PROGRESS 2025
REPORT

CORPORATE SOCIAL
RESPONSIBILITY (CSR) 2025

Natra

natra.com

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Certified B Corporation

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CEO STATEMENT

CEO Statement

Armando Santacesaria
CEO Natra

At Natra, we view sustainability not as a destination, but as a continuous journey of improvement, learning, and shared responsibility. It surrounds how we grow, invest, and how we build long term value for our customers, partners, and shareholders.

As a proud B Corp, sustainability continues to guide our growth and strategic decisions. By aligning our practices with market trends and global best standards, we aim to lead by example and continuous improvement of our activities.

Over the past year, we have made deliberate choices to embed sustainability more deeply across our operations and supply chain, from cocoa origin to finished product. These efforts are not separate from performance; they enhance it, reinforce efficiency, resilience, and trust in an increasingly demanding market.

Environmental responsibility remains integral to how we operate. For example, by increasing our use of renewable energy to over 60% and advancing more circular production models, we are reducing our footprint while strengthening the efficiency of our operations.
Equally, our social commitment underpins the quality and continuity of our supply chains and the engagement of our people. From cocoa-growing communities in Peru to teams across Natra, we continue to invest in capability, inclusion, and well-being, because long-term success depends on thriving people and communities.

2025 was also a year of strategic progress, marked by the acquisition of Bredabest and an active presence in key international forums such as ISM and FIE, as well as cocoa industry events like the the European Cocoa Association (ECA). These milestones reinforce our ambition to grow with purpose and to play an active role in shaping the future of the chocolate industry.

From bean to bar, we are building a company designed to endure, combining performance with responsibility, and progress with purpose.

ABOUT NATRA

We are the independent chocolatiers preferred by retailers and top brands around the world. Our production facilities in Belgium, France, Spain, Canada and Netherlands supply top-quality chocolate, peanut butter and the best cocoa and peanut ingredients to 90 countries on 5 continents. Natra is a European Leader with more than 80 years of history, a European benchmark in the production of chocolate and cocoa-derived products, especially for private label brands and other food companies.

Consumers don't see our brand, but they experience it when they taste the products we make with passion for the manufacturers for the global leading retailers.

We set ourselves high standards, maintaining and constantly improving performance levels for our customers, simplifying ingredients, designing eco-friendly packaging, using renewable resources and applying the most demanding health & safety measures.

83
Years of history

9
Factories

~1B€
Turnover
Aprox 1 Billions euros

1
Co-packing facility

+90
Countries with commercial operations

4
Categories of Consumer Products

+1400
Employees

3
Ingredients range

Certified B Corporation

Members of the Great B Corps in Spain, largest chocolate manufacturer

Natra's Mission & Vision

Natra's mission "to provide the best chocolate and cocoa solutions for major retailers and distribution brands, with excellence, safety, high quality standards and passionate people, contributing to making the dreams of consumers around the world come true", is embodied in the aspirational vision of becoming the "**Worldwide Preferred Independent European Chocolatier**".

International Presence

Head Office

1 Madrid (Spain)

Production Sites

2 Valencia (Spain)
3 Oñati (Spain)
4 Saint Étienne (France)
5 Bredene (Belgium)
6 Malle (Belgium)
7 Lier (Belgium)
8 Raamsdonksveer (Netherlands)
9 Giessen (Netherlands)
10 London (Canada)

Co-Packing Facility

11 Poznan (Poland)

9 Production Sites

Our **Values**

INTEGRITY

We are honest and transparent, with solid principles. We are committed to our work and communicate with each other constantly.

EXCELLENCE

We set challenging goals above standards, improving and maintaining high levels of performance.

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.

INNOVATION

We believe that our human talent can create solutions to transform the organisation, our market and society.

ENTREPRENEURSHIP

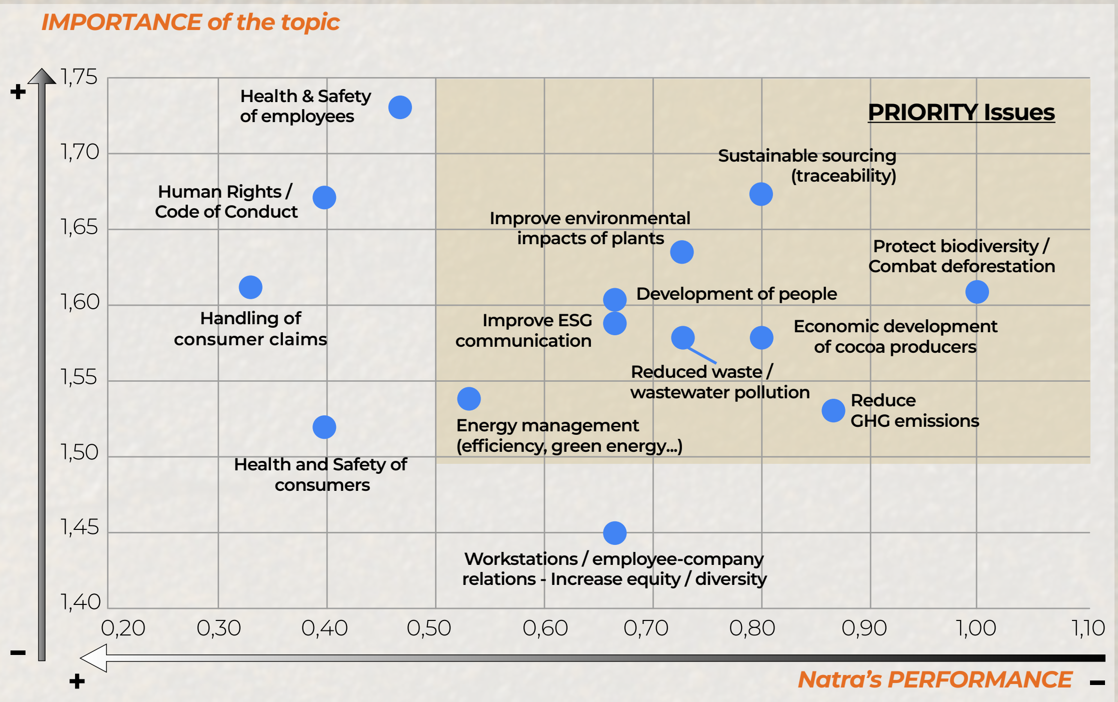
We create and promote new ways of acting and opportunities for business growth.

Material Topics

As of 2026, Natra's continues prioritizing ESG Material Topics remain centred on responsible and sustainable value creation across the cocoa supply chain.

To identify these priority topics, we applied a simplified materiality assessment methodology based on three steps: (1) reviewing internal policies and strategic commitments, (2) analysing stakeholder expectations through existing feedback channels, audits and customer requirements, and (3) evaluating the potential impact of each topic on Natra's operations and long-term value creation.

The following graph table summarizes **Natra's Material Topics.**



Sustainability Governance

At Natra, **Environmental, Social and Governance (ESG) related matters are elevated to 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 Operations Officer meets weekly with the department to monitor all actions related to the strategic plan.

This is the one who keeps the progress of the main indicators in the different areas of action indicated in the strategic plan and identifies corrective or additional actions to implement this plan. In addition, it submits a semi-annual report to the Board of Directors on Natra's global performance in Sustainability.

COMMITMENT TO SUSTAINABILITY

2025 - 2030 Impact Roadmap

During 2025, **Natra updated its Sustainability Strategy for the 2025–2030 period to better align with long term objectives**, KPIs, Natra's purpose, and client requests and expectations to generate greatest value for the business (uses 2024 as base year).
Sustainability at Natra is considered inherent to its activities, corporate strategy, transferring its Environmental, Social and Governance, hereafter "ESG", commitments to its long-term operational excellence, internal employee engagement and relationship with stakeholders, through its Sustainability Strategy, mainly.

	Objectives	2024	2025	KPI
Environmental Protection	Cut our energy consumption by **20%**	572[2]	562	**kWh of electricity/gas consumed per tonne of final product** ***(energy efficiency)***
	100% of green[3] electricity consumption in all plants	51%	64%	**% of green energy consumed over total energy consumption**
	Reduction in 10% of GHG emissions (scope 1) and (scope 2) per tonnes produced	32%	-14%[4]	**% of GHG reduction per tonne produced**
	Establish a road map to reduce GHG emissions across the supply chain (scope 3)	N/A	0%	**Activities defined / Total roadmap activities to reduce GHG scope 3 x 100**
	Reduce waste sent to ladfill per tonne produced by **2,5% annualy**	3,84	4,10	**Kg of waste sent to landfill or incinerated / tonnes produced**
Natra Team	**Zero** lost time injuries.	35	27	**# of lost time accidents**
	Close gender pay gap.	11%	10,2%	**% of gender pay gap**
	Train 100% of Natra employees ESG matters	N/A	41%	**% of employees participating in ESG trainings** ***(participation rate)***
	Embed wellness culture in 100% of Natra employees	N/A	25%	**% of employees participating in wellness activities** ***(participation rate)***
Responsible Sourcing	**+95%** of our suppliers **signed and/or assessed** under the Natra Responsible Sourcing Code	61%	75%	**% of suppliers that have been evaluated against our Responsible Sourcing Code**
	+95% combined aggregate raw material[5] traceability	6%	33%	**% of traceable raw material from all raw material purchased**
Concern for Communities	**Expand number of interventions** in origin communities benefitted every year	200	200	**% Beneficiaries increase (Current interventions - past interventions / past intervention) x 100**

[1]*A Certified B Corporation (B Corp) is a company that meets high standards of social and environmental performance, transparency, and accountability. It's a business that aims to balance profit with purpose*
[2]*The 2024 energy-efficiency value was adjusted from 585 to 572 after correcting the reporting scope. The original calculation used a lower final-product tonnage than the one applied to all other efficiency indicators. This correction aligns the scope across all indices and ensures consistent comparability.*
[3]*Green electricity considered renewable and low impact (solar, wind, hydro, nuclear and geothermal) aligning with EU taxonomy).*
[4]*For the 2025 Scope 1 calculations, the emission factors for Spanish markets were updated to those established by the Ministry for the Ecological Transition and Demographic Challenge (MITECO), in compliance with Real Decreto 214/2025, which entered into force in March 2025. The adoption of these higher emission factors resulted in a substantial increase in total reported emissions. Under the 2024 DEFRA factors KPI is 1,89%.*
[5]*Combined average traceability is a weighted metric that aggregates the traceability levels of all raw materials based on their traceability depth (land plot, region, country, aggregator, or unknown) and their proportional volume and relevance in the supply chain.*

Impact in Numbers

86/100

Ecovadis recertification

With a score improvement of 10 points, going from 76/100 to 86/100, managing to upgrade to Platinum status, which is the recognition that Natra is within the 1% of companies with the best rating of food companies evaluated by Ecovadis.

PLATINUM Top 1% ecovadis Sustainability Rating JAN 2026

241

References launched

During 2025, **241 references were launched in the Consumer Division** across different geographical areas, spanning four categories: Pralines, Snacking, Spreads and Tablets. Of these, 60% were new products, 7% were introduced in new countries, 6% represented innovations, 4% targeted new customers, and the remaining 23% consisted of range extensions and other initiatives.

>60%

Renewable energy consumption

125K€

Donated to NGOs

125K Euros donated to **NGOs Entreculturas and AVSI for community project,** helping over 150 families.

99%

Recyclability of our packaging

Joining Forces

Natra continues to be present in the main food industry associations that promote sustainable sourcing of raw materials, as well as in sustainability-based certification programmes, enabling it to remain at the forefront in this area.

Industry partnerships

- Flanders Food
- Belgian Federation for the food industry (Fevia).
- Royal Belgian Association of the biscuit, pralines and confectionary (Choprabisco)
- Association for Research in the Food and Farming Industry (AINIA)
- Federation of Cocoa Commerce (FCC)
- Spanish Sweet Association (Produlce)
- Chocolate Syndicate
- European Cocoa Association (ECA)
- Association of Manufacturers and Distributors (AECOC)
- Association of Entrepreneurs of Guipúzcoa (ADEGI)
- Basque Food Cluster
- Logistics Development Association of the Valencian Community.
- Belgian Alliance for Sustainable Crime asbl
- Food Security VZW
- Federal Agency for Food Safety
- Voka: chamber of commerce
- Excellence in Manufacturing Consortium (EMC)

Organisations that promote sustainability

- Spanish Foundation for Sustainable Palm Oil.
- 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

RESPONSIBLE SOURCING

Transparent, responsible, fair and increasingly sustainable Supply Chain

Natra is constantly looking for ways to engage in its supply chain and reduce its social and environmental impact. By increasing communication and improving dynamics with stakeholders, it is moving towards greater sustainability, always based on international standards.

Our raw materials and their origin.
Natra's main raw materials are cocoa and its derivatives, sugars, nuts, dairy products and oils.

Regarding the origin of raw materials, in 2024 around:

64% of cocoa beans sourced from Africa

36% remaining sourced from Latin America

RAW MATERIALS	Tn contracted 2025
Sugar	47.637
Cocoa	40.254
Dairy	13.550
Palm Oil	8.462
Sugar replacer	6.741
Nuts	6.536
Total	**123.179**

25% of the total cocoa bean purchased was certified (36% traceable and the remaining 64% untraceable). Of the whole percentage, 20% Rainforest Alliance and 7% Fairtrade International Cocoa Standard. Following a breakdown of the countries this certified cocoa was sourced from:

COUNTRY	2025 C. Q. (Tn)
Peru	3.605
Other	2.409
Cameroon	1.600
Côte d'Ivoire	1.300
Nigeria	1.100
Dominican Republic	200
Total	**10.214**

100%

of palm oil purchased by Natra in 2024 was RSPO (Roundtable Sustainable Palm Oil) certified. It comes almost entirely from Malaysia.

We work closely with our suppliers to guarantee quality, food safety, raw material prices, service levels and mutual trust.

The Oñati plant, together with Natra Chocolate International as the commercial entity, maintained their Bonsucro certification, which ensures the sustainable sourcing of sugarcane used for the refined sugar purchased and processed in production.

10
out of 12

Cocoa suppliers have signed the Responsible Purchasing Code, representing 98% of the total purchase volume.
In 2025, 338 raw material manufacturing plants have been approved (268 in 2024), which represent 88% of the volume of raw materials, not including cocoa.

104
out of 146

Of our primary suppliers of raw materials (not including cocoa), representing 60% of the total suppliers and more than 80% of total volume, have **signed the Responsible Sourcing Code through the Safe Food 360 tool** (SF360) by the end of the year 2025.

1 Sourcing Policy

(Sourcing Policy for Acquisition of goods and services)

Comply with the corporate frameworks, principles and strategies, ensuring legal compliance, integrity, ethics and environmental regulations.
Ensure that objectivity and impartiality criteria are met in the selection of suppliers.
Ensure efficiency and continuity of supply.
Mantain adequate quality levels.

2 Responsible Sourcing Code

Defines the responsible sourcing principles to be implemented by suppliers in their operations and commercial relationships.
It includes aspects related with human rights (forced labour, child labour, regulation of working time, salaries and benefits, etc), the environment and business integrity.

3 Third Party Risk Policy

To preclude any commercial relations with third parties affected by international trade sanctions.
Before entering into a commercial relationship with any supplier, it is compulsory to check them out in Dow Jones.

Natra has a Responsible Purchasing Code. The Responsible Purchasing Code, applicable to all Natra suppliers, defines the responsible purchasing principles that suppliers must implement in their operations and business relationships. **This Code includes aspects related to human rights** (forced labour, child labour, regulation of working time, wages and benefits, fair and equal treatment, safety at work, and freedom of association), **the environment** (environmental compliance, environmental management, and resource consumption and waste minimization), **and business integrity**, including the prevention of corruption, bribery and conflict of interest, among other aspects.

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 minimization.

Resource Efficiency

As mentioned above, one of Natra's environmental goals is the responsible and efficient consumption of natural resources (energy and water). For this reason, Natra is continuously working and progressing in the implementation and improvement of initiatives that focus on efforts in these lines of action.

Energy

Energy consumption:

Energy efficiency (kWh/Tn)	2024	2025	Variation (%)
(Total electricity and natural gas consumption) / (Tonnes of final product)	**572***	**562**	**-1,72%**

* The 2024 energy-efficiency value was adjusted from 585 to 572 after correcting the reporting scope. The original calculation used a lower final-product tonnage than the one applied to all other efficiency indicators. This correction aligns the scope across all indices and ensures consistent comparability.

63%

use of **renewable energy**

From 51% to 63%.
4,3% comes from energy generation through solar panels at the Natra Valencia, Bredene and Malle plants (3,9% in 2024)

Energy Efficiency Initiatives

As part of our continuous improvement for energy efficiency, hereby some of the initiatives carried out per plant:

- **Valencia (Spain)** carried out energy audits on key utility systems and improved water-treatment maintenance to reduce energy losses and support future efficiency improvements.
- **Oñati (Spain)** focused on employee awareness, improved monitoring, and reinforced maintenance, supported by an energy audit to guide future actions.
- **Saint-Étienne (France)** installed a high-efficiency boiler, reducing gas consumption and recovering waste heat for hot-water production.
- **Lier (Belgium)** implemented heat recovery on a compressor to reduce gas use and launched an internal energy-awareness campaign.
- **Bredene (Belgium)** improved compressed-air and boiler efficiency, achieving estimated annual energy savings of 75.000 kWh.
- **Malle (Belgium)** reduced cooling demand through free cooling, expanded LED lighting, and prioritised energy-efficient electric motors.

Carbon Footprint

Another initiative to achieve the Net Zero goal by 2050 is the i**dentification of the main sources of emissions through the calculation of the carbon footprint**. Currently Natra is measuring both scopes 1 and 2, the results from a market-based analysis detailed below:

Emissions (t CO2 eq)	2024*	2025**	Variation %
Scope 1	7.263	8.418	15,90%***
Scope 2 (with GoO's)	2.857	3.500	22,51%
Total Scope 1 and 2 (with GoO's)	**10.120**	**11.918**	**17,76%**

* Sources: 2024 DEFRA natural gas emission factor; Electricity emission factors: Red Eléctrica de España (Spain) 2024, ADEME (France) 2023, Flemish Energy and Climate Agency (Belgium) 2022, and Environment and Climate Change (Canada) 2022.
** Sources: 2025: Spain Gas MITECO, DEFRA natural gas emission factor for the rest; Electricity emission factors for Spain from energy sourcing company Iberdrola, Scholt energy in Belgium, Gazel energies in France, Toronto Atmospheric Fund for Canada and for Poland we used the factor for ENEA 2024.
*** For the 2025 Scope 1 calculations, the emission factors for Spanish markets were updated to those established by the Ministry for the Ecological Transition and Demographic Challenge (MITECO), in compliance with Real Decreto 214/2025, which entered into force in March 2025. The adoption of these higher emission factors resulted in a substantial increase in total reported emissions. Under the 2024 DEFRA factors KPI is 1,89.

For their part, the **Malle, Valencia, Bredene, and Lier plants,** thanks to their electricity consumption from owned solar panels, **have avoided the emission of 398 tonnes of CO2e into the atmosphere** (429 tonnes of CO2eq in 2024).

The measures established in the section on energy efficiency initiatives are aimed at **contributing to the reduction of greenhouse gas emissions in the medium to long term.**

Other Types of Pollution

In addition to GHG emissions, there are facilities and processes in some Natra plants that generate other types of emissions such as CO, NOx, TOC, particulate matter and others. To minimize these emissions, **periodic checks are carried out on combustion equipment to ensure its proper operation**; and for particle sources, continuous metres are installed that record values and detect leaks in the event of breakage, as well as devices to reduce emissions. In addition, and in accordance with the legislation in force at each plant, measurements are carried out by authorized control bodies to assess that the emission values are not above the established limits.

The aspects of light and noise are not material due to the type of activity that Natra carries out; however, they are measured and kept within the limits set by current legislation.

Water

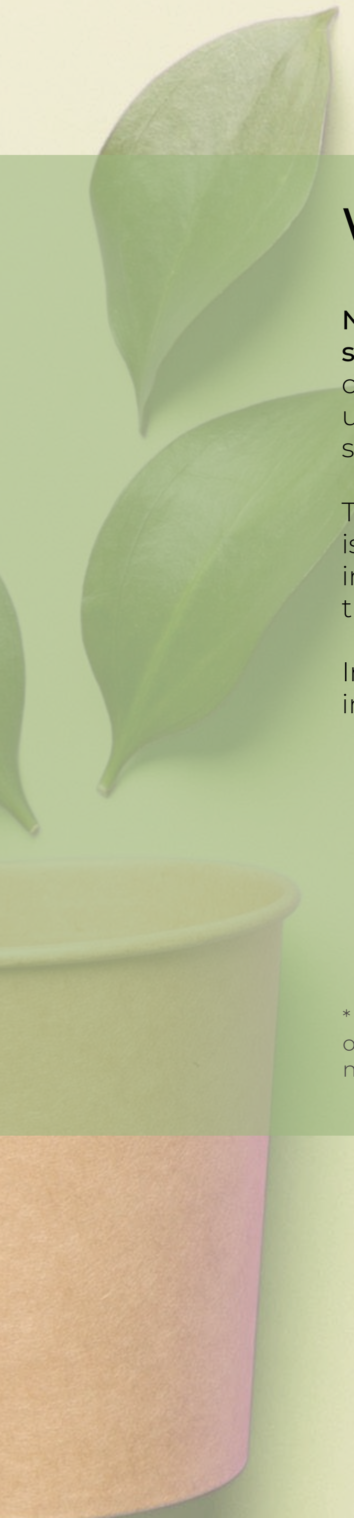
Natra has the environmental goal to reduce water consumption by 5% annually.

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

Water consumption efficiency (m^3/tn)	2024	2025	Variation (%)
(Total water consumption) / (Tonnes of final product)	0,586*	0,570	-2,80%

* The 2024 water-consumption efficiency value has been updated from 0,50 to 0,586 after reviewing the original calculation, where the figure had been rounded down; by applying the full decimal value of 0,568, the corrected result allows for a more accurate comparison with the 2025 value of 0,576 and properly reflects the year-on-year decrease.

- **Valencia (Spain)** improved water-system reliability and hygiene through infrastructure upgrades and regular maintenance of its wastewater-treatment facilities.
- **Oñati (Spain)** strengthened control of water-using processes through inspections, monitoring, and employee awareness on responsible water use.
- **Saint-Étienne (France)** reduced water use and operational risk by removing an old cooling tower and installing a new, more efficient chiller.
- **Lier (Belgium)** promoted responsible water use through an internal awareness campaign.
- **Malle (Belgium)** improved water-use control by enhancing monitoring of wastewater treatment and installing automated water-management equipment.
- **Bredene (Belgium)** focused on reducing water consumption in cleaning operations by promoting improved production and hygiene practices.



Waste

Natra has established as one of its environmental objectives the reduction of waste sent to landfill per tonne produced by 2,5% annually. This poses as one of the biggest challenges as in order to have this improvement, operational processes and material usage need to be improved – demonstrating operational commitments to sustainability in the long term.

To this end, **each plant reports the total volume of waste generated monthly** (which is reviewed in a meeting between the corporate and the plant) establishing the indicator of waste generated per ton produced. In this way, a follow-up is carried out that allows the necessary measures to be established for its control and reduction.

In order to have a comparable metric for the amount of waste sent to landfill or incinerated, we divide the total amount sent by the tonnes of final product:

Waste-to-landfill index (kg/tn)	2024	2025	Variation (%)
(Waste sent to landfill/incinerated) / (tonnes of final product)	3,84*	4,10	6,72%

* The waste-to-landfill index for 2024 was revised from 2,1 to 3,85 after correcting the reporting scope, as the original figure only reflected land-fill waste from the Bredene and Malle plants, whereas the updated value now includes land-fill waste generated by all Natra production sites.

Overall, **the total amount of waste generated decreased by 17%**, reflecting improved waste management and possibly more efficient production processes. It is important to note that for this exercise Natra adds two facilities to the scope of absolute consumption, Gudrun and Svanhild. If these were not accounted for, equalising scope to 2024, the reduction in total waste would be of 28,55%, demonstrating waste management measures' efficiency.

Nevertheless, absolute landfill waste increased by 40%, driven by different outstanding plant-specific factors. Firstly, Dana incident in Valencia—where urgent circumstances required classifying several waste streams as landfill or incineration. And secondly, in Canada, increased production volumes and one-shot inventory adjustments contributed additional non-recoverable waste. Collectively, these factors resulted in a 39,89% increase in absolute landfill waste; however, the landfill-to-production index rose by only 6,72%, indicating that **overall performance remains stable and continues to provide a basis for ongoing improvement**.

The by-products of cocoa husks and other cocoa derivatives are used for animal feed, cocoa fines are used for the soil mantle since it contains soil in its composition, and the fatty acids of butter/fats and other organic acids are delivered to biofuel generation companies. In this way, Natra minimizes food waste, guarantees an efficient use of waste and gives it a second life, according to circular economic principles.
In 2025, a total of 3.331 tonnes were used for animal feed directly (2.789 tonnes in 2024).

17% ↓

Overall, **the total amount of waste generated decreased by 17%**, reflecting improved waste management and possibly more efficient production processes.

Deforestation

Natra has actively worked since 2024 to **adapt and improve process and protocols to comply with the legislation**, specifically in 2025, Natra have adapted and performed the following:

1. **Re-design internal processes, protocols and configure information systems** to automate and facilitate the traceability and alignment of all our facilities with the requirements of the EUDR.

2. **Finalise a detailed Due Diligence Protocol for the Group**, where Natra specifically defines each stage of the procedures, the internal and external controllers involved, the data exchange formats, the required evidence documents and the traceability systems within the company.

3. **Mapping the supply chain of the products relevant to the Regulation**, along with the visual representation of the exchange of information between stakeholders involved from bean to bar, including exchanges with the EU Information System (EU Traces).

4. **Continue testing the flow and interfaces** within the different systems involve.

Natra's support ERP system for risk assessment is Osapiens, which:

1. **Evaluates the risks of deforestation and other types of illegalities** through questionnaires, request for additional information, review of national and regional risk levels.

2. **Record/maintain documentation of evidence** specific to suppliers, purchases, and sales.

3. **Maintain communications with our internal systems and the EU information system** (EU Traces) for the creation of Due Diligence Statements (DDS) and Due Diligence Reference Number (DDR).

As part of been inform and making sure that our process and protocols are aligns with the legislation **Natra participates in constant collaboration with the European Cocoa Association** (ECA), **the World Cocoa Foundation, the Spanish Federation of Food and Beverage Industries** (FIAB), **the International Cocoa Initiative** (ICI) and **the Spanish Foundation for Sustainable Palm Oil** (FEAPS) through forums and work sessions throughout 2025.

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.

The objectives defined in the strategy are to achieve **100% recyclable and/or compostable packaging** by 2026, **100% of paper/cardboard packaging** references under forest sustainability certification and **elimination of non-recyclable materials** (EPS, PVC).

This last objective was achieved in 2023 and was maintained during 2024 and 2025.

Packaging Strategy monitoring indicators	2024	2025
% Recyclability by material family	99,71%	99,82%
% Recyclability A Rating for Reference Released	93,09%	94,55%
% Certified Paper Packaging (FSC)	94,03%	95,12%

Three lines of action to minimize environmental impact:

1. 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.

In 2025, 32.445 thousand tonnes of containers and packaging were acquired, including glass, paper, plastic, aluminium and wood, compared to 33.09 thousand tonnes in 2024.

Family	2024 % Recyclability	2025 % Recyclability
Aluminium	99,73%	99,82%
Paper	98,89%	99,10%
Crystal	100%	100%
Plastic	99,28%	99,40%
Wood	100%	100%

2. Reduction and "plastic free packaging"

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

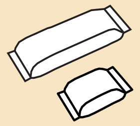
- Optimisation of packaging weights, lightening packaging solutions within existing technical limits.
- Elimination of packaging elements that are not necessary.
- Replacement of plastic (or other) materials with alternatives that guarantee the total recyclability of packaging.

3. Incorporation of recycled material

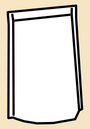
The aim is to **reduce the environmental impacts of packaging materials through the incorporation of recycled materials in solutions**, whenever possible and that guarantee the quality of the products.

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:

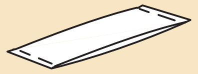
- **Launch of a 100% paper flow pack solution** for chocolate bars, which maintains the quality of the product, maintaining its shelf life for 13 months.



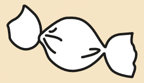
- **Reduction of grammage by 25% in the Snacking category.** In addition, the implementation of non-acrylic solutions to improve recyclability in this category is in process.



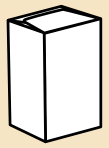
- **Reduction of the weight of aluminium wraps** for tablets, from 14 to 12 microns.



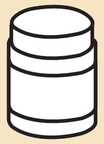
- **Reduction of shrink film thickness** and inclusion of recycled material content of 30% .



- **Development of mono-material recyclable alternatives** for CDT.



- **Development of PET jar formats for Spreads** with a post-consumer recycled material content of 50%, suitable for food contact.



NATRA TEAM

Our People

44% Women

-6% Gender pay gap reduction

56% Men

16 People with disabilities

We create stable employment, the percentage of permanent contracts at the end of 2025 reached 95,9% (94,4% in 2024).

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

HEADCOUNT BY COUNTRY	2024	2025
Spain	666	633
Belgium	497	499
France	108	109
Canada	80	81
China	3	3
Germany	3	3
United Kingdom	4	4
United States	1	4
Poland	22	22
Netherlands	-	87
Total	**1.384**	**1.445**

HEADCOUNT BY CONTRACT TYPE	2024	2025
Permanent	1.306	1.386
Temporary	78	59
Total	**1.384**	**1.445**

HEADCOUNT BY PROFESSIONAL CATEGORY	2025
Management	36
Technicians	375
Operators and Administrators	1.034
Total	**1.445**

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.

Training ratios	2025
Training hours	25.850
Investment in training (euros)	841.087
Average training/employee	18,06

Training hours by professional category	2025
Management	1.962
Technicians	6.810
Operators and Administrator	17.077
Total	**25.850**

14

Promotions to positions of responsibility at the corporate level.

At the plant level, there were 6 in Saint Étienne, 5 in Malle, 8 in Bredene, 9 in Valencia, 16 in Oñati, 2 in Poland and none in Canada, Lier and Bredabest. This brings the **total promotions number at group level to 60**, compared with 54 the previous year.

Training hours by topic	2024	2025
Health and Safety	4.786	7.281
Technical specialization and personal skills	15.358	11.361
Languages	2.119	1.756
Quality, Food Safety and Environment	2.665	4.458
Other	24	995
Total	**24.952**	**25.850**

The Group has a **Performance Appraisal Policy**, which details the performance evaluation procedure at Natra and how it is managed through an informatic tool.

255

people completed their performance evaluation using this tool (355 in 2024).

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.

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 formalized in the Corporate Safety Policy: it emphasizes 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 local **Health & Safety Manager**, who reports to the Site Manager, with a dotted-line reporting relationship to the Global Operational Excellence and Health & Safety Director.

In 2025, as part of our continuous Safety improvement process, Natra defined its **12 Safety Standards**. Each site is deploying them over a 3-year roadmap, supporting our zero accidents DNA.

As for the accident rates, the data for the last two years are as follows:

Accidents rates*	2024	2025	% change
Frequency Index (1)	20,68	9,71*	**- 53,05 %**
Severity Index (2)	0,54	0,53*	**- 2,11 %**

(1) Frequency index (FI) = Total number of lost time 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
* 2024 Lier site was not included. In 2025, Lier is included, but Bredabest is not.

41%

Compared to 2024, **accidents at work with sick leave have decreased by 41%**;
This decrease has occurred in all plants without exception.

Excellence, Food Safety and High-Quality Standards

Natra has standardized and 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.

During 2025, the different plants passed the corresponding audits as detailed in the following table:

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	√	-	-	√	√
Bredabest		√	-	√	-

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.

2,8 number of complaints per million units sold – Complaints were handled correctly, with almost all of them 100% resolved by the end of 2025.

There has been no legal breach in terms of food safety and quality, nor has there been any economic sanction in this area.

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

Natra promotes equal opportunities, takes responsibility for maintaining a work environment free from all discrimination, and promotes non-discrimination on the basis of, race, ethnicity, nationality, gender, age, etc. **All the above is based on the Code of Conduct, the Code of Ethics and general terms through specific principles adopted by the Group.**

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.

Zero reports of human rights violations

In addition, **in 2025 employees were invited to take part in a survey on diversity, equity, inclusion, and well-being**. Based on the results, we began a process to update our DEI policy and **transition toward a JEDI framework** (Justice, Equity, Diversity, and Inclusion), which incorporates the following changes:

- **New JEDI focus**: The concept of Justice is added, with an emphasis on addressing and removing structural inequalities.
- **Shift in tone**: We move from a basic compliance-driven approach to a strategic, proactive commitment aligned with global standards (B Corp, SDGs, Global Compact).
- **Broader responsibilities**: Employees and managers are expected to take action to prevent bias and imbalances; HR and Compliance will reinforce governance.
- **New commitments**: Annual JEDI training, monitoring through disaggregated data, and the inclusion of JEDI statements in recruitment processes.
- **Ongoing review**: Annual evaluations with specialists and employee representatives to ensure continuous improvement.

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.

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.

PERU PROJECT

Social Commitment. Support for Communities

Natra continues to participate in the "Cocoa Project: Creating sustainable opportunities for cocoa-growing families in Peru 2025 (Phase 3)". This project is focused on districts Bagua Grande and Cajaruro in the Amazonas region of Peru. The total investment amount was 125.000€.

This initiative is developed **in collaboration with the NGO AVSI and the Entreculturas Foundation** with the aim of improving the quality of life of approximately 290 families dedicated to the cultivation and production of cocoa in Bagua Grande, in northern Peru, paying special attention to women and young people as they are in situations of greater vulnerability. Likewise, it is sought that these groups can increase their productivity, diversify their income and strengthen their community organisation by improving their financial skills, marketing their products and by improving agricultural techniques.

+150
Cocoa producing families

50%
Women and/or young people

€125.000
Investment, spent from October 2025 to October 2026

This is a project in which Natra has been collaborating with the NGOs Entreculturas and Avsi since 2022.

entreculturas

AVSI People for development

Product Donations

Plants	Product Donation (Kg) 2024	Product Donation (Kg) 2025
Oñati	33.464	23.162
Valencia	155	80
Malle	-	7.700
London	8.767	10.009
Bredene	-	2.876
Poland	N/A	3.595
Lier	N/A	4.201
Saint Étienne	30.973	15.085
TOTAL	**73.359**	**66.708**

The project has **three main objectives**, with respective activities for implementation, alongside **cross cutting activities**, detailed below.

Specific Objectives	Description	
RESULT 1. Improved agricultural development with a sustainable productive approach.	**A.1.1** Technical assistance in agricultural & environmental practices	Provides ongoing field support to help producers adopt good agricultural practices, agroforestry, and circular economy fertilizer production (compost, biol), ensuring better crop management and sustainability.
	A.1.2 Training on processes and certifications	Delivers workshops on certification requierements for cocoa markets (EU, USA, etc.) and promotes awareness of the "Cacao Amazonas Perú" Denomination of Origin.
	A.1.3 Training on integrated farm management (resource valorisation)	Helps producers understand and optimize all resources on their farms through agroforestry and economic valorisation methods, increasing productivity and income potential.
RESULT 2. Boosted economic empowerment of women and youth producers of cocoa and other crops.	**A.2.1** Management of community savings groups with an entrepreneurial approach	Strengthens women's economic initiatives through financial education, entrepeneurship modules, and continued support for saving and credt activites.
	A.2.2 Development of a youth entrepreneurial community	Provides training, mentoring and technical support to consolidate 11 youth enterprises, boosting competitiviness and access to markets through fairs and structured business improvements.
	A.2.3 Formulation of business plans for competitive funds	Trains youth entrepeneurs to prepare and submit proposals to public/private funding programs, aiming to secure financing for enterprise growth.
RESULT 3. Improved social participation of producers and youth and reduced social and geographical isolation.	**A.3.1** Creation of support and guidance network for families	Brings together public institutions to coordinate preventive and protective services, supporting vulnerable families and improving access to assistance.
	A.3.2 Access to social protection services	Brings together public institutions to coordinate preventive and protective services, supporting vulnerable families and improving access to assistance.
	A.3.3 Participation in public coordination spaces	Conducts outreach campaigns and case referrals to ensure community members are informed about and connected to relevant social services.

Cross Cutting Activities	
A.T.1 Participation in public coordination spaces	Engages in regional public bodies to align project actions with government agendas and strengthen instituional collaboration.
A.T.2 Participation in private sector events	Increases visibility and market oportunities for producers through fairs, exhibitions and partnerships with companies and organizations.
A.T.3 Dissemination of success stories	Shares beneficiary achievements through communication materials to inspire community participation and strenghten project visibility.

IMPACT **STAGE 1**

Launched in 2022

- **Technical assistence and digital literacy for producers**. 303 received training in circular economy. 280 in technical skills and 132 in digital literacy.
- **Entrepeneurship and business plans**. 13 young people received training in entrepeneurship and business plans.
- **Economic empowement of women associated with the cocoa chain through the creation**, assistance and strengthening of 4 communal banks, run at the end of the project by 35 women trained in financial education and with access to credit and saving through the communal bank.

IMPACT **STAGE 2**

Begun in 2023

- **130 producers (30% women) used the technical assistance service** to improve their agronomic management.
- **15 young people and 55 women participated in the projects to improve their employability** by developing their entrepeneurial skills with cocoa products, crop residues and local products, with a circular economy approach.

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**.

During 2025, Natra invested 1,5 million euros in innovation. The investment has been mainly aimed at the acquisition of new equipment, knowledge and development, adaptations for new formulations, etc.

The innovation axes on which Natra works are configured around the trends of the sector:

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.

Product Launches and Changes

Natra's new launches respond to the latest consumer trends (health, convenience, indulgence and sustainability), with the aim of offering healthier, indulgent, personalised and differentiating products on the market.

During 2025, **241 references were launched in the Consumer Division among the different geographical areas,** distributed in the following 4 categories: Pralines, Snacking, Spreads and Tablets, with 60% being new products, 7% being new countries, 6% being Innovations, 4% Being new customers and 23% being range extensions and others

Spreads

Launch of a bespoke range of 4 glass and 4 PET jars featuring label orientation for an iconic brand

Tablets

Launch of mint tablets with major retailer

Pralines

Launch of an assorted praline box featuring pralines from two production locations. Launch of new animal shaped pralines for a major brand

Snacking

Launch of peanut butter cups with major European retailer

Cocoa and Packaging

Several collaborative projects were opened with technology centres for the development of new healthy products, revaluation of by-products and research into alternatives to cocoa

Collaboration for Innovation

In 2025, Natra continued to actively collaborate with different universities, research centres and platforms, in Europe and America.

Throughout the 2025 financial year, Natra was involved in co-innovation projects, of which the following stand out:

PROJECT	DESCRIPTION	CO-INNOVATION
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
RE-BITES	Develop an innovative and sustainable solution to transform chocolate production rejects (bars and tablets with inclusions) into nutritious snacks in bite-size format, meeting market trends of sustainability, nutrition, indulgence & convenience	Natra – Azti
SNACKUP (CACAOVAL)	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
LEAK	Investigation of inline & offline technology for analysis of leak tightness/sealing integrity of packaging	Natra – Pack4Food – MPR&S
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
DDF (OPTIMCHOCO)	Conception and development of a new generation of chocolates with improved performance.	Natra
AVI (ICAO)	Research for the development of fermented products analogous to cocoa products used in the chocolate production process	Natra – Ainia

ANNEXES

10a Natra's contribution to the Sustainable Development Goals (SDGs)

Natra's Sustainability Strategy continues to be 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 activity, 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 susteinability 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. • Implementation of internal health and wellbeing initiatives for Natra employees.
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 industrialization and foster innovation.	• Innovation strategies. • Collaborative innovation projects.
Objective 10. Reduce inequality within and between countries.	• Sustainable sourcing of cocoa, palm 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, Belgian Alliance on Sustainable Palm Oil, Beyond Chocolate, among others.
Objective 13. Adopt urgent measures to combat climate change and its effects.	• 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.

10b Table of Contents UN Global Compact

PRINCIPLES		CHAPTER OF REPORT	RELATED GRI STANDARDS
	HUMAN RIGHTS		
01	Businesses should support and respect the protection of internationally proclaimed human rights, within their sphere of influence	Ethics and Integrity Innovative, 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 human rights abuses	Ethics and Integrity Innovative, Responsible Supply Chain	GRI 3-3 GRI 308-1 GRI 2-23 GRI 414-1 GRI 2-26
	LABOUR STANDARDS		
03	Businesses should uphold the 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 uphold the elimination of all forms of forced and compulsory labour	Ethics and Integrity Our People Innovative, Responsible Supply Chain	GRI 3-3 GRI 308-1 GRI 414-1
05	Businesses should uphold the effective abolition of child labour	Ethics and Integrity Our People Innovative, Responsible Supply Chain	GRI 3-3 GRI 308-1 GRI 414-1
06	Businesses should uphold the elimination of discrimination in respect of employment and occupation	Ethics and Integrity Our People Innovative, Responsible Supply Chain	GRI 3-3 GRI 308-1 GRI 406-1 GRI 414-1 GRI 405-1
	ENVIRONMENT		
07	Businesses should support a precautionary approach to environmental challenges	Environmental Protection	GRI 3-3 GRI 301-2 GRI 306-1 GRI 302-1 GRI 306-2 GRI 302-3 GRI 306-3 GRI 305-1 GRI 306-4 GRI 305-2 GRI 306-5 GRI 305-5 GRI 303-5 GRI 308-1 GRI 301-1 GRI 414-1
08	Businesses should undertake initiatives to promote greater environmental responsibility	Environmental Protection Innovative, Responsible Supply Chain	
09	Businesses should encourage the development and diffusion of environmentally friendly technologies	Environmental Protection	
	ANTI-CORRUPTION		
10	Businesses should work against corruption in all its forms, including extortion and bribery	Ethics and Integrity	GRI 3-3 GRI 2-28 GRI 2-23 GRI 205-1 GRI 2-26 GRI 205-2

CORPORATE SOCIAL RESPONSIBILITY (CSR) 2025

PROGRESS REPORT

natra.com

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