACKUP (CACHOVAL)	Development of strategies to valorise the rejection generated at the Oñati Snacking plant to obtain flavourings, sugars, fats and other biopolymers of interest (PHB) for reuse as ingredients and packaging materials.	Natra- Tecnalia
PACKCACAO	Study and development of cellulosic packaging for chocolate bars reinforced with MFC from cocoa husks.	Natra - Itene
REPAC2	Research on functional and recyclable coating solutions for paper packaging in food contact.	Natra – Pack4Food
INNCEPACK	Elimination of plastic coatings in paper packaging for industrial products (cocoa powder) and replacement with cellulosic functional coatings.	Natra - Itene
TACTIC	Tools for the management and communication of sustainable initiatives and environmental impacts in food packaging.	Natra-VLAIO Pack4Food
EKODISFOOD	Development of sustainability strategies and life cycle analysis (LCA) to improve the recyclability of flexible plastic packaging.	Natra-Basque Food Cluster



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Annexes



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Annexes

Natra's contribution to the Sustainable Development Goals (SDGs)



Natra's Sustainability Strategy is closely aligned with some of the challenges presented by the SDGs: ending poverty in all its forms, hunger and inequality, and preserving the planet's natural resources.

In fact, through its activities, Natra primarily contributes to the following Sustainable Development Goals (SDGs):



Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.



Goal 3: Ensure healthy lives and promote well-being for all at all ages.



Goal 12: Ensure sustainable consumption and production patterns.



The following table shows some actions that contribute to the achievement of some of the **Goals**, and which have been detailed throughout the report

Sustainable Development Goals	Some of Natra's Initiatives
Objective 1. Eradicate extreme poverty.	Purchase of certified cocoa in Africa and Latin America.
Objective 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	- Obtaining SAC certifications (IFS, BRC, FSSC 22000). - Revisions of certification standards in Sustainability of raw materials. - Sustainable sourcing of cocoa, palm oil, hazelnuts and refined sugar. - Membership of organisations that promote sustainable sourcing (RFA for cocoa and hazelnut, FT, RSPO, BONSUCRO, Organic/ECO...).
Objective 3. Ensure healthy lives and promote well-being for all at all ages.	- Innovation and development of healthier chocolate products. - Collaboration with sports initiatives and healthy eating. - Action plan to improve working conditions and minimise the risk of occupational accidents.
Objective 4. Ensure inclusive, equitable and quality education and promote lifelong learning opportunities for all.	- Project Empowerment of Cocoa communities in Peru through the development of digital and financial capacities with a focus on youth and women. - Annual training plans.
Objective 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	- Commitment to local employment and employability in our factories. - Investments in staff training.
Objective 9. Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.	- Innovation strategy (sustainable packaging, healthy chocolates). - Collaborative innovation projects.
Objective 10. Reduce inequality within and between countries.	Sustainable sourcing of cocoa, oil and refined sugar.
Objective 12. Ensure sustainable consumption and production patterns.	- Sustainable sourcing of cocoa, oil and refined sugar. - Development of healthy and sustainable products (with ingredient certifications, new sustainable packaging...). - Membership of various organisations that promote sustainable production: RSPO, Spanish Foundation for Sustainable Palm Oil, Belgian Alliance on Sustainable Palm Oil, Beyond Chocolate, among others.
Objective 13. Adopt urgent measures to combat climate change and its effects.	14001 certifications of the Valencia and Oñati plant. - Strategies aimed at climate change (Carbon neutrality and sustainable packaging). - Energy efficiency initiatives in all factories. - Purchase of Certificates of Guarantee of Origin (GoOs). - Solar panels from the Bredene, Malle and Valencia plant (with cogeneration in Valencia).
Objective 15. Sustainably manage forests, halt and reverse land degradation and halt biodiversity loss.	- Sustainable sourcing of cocoa, palm oil, and refined sugar. - Compliance systems and risk analysis of our suppliers in preparation for the EUDR.

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Annexes

Table of Contents UN Global Compact

Proud
to be a signatory
since 2013



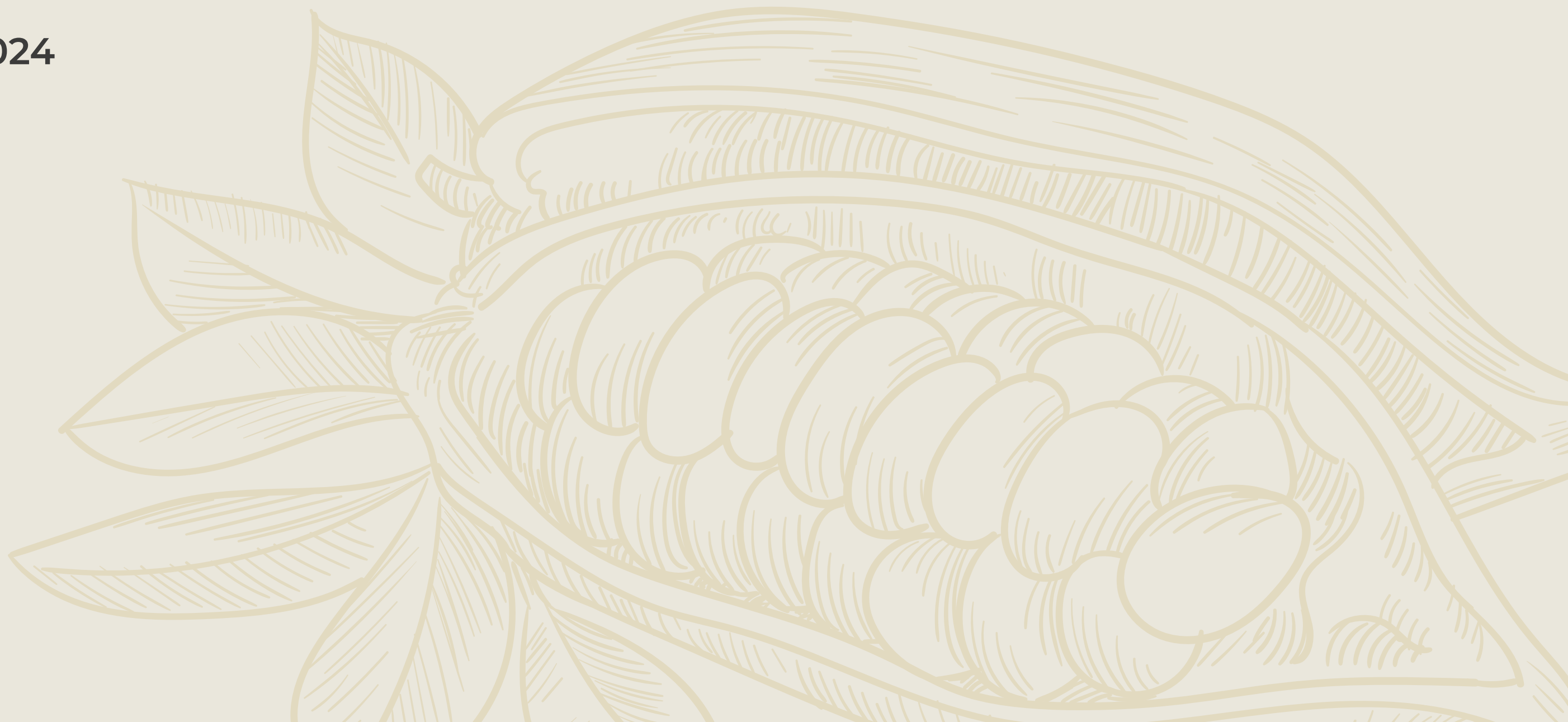
PRINCIPLES	CHAPTER OF REPORT	RELATED GRI STANDARDS
HUMAN RIGHTS		
01 Businesses should support and respect the protection of fundamental human rights within their sphere of influence.	Ethics and Integrity Innovative and Responsible Supply Chain.	GRI 3-3 GRI 2-23 GRI 2-26 GRI 406-1
02 Businesses must ensure that they are not complicit in the violation of Human Rights.	Ethics and Integrity Innovative and Responsible Supply Chain.	GRI 3-3 GRI 2-23 GRI 2-26 GRI 308-1 GRI 414-1
LABOUR STANDARDS		
03 Businesses should support freedom of association and the effective recognition of the right to collective bargaining.	Ethics and Integrity Our People.	GRI 3-3 GRI 2-30 GRI 403-4
04 Businesses should support the elimination of all forms of forced or coerced labour.	Ethics and Integrity: Our People Innovative and Responsible Supply Chain.	GRI 3-3 GRI 308-1 GRI 414-1
05 Businesses should support the eradication of child labour.	Ethics and Integrity: Our People Innovative and Responsible Supply Chain.	GRI 3-3 / GRI 308-1 GRI 414-1
06 Businesses should support the abolition of discriminatory practices in employment and occupation.	Ethics and Integrity: Our People Innovative and Responsible Supply Chain.	GRI 3-3 / GRI 406-1 GRI 405-1 / GRI 308-1 GRI 414-1
ENVIRONMENT		
07 Businesses should maintain a preventive approach that promotes environmental protection.	Protecting Ecosystems.	GRI 3-3 / GRI 306-1 GRI 306-2 / GRI 306-3 GRI 306-4 / GRI 306-5 GRI 303-5 / GRI 301-1 GRI 301-5 / GRI 302-1 GRI 302-3 / GRI 305-1 GRI 305-2 / GRI 305-5 GRI 308-1 / GRI 414-1
08 Businesses should encourage initiatives that promote greater environmental responsibility.	Protecting Ecosystems Innovative and Responsible Supply Chain.	
09 Businesses should promote the development and dissemination of environmentally friendly technologies.	Protecting Ecosystems.	
ANTI-CORRUPTION		
10 Businesses should work against corruption in all its forms, including extortion and bribery.	Ethics and Integrity.	GRI 3-3 / GRI 2-23 GRI 2-26 / GRI 2-28 GRI 205-1 / GRI 205-2



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PROGRESS
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**Corporate Social
Responsibility (CSR)**

2024



natra.com

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