



NUMIDIA

YOUR EXPERT PARTNER IN DAIRY

numidia holding bv

**ANNUAL
REPORT**

2024

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Management report



NUMIDIA AT A GLANCE

Numidia was established in December 2011 in the Netherlands. We are specialized in international dairy trade, with an extended international network of customers, suppliers and business partners. Numidia’s chief focus is the worldwide purchase, production and sale of a wide range of standard dairy products (both fat- and protein-based). The commodities we deal with include both physical products and derivatives (futures and options).

Numidia’s philosophy is based on openness and transparency towards suppliers, customers and other stakeholders. In practice, this means we operate on a policy of full disclosure when it comes to business-related activities and information. Furthermore, Numidia can provide international market information, ways for customers and suppliers to mitigate their (price) risks and expert knowledge on products and applications.







Vision

We believe that everyone worldwide should be able to enjoy the benefits of quality dairy products. We see it as our task to contribute to making that happen!

Mission

We want to be the best and most sustainable supplier of standard dairy products in the world for the food and feed market. We want to add value (commercial, logistics, financial, risk management, administrative and technical) for our suppliers and our customers with whom we want to establish long-term relationships. Our people make the difference!

Our values

		
TRANSPARENCY	RELIABILITY	AUTHENTICITY
		
LONG-TERM RELATIONSHIPS	FLEXIBILITY	SUSTAINABILITY



NUMIDIA HAS A PROVEN TRACK RECORD IN THE DAIRY COMMODITY AND DAIRY-RELATED INGREDIENTS TRADE. THE KNOWLEDGE AND EXPERIENCE THAT WE ACQUIRED OVER THE LAST DECADE IS THE BASIS FOR NUMIDIA’S SUCCESS.

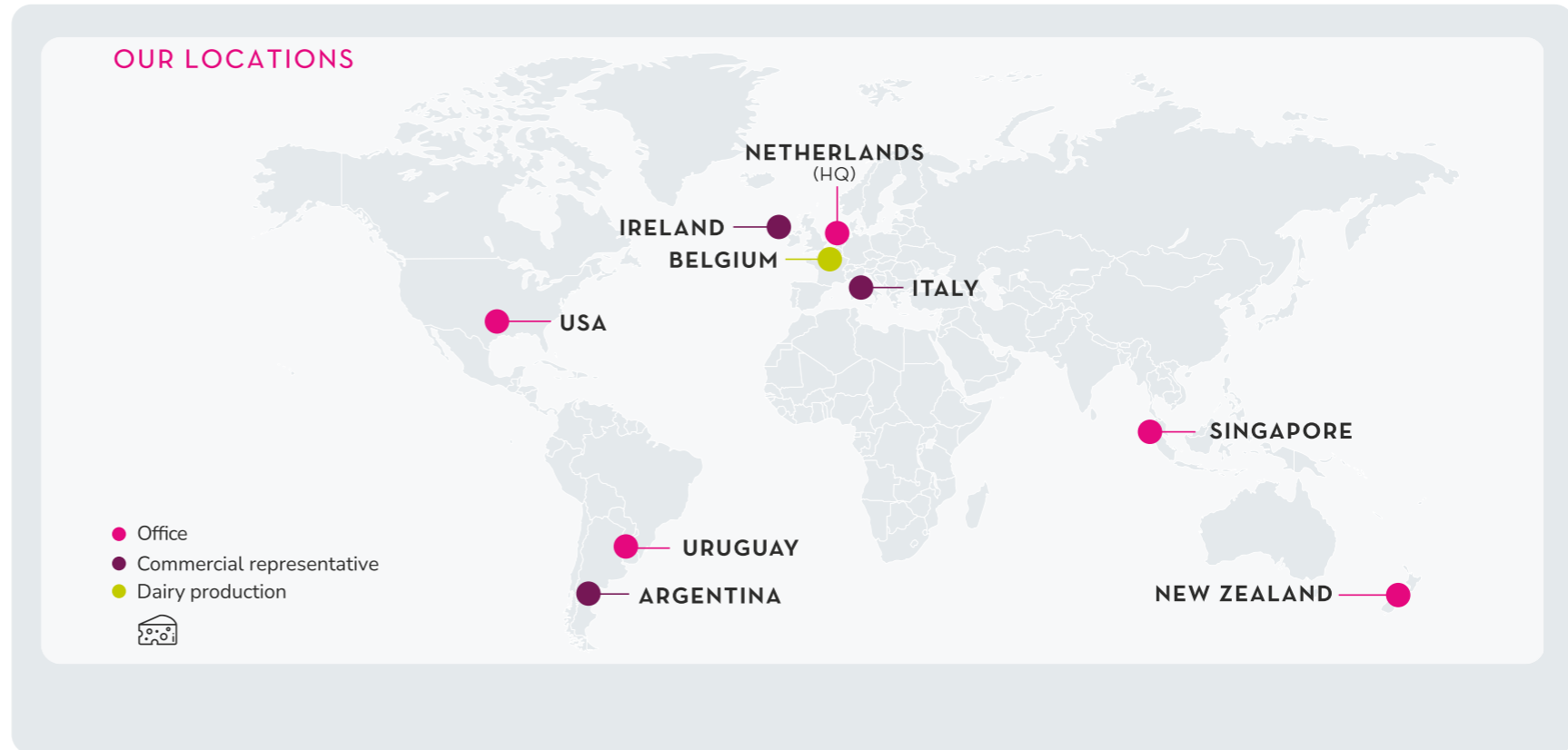
The organization currently consists of about 125 people (“Numidians”), has a turnover of EUR 1.1 billion and has shipped over 442 thousand metric tons of products in 2024.



Numidia has offices in Singapore, Uruguay (Montevideo) and USA (Dallas), as well as commercial representatives in Italy, Argentina, Ireland and New Zealand. Our network of offices and representatives around the world enable us to anticipate changes in the global dairy market and thereby make products available to customers at all times

Through a 50% participation in the Vonk Culinary Cheese (VCC) factory (a dairy production site in Belgium), we are integrating backwards by investing in cheese production. Our strategic aim is to further invest in sourcing- or service-related activities.

The backward integration strategy, together with our global presence, broad product range and commodity markets (both physical and derivative), is the basis for Numidia's position as one of the leading players in the global dairy trade.



MESSAGE FROM THE CEO

Your expert partner in dairy

We hereby present our 2024 annual report. As in the previous two years, we have integrated our annual financial report with environmental, social and governance (ESG) reporting. Just as in last year's report, we are reporting with reference to the applicable Global Reporting Initiative (GRI) standards.

In 2023, we have started a journey towards Corporate Sustainability Reporting Directive (CSRD) compliancy. This in anticipation of the reporting and assurance requirements for the financial year 2025. We have taken the next step towards this with our 2024 report, fitting with our mission "to be the best and most sustainable supplier in the dairy industry." However, on February 26, 2025 the European Union has published an Omnibus proposal, including several changes to the CSRD reporting requirements. Based on this proposal, the CSRD reporting standards would no longer be applicable to Numidia. Nevertheless, we have decided to continue our efforts on ESG reporting.

Numidia has started external reporting on ESG, on a voluntary basis, already in 2020. We started this not from legislative perspective, but from an intrinsic drive for transparency and stakeholder involvement.

Our goal is to have a positive impact on the world around us, not only today, but also in the future. Sustainability is central to our company. We want to maintain and expand our leading position, which is reflected by us receiving the EcoVadis Platinum medal for the first time, after having received a Gold Medal in the previous 2 years, and achieving a notable score of 81 points.

In 2019, we became the first global dairy trading company to voluntarily offset its carbon footprint. We not only offset the CO₂ footprint resulting from our company's activities but also those of the storage and third-party transportation that we arranged for our customers. In 2024, we offset the scope 1 and 2 footprint within the dairy supply chain again, further distinguishing ourselves within the industry.

Through the Numidia Charity Foundation, Numidia supports children in need around the world by giving them access to improved living conditions and quality education. Most of these projects have been selected through connections made by our own employees (the Numidians). This means that we can keep a close eye on how the money is spent, and have more insight into the impact of our support.

Performance 2024

After record years in terms of profitability in 2022 and 2023, 2024 presented us with a much more difficult year. Volume again showed more than significant growth with a year-on-year increase of 26%. Turnover reached a record high for the first time in history above EUR 1 billion, totaling EUR 1.1 billion, with a year-on-year growth of 20%.

2024 was a challenging year with regard to profitability resulting, for the first time in Numidia's history, in a net loss. At times, we seemed to be in a "perfect storm."

We saw that our long-term strategy, in which we want to secure product volumes with major dairy suppliers, conflicted with the flexibility that proved necessary in the dairy market of 2024.



In addition, we see that the dairy market, like other commodity markets, is becoming increasingly transparent. Market movements follow each other more quickly and are more extreme than in the past. For a trading organization, these rapid market changes are more difficult to manage. That is why we have made our trading organization more agile during 2024 with smaller product/market oriented teams that can decide faster. We have also shortened the trading cycles and adjusted the trading limits downwards, forcing traders to enter or exit a position earlier.

Derivatives trading has continued to grow in recent years, with its volume being considerably higher than the volume of shipped physical products. Good risk management therefore remains important.

The increasing geopolitical tensions around the world (Ukraine, Gaza, Yemen, Taiwan, etc.) have an impact on the dairy supply chain. Not only in terms of the price development of the products themselves, but also on the required transport. It is expected that these prices will remain volatile with the election of Donald Trump as 47th president of the United States of America.

With higher price volatility, the role of dairy traders is becoming increasingly important. Our company specializes in mitigating price risks over time, and we can help customers and suppliers with their advanced risk management strategies. The fact that we trade globally in both fat and protein products and are now an established name in the futures and options world means we have ample opportunities.

Numidia is working on further diversifying its market activities. We have had a 50% share in the cheese factory, VCC, in Belgium for a few years now. Burger and Cheddar slices are made there for the Food Service market.

Outlook

Numidia is active in the dairy market, which structurally shows an expected turnover growth of almost 5% per year (period 2025-2033). Rapid urbanization, increasing awareness about health and nutrition, significant technological advancements, rising popularity of dairy-based snacking, shifting dietary preferences and favorable government policies and regulations are some of the major factors propelling the market (source: IMARC Group).

That is why we see plenty of opportunities to continue our journey of further growth. Growth is key for us, not only because it strengthens our company and market share, but also because it offers development opportunities for our employees. This means that we can continue hiring the best colleagues for the Numidians. People who make a difference for our company and our business partners on a daily basis.

With the growing number of Numidians, the need for office space is also increasing. At the end of 2024, we moved to a larger office in Dallas, Texas, and at the beginning of 2025, we moved into our new, expanded head office in the Netherlands.

In the short term, supply chain disruptions will continue, including ongoing geopolitical developments and commodity markets that remain vulnerable to sudden shocks and price movements.



***LOOKING AHEAD, WE BELIEVE
THE BREADTH OF OUR
PRODUCT PORTFOLIO AND
OUR GLOBAL FOOTPRINT
MEANS WE ARE WELL
POSITIONED TO DELIVER THE
DAIRY PRODUCTS FOR FOOD
AND FEED THE WORLD NEEDS
NOW, AND IN THE FUTURE.***

Looking ahead, we believe the breadth of our product portfolio and our global footprint means we are well positioned to deliver the dairy products for food and feed the world needs now, and in the future.

Commodity trading always involves taking risks. Results over the years can therefore fluctuate, as we have seen this year when compared to previous years. Just as in the past, the Numidians have learned lessons from a year with less results, and we have adapted both our organization and operations to meet the new market conditions. This has taken time, but we already see the improvements. We therefore look to the future with confidence.

Thanks to the hard work, creativity and dedication of our employees, the Numidians, we are also able to navigate our organization through turbulent times. We are therefore incredibly grateful to them. Hence, our priority to create a safe, challenging and inspiring working environment where both they and our organization can further develop and where sustainable employability is of the utmost importance.

We also want to express a word of thanks to all our loyal business partners, who support us in this incredibly inspiring journey. The trust they place in us makes it worth our while to commit 100% and more to our work every day.

I hope that reading this report will be both enjoyable and inspiring for you. Please feel free to contact me or one of my colleagues if you have any questions, comments or ideas that can make Numidia a better company.

Thank you,

Han van Hagen, CEO

THE DAIRY MARKET IN 2024

The dairy market in 2024 was characterized by deglobalization. Geopolitical tensions and restrictions in the world have led to a shift in import and export trade flows, widening the price spreads between main supply regions. As a result, different trade patterns and price developments were visible per product and region.

In Europe, milk powders experienced low volatility and were traded within a tight range of EUR 2,350/mt to EUR 2,650/mt. Skimmed milk powder (SMP), which is the highest traded volume product in Numidia's order book, displayed balanced pricing throughout the year as a result of several factors offsetting each other:

- European companies facing fierce competition, resulting in price pressures.
 - Competition from New Zealand: To decrease dependency on whole milk powder (WMP) exports to China and benefit from improved valorization for SMP and fat, New Zealand exported more SMP to Asia, the Middle East and Africa.
 - Competition from other origins such as Belarus, Russia, Turkey and China.
- Weak milk production in Europe (Ireland mainly), resulting in limited pressure for producers to drop their prices to the world market level.

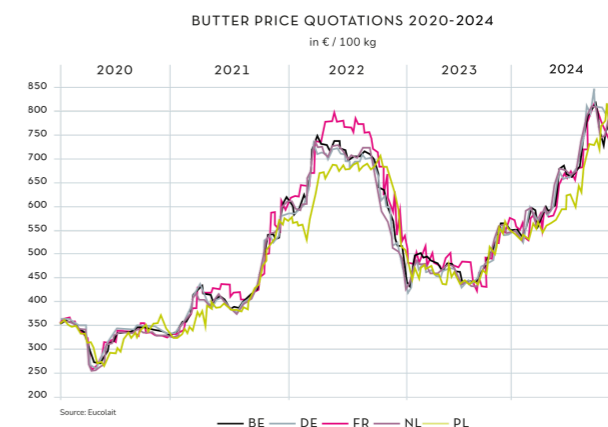
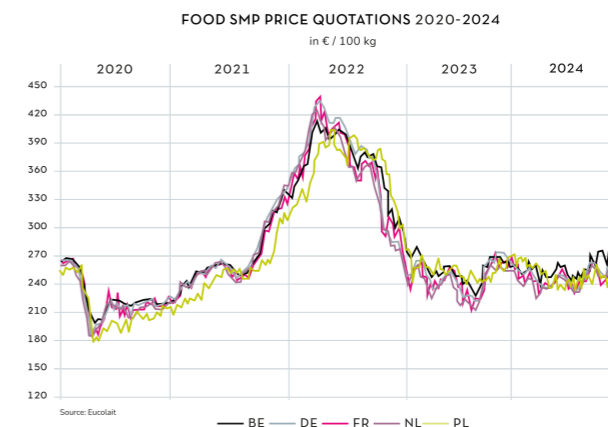
A stable market, combined with incoming purchase allocations based on European Union price indexes, negatively impacted our company results, as increased competition forced products to be sold with a discount.

Since New Zealand is one of the biggest exporters and is closely linked to China, developments in their market have a substantial impact on the global dairy market and sentiment. Price developments in the New Zealand market, especially for full cream milk powder, are a strong indicator of the demand in China. The first two quarters of 2024 showed stable and relatively low price development (around USD 3,150 – USD 3,450/mt), compared to the world

market. Weak demand from China due to an abundance of local milk production contributed to the sluggish price development. Consequently, New Zealand found alternative markets to sell its products. New Zealand's move into Africa, the Middle East and even Europe, further deteriorated Europe's competitiveness on the world market. For Q3 and Q4, it was expected that the bearish market would continue, driven by limited demand from China and higher production volumes in New Zealand (in line with seasonal patterns). However, the opposite happened. Production in China decreased, demand for New Zealand product increased and New Zealand prices rallied accordingly.

In Europe, pricing for fat products was volatile and reached record levels. Despite a bearish outlook going into 2024, prices went in the other direction. Butter started the year at EUR 5,000/mt and increased to EUR 8,000/mt during the year. Cream prices were even more extreme. Weak milk production in Ireland, combined with higher exports of butter to the United States, led to low stock levels in the market.

Butter prices in the United States and New Zealand were less volatile but also increased throughout the year. Despite the significant price disparity with Europe, exports from these regions to Europe were limited. This is due to differences in taste, long transit times and import duties.



Similar to butter and cream, the higher protein market has also been extremely tight, with demand outpacing supply. Europe's Whey Protein Concentrate (WPC) 80% prices ranged between EUR 8,500 and EUR 10,000 per Mt for the first half of the year, before rising to EUR 11,000 by year-end. The same situation was present in the United States, where very high demand led to high prices and insufficient supply. Whey Protein Isolate (WPI) 90% prices increased from USD 14,000/mt in the beginning of the year to USD 21,000/mt.

Due to high fat prices, milk prices paid to farmers increased steadily throughout the year. Friesland Campina's guaranteed milk price started at EUR 44.75/100kg of milk in January and finished at EUR 57.5/100kg in December.

Financial results

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Non-financial results

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Results

FINANCIAL RESULTS



Volume growth physical shipments

26%



Annual turnover

EUR1.1
Billion



Volume growth derivatives '21-'24

48%
CAGR

Financial results

Profit and loss

- Despite the difficult market conditions and logistical challenges, Numidia managed to increase the physical volumes shipped (26%) and the turnover (20%). The difference between the volume and the turnover growth is mainly driven by changes in the product mix. Additionally, the volume budget was exceeded by 8%.
- The growth is related to the following trends and developments:
 - High protein products as a growth market: 49% volume growth
 - Liquids as part of the backwards integration strategy: 135% year-on-year volume growth.
 - Growth in more developed regions of the Middle East, North America and Europe, which is driven by geopolitical and economic instability in less developed regions.
- Derivative volumes continued to experience double-digit growth into 2024. However, the growth rate decreased, falling from 64% CAGR from 2020-2023 to 48% from 2021-2024. This aligns with our strategy to maintain a healthy balance between the physical book and the derivatives book.

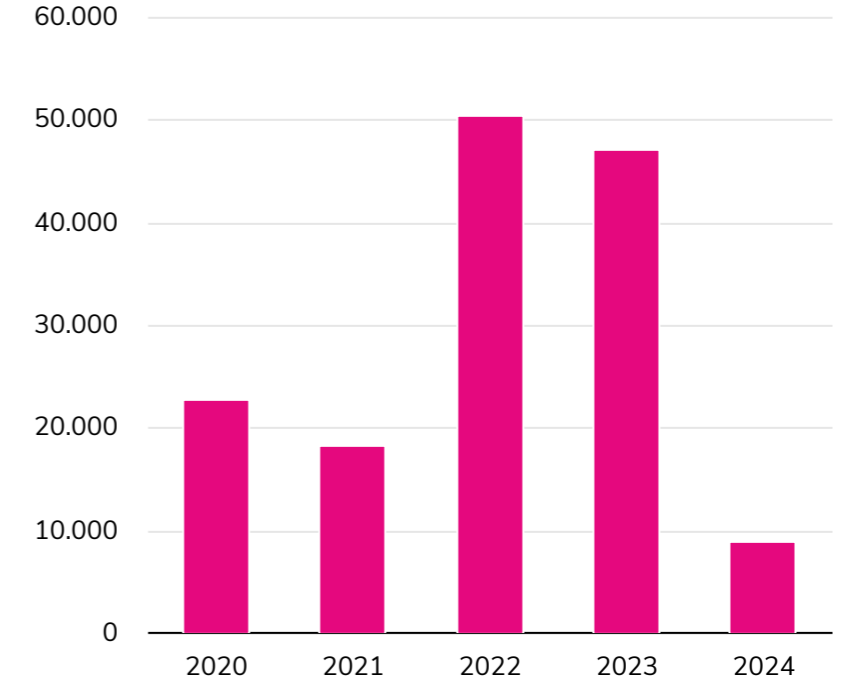
Unfortunately, the turnover and volume growth did not result in a higher gross margin. The gross margin decreased from EUR 47 million in 2023 to EUR 9 million in 2024.

2024 was a "perfect storm" for Numidia, as several negative factors materialized in a short amount of time, including:

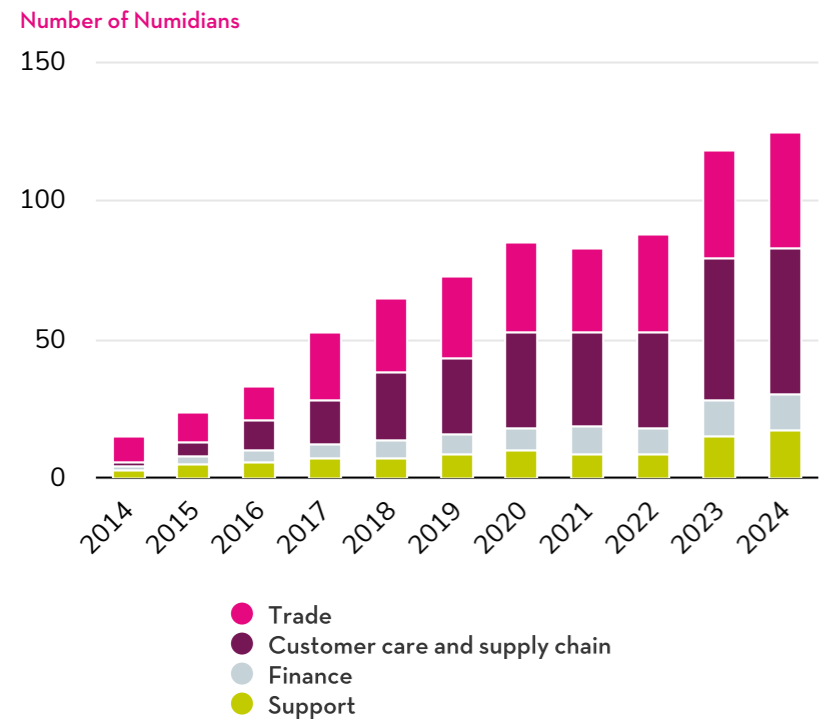
- Low volatility, mainly for powders
- Logistical challenges, such as the Red Sea crisis

- High interest rates impacting costs, demand patterns and inventory levels
- Troublesome conditions in Africa resulting in loss of business and additional costs
- Erratic market movements

Gross margin on turnover 2020-2024



The realized gross margin was not sufficient to cover the fixed costs, resulting in a net loss of EUR 13.5 million compared to EUR 16.0M profit in 2023. This is first loss making financial year in Numidia's history.



Despite a net loss, Numidia remains focused on strengthening and developing the organization with a long-term view.

We have expanded our team by seven Numidians on a net basis. However, we also strive for efficiency, which supports our ambition to grow volumes. In 2024 we achieved that goal. Despite the investment in human capital, we managed to keep our OPEX stable at EUR 19.1 million (2023: 19.2 million). As a percentage of turnover, it shows a significant efficiency gain, decreasing from 2.1% in 2023 to 1.7% in 2024.

The graph above shows the number of employees at year-end, including interns, volunteers and statutory directors. Agents, independent sales representatives and VCC employees are excluded. The average number of FTEs employed is reported in the notes to the consolidated profit and loss account.

Balance sheet

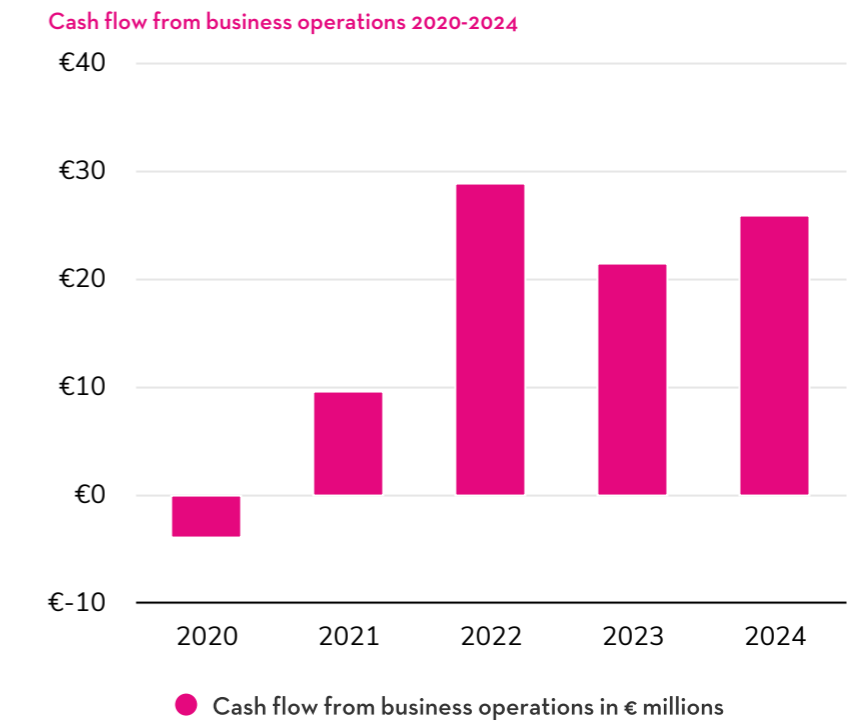
Liquidity and working capital control are paramount in any case, but even more so when results are declining. We have managed to control our working capital and safeguard liquidity all throughout the year.

- From December 2023 to December 2024, working capital reduced by EUR 34 million. In Q2 of 2024, it peaked in line with normal seasonality.
 - Inventory has been reduced year-on-year with a days inventory outstanding of 17 days compared to 29 days in December 2023. Tight inventory control is key in safeguarding liquidity and balancing working capital with profitability.
 - Accounts receivable increased due to higher turnover, while days sales outstanding remained stable around 47 days.
- The cash conversion cycle is a key metric in measuring an organization's ability to convert positions into cash. In 2024, Numidia managed to reduce the cycle from 43 days to 28 days.
- During 2024, the tangible net worth (TNW) decreased by EUR 14 million to EUR 43 million. The TNW has been calculated in line with the bank covenant definition and results in a covenant breach.
- Solvability slightly decreased as a result of the TNW decline.
- The current ratio ultimo 2024 is 1.19 (2023: 1.27 ultimo).

2024 investments in tangible fixed assets amount to EUR 4.4 million and mainly relate to the extension of the office building in the Netherlands.

Cash flows

The 2024 cash flow from business operations was EUR 25.9 million positive, as we managed to offset the negative operating profit with a decrease in working capital. This marks the 4th consecutive year of positive cash flow from business operations.



● Cash flow from business operations in € millions

Financing and related requirements

Numidia's operations are largely financed through an asset-based credit facility. In 2023, Rabobank joined the syndicate with Deutsche Bank and ING Bank. The total credit line amounts to EUR 180 million, of which EUR 30 million is conditional. On 31 December 2024, a total of EUR 57 million was utilized. The Tangible net worth (TNW) and Interest cover ratio (ICR) covenants have not been met per December 31, 2024. This covenant breach has been waived by the bank syndicate and has been reset for 2025.

Outlook

Management expects that the reset covenants will be met. This expectation is underpinned by:

- The latest order book and mark-to-market.
- The trade position.
- The strategic positioning and market trends.
- Recent results.
- Historical figures.

Management has the highest attention for operational and financial performance and applies continuous monitoring. Any unexpected event identified or material change in the outlook will be acting upon immediately.

NON-FINANCIAL RESULTS

About this section

This annual report integrates the financial performance, as reported in the financial statements, with our non-financial performance on 2024. Next to that it also contains an outlook with ambitions and goals for 2024 and beyond. The reporting scope of the non-financial information is in line with the financial statements and covers the operations of all consolidated companies.

The financial statements have been prepared in accordance with Part 9 of Book 2 of the Dutch Civil Code. The assurance statement for the financial statements can be found in the [Independent auditor's report](#).

No external assurance is given with respect to non-financial information. Any reference to CSRD or GRI is on a 100% voluntary basis, based on intrinsic motivation and previously anticipated CSRD obligation over financial year 2025.

Introduction

Numidia annually assesses its environment, social and governance (ESG) performance and progress through EcoVadis, the global leader in business sustainability ratings. The EcoVadis assessment evaluates 21 sustainability criteria across four core themes: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement. EcoVadis enables us to measure performance, uncover risks and identify where and how we can improve our overall ESG impact. In October 2024, we received our latest rating, scoring 81 out of 100 points and earning a Platinum medal, placing Numidia in the top 1% of companies rated by EcoVadis in the Wholesale of food, beverages and tobacco industry.

POINTS:



56



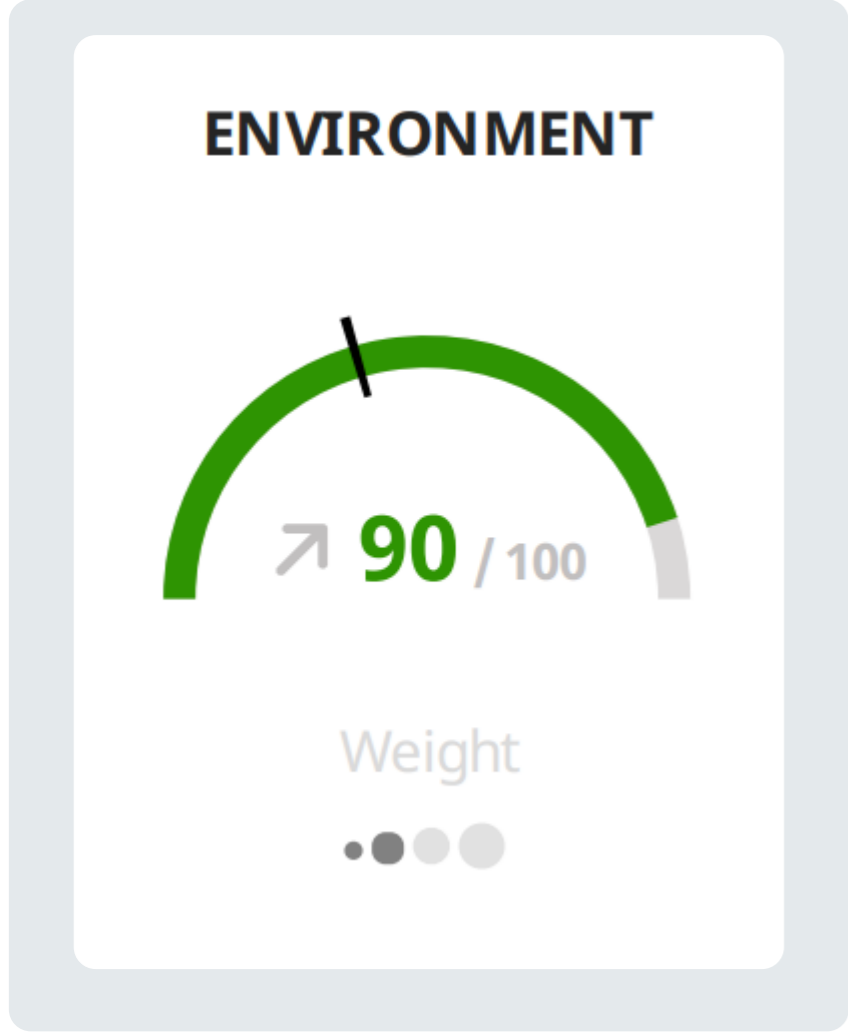
73



76



81



Environmental results

EcoVadis' environment theme evaluates companies' environmental impact and sustainability practices.

Numidia ranks in the top 1% of companies rated by EcoVadis in the Wholesale of food, beverages and tobacco industry in the environment theme.

Climate change

Introduction

Numidia has a strong focus on reducing any adverse impact on the environment caused by its processes, as well as those of its partners. The material topic, Climate change, concerns the reducing, minimizing and compensating of greenhouse gas (GHG) emissions resulting from Numidia's operations and the operations in our value chain.

We hold a leading position in the market when it comes to the environment. Numidia was the first global dairy trader to map its CO₂ emissions (2018), and we have been fully compensating for them since 2019.

Our own carbon footprint is compensated using CO₂ certificates from a methane reduction project on dairy farms. The footprint of transport and warehousing organized by Numidia is compensated using CO₂ certificates from renewable projects under the VCS standard.

By doing so, we ensure that the process from collecting the goods from the supplier to delivering products to our customers, including our own activities, is compensated and therefore CO₂ neutral. Of course, preventing CO₂ emissions is even more important than compensating for them.

Carbon emission and offset

Numidia is continuously refining its policy on carbon emission and offset. For example, as of 2025, all new lease cars are fully electric. We also exclusively use renewable energy to prevent CO₂ emissions from energy generation.

We have adjusted our target to be more ambitious: by 2030, we aim to reduce our scope 1 and 2 CO₂ emissions by 75% (compared to our 2019 baseline). In 2024, we achieved a CO₂ reduction of 56% compared to 2019.

Below table shows the scope 1+2 reduction versus 2019:

(in %)	2022	2023	2024
Goal in 2030 (vs 2019) 75%	56	56	56

We have assessed our scope 1, scope 2 and various scope 3 emissions. This means we have identified CO₂ emissions not only from company-owned office buildings, business travel and commuting but also from the transportation of products (by ship, train or truck) and third-party warehousing (storage and freezing). All the emissions identified in Numidia's carbon footprint are offset using carbon credits from the VCS or Gold Standard platforms.

The table below includes an overview of Numidia's total CO₂ emissions.

in tCO ₂ -eq	2022	2023	2024
Scope 1	0	0	0
Scope 2	11	11	11
Scope 3: Services	15,478	17,949	21,024
Scope 3: Workforce mobility	259	253	524
Total CO₂ emission	15,748	18,213	21,600

The emission increase from 2022 to 2024 is fully related to increasing sales volumes. The emission per Mt of product shipped has remained stable at 0.052.

Waste management

Waste management is also a material topic within the environmental sector.

Numidia produces no hazardous materials, and waste is a relatively small part of its environmental impact. Nevertheless, all employees are responsible for properly separating waste in the following streams: plastic, metal, drink cartons (PMD), residual waste and paper/carton.

The figures below shows the amount of waste (ton) and CO₂e (kg) emissions per category in 2024.

Waste streams	Weight (ton)	CO ₂ e emission (kg)
Plastic, Drink cartons	0,887	487.0
Paper/Carton	4,079	743,60
Residual waste	4,971	2714.2
Hazardous waste	0,0	0,0
Total	9,937	3,944.6

Recycling

Each waste stream has limitations on how much can be recycled. See the figure below for the recycling potential of each stream.

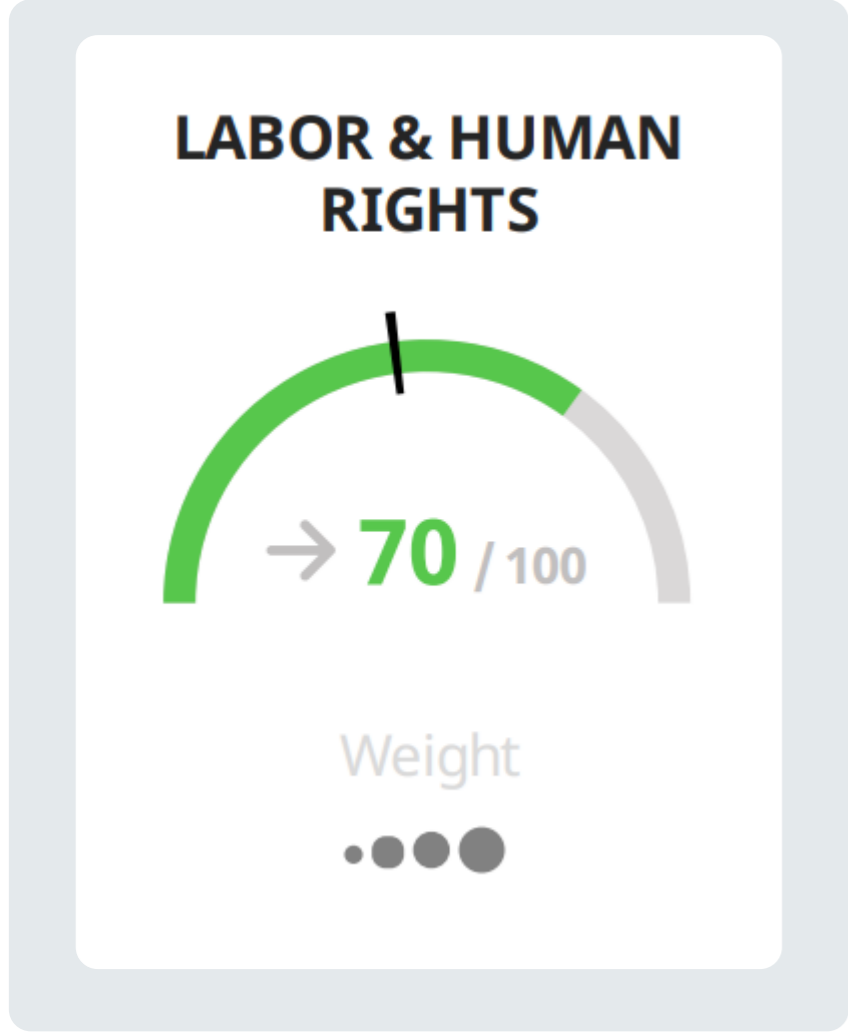
Waste Stream	Recycling
Plastic, Drink cartons	57.0 %
Paper/Carton	99.5 %
Residual waste	1.4 %
Total average	46.7 %

In 2024, we implemented a new system for measuring waste data and management. After recycling, our total CO₂e emissions from waste amount to 3,944.6 kg.

This year will serve as the baseline for future reporting on waste streams.

With this enhanced measurement system, we now have more precise data for each waste stream, enabling improved tracking of associated emissions and the impact of waste prevention efforts.





Social results

The Labor & Human Rights theme evaluates companies' health and safety standards, working conditions, career management and human rights practices. Numidia is in the top 14% of companies in the Wholesale of food, beverages and tobacco industry.

Human capital

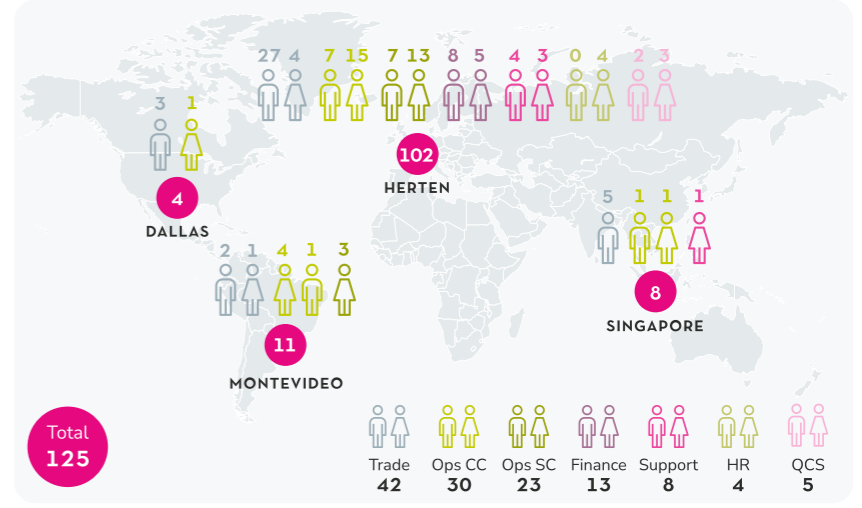
Great Place To Work: four years in a row

For the last four years, Numidia has participated in the in the Great Place To Work (GPTW) survey. We were awarded the GPTW certification in 2021, 2022, 2023 and 2024. The table below shows the 2024 results. When comparing these results to those from 2023, we see improved scores.

in %	2022	2023	2024
Overall response rate	92	93	92
"Taking everything into account, I would say this is a great place to work."	81	88	94
Score on the Trust Index	79	84	86

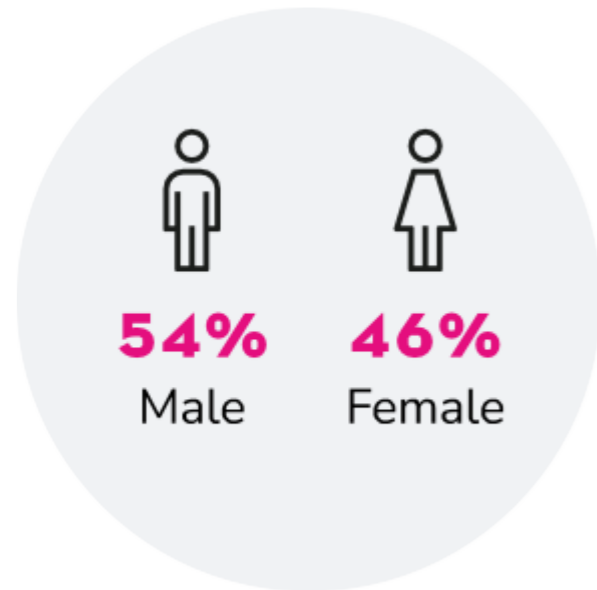
Numidians in numbers

Our success starts with the hiring and training of world-class employees. In 2024, we hired 36 new employees.



We invest in the Numidians, our human capital and our most important assets. In 2024, each of our employees took part in a tailor-made training and development program with an average of 25 hours of training. Male and female employees received an equal amount of training. We offer our various training options through the Numidia Academy. Several of these training courses are mandatory, as determined by the employee's role within the company, and attendance is recorded accordingly.

Diversity, equity & inclusion



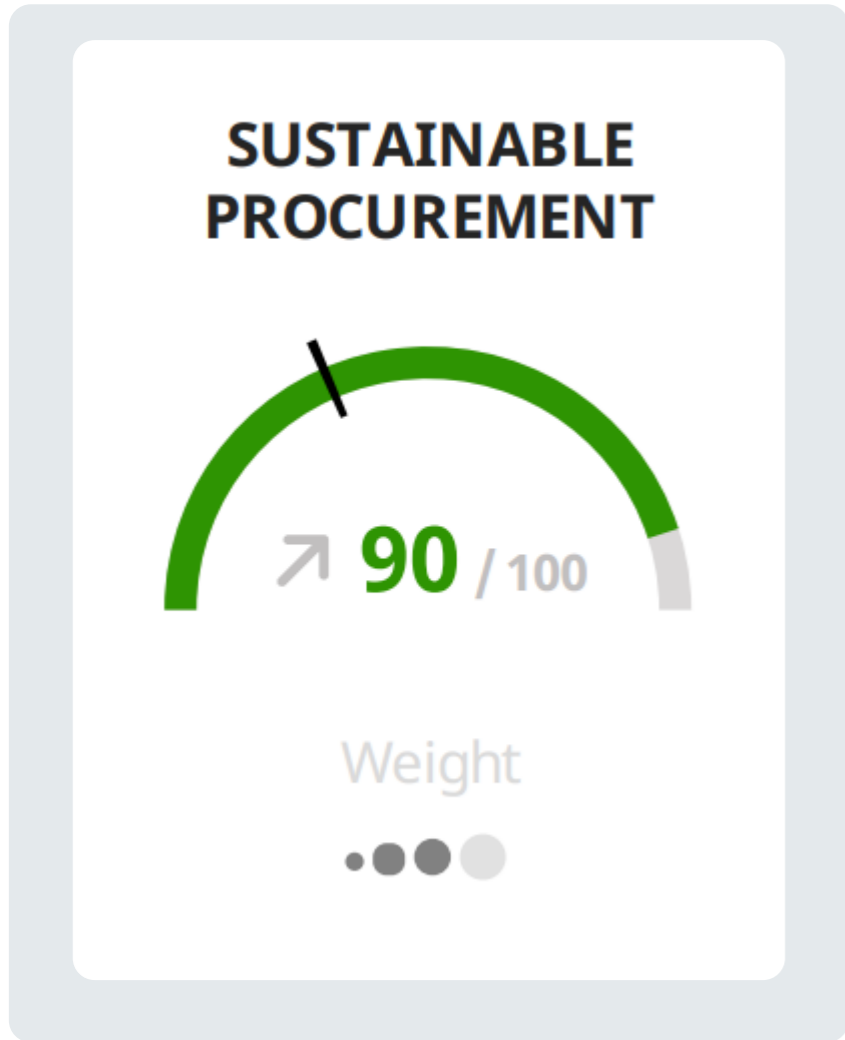
In 2024, we had 125 Numidians. The Numidians represent 30 nationalities. We value the diversity of our team, and we strongly believe that we are more successful when we understand the cultures and backgrounds of our customers and stakeholders. Our company culture is inclusive of different views, and we do not look at the world exclusively from a "Western" perspective.

Additionally, our workforce has a well-balanced gender distribution between males and females as well as across various age groups.

Community stewardship

Numidia invests significant resources in community stewardship through our charity organization and several sponsorships. In total, we have spent EUR 244 thousand on community stewardship. This translates into EUR 1,950 per Numidian.





Human rights in the value chain

The Sustainable Procurement theme evaluates how companies integrate environmental, social and ethical factors into their supply chain management. Numidia ranks in the top 1% of companies rated in the Wholesale of food, beverages and tobacco industry.

Since we are not directly involved in production, our strategy is to work through our suppliers by setting clear standards. Our mandatory Code of Conduct is a key instrument to this. In 2024, all suppliers had signed the Code of Conduct, resulting in 100% compliance with our internal policy.

Product safety & quality and Supply chain transparency

Numidia attained the BRC Agents & Broker and IFS Broker certification in 2018 to ensure product safety and quality throughout the supply chain. For the European feed market, Numidia has been GMP+ certified since 2014. Numidia is also certified to trade in organic products. With these certifications, we demonstrate that we follow best practices for product traceability, bridging the gap between production and distribution. We see it as our responsibility to ensure that the safety and quality of the products that are produced by our suppliers is maintained during transport, storage and delivery. In 2024, we achieved a 100% IFS score and earned an AA rating in the BRC audit. Additionally, for the GMP+ audit, we did not receive any minor or major non-conformities.

Non-conformity results

Numidia's management system is used to register any issues related to, among other topics, environment, services, products, health and safety and working conditions. These issues are logged as non-conformities. Issues that pose a threat to public safety are called food or feed safety issues. The ultimate goal of logging non-conformities is to prevent them from occurring and thereby improve service delivery to our suppliers and customers. The

non-conformance team meets at least bi-weekly to discuss all non-conformities. The purpose of these frequent meetings is to respond quickly and take the necessary actions to effectively manage incidents and/or potential emergency situations that impact product safety, legality and quality and to enable the effective withdrawal and recall of products. The team is also available immediately in case of a (potential) emergency. In 2024, 547 non-conformities were submitted, which is equal to 0.12% non-conformities per metric ton (MT) of product. All registered non-conformities (NC) are evaluated as part of the annual management review. Internal audits of procedures and processes allow us to continuously improve our processes. For 2025, our target is set at 0.08% NC/MT.

Access to healthy dairy products

Individual customers



In 2024, we served 735 customers and completed 14,135 unique sales transactions. Without dairy traders, many of these customers would lack access to dairy products.

Within the dairy product portfolio, high-protein milk powders is growing into a substantial market. These powders contribute to a healthy lifestyle and are in high demand. Numidia has a strategic focus on this segment and has achieved a 49% growth in sales volume in 2024.

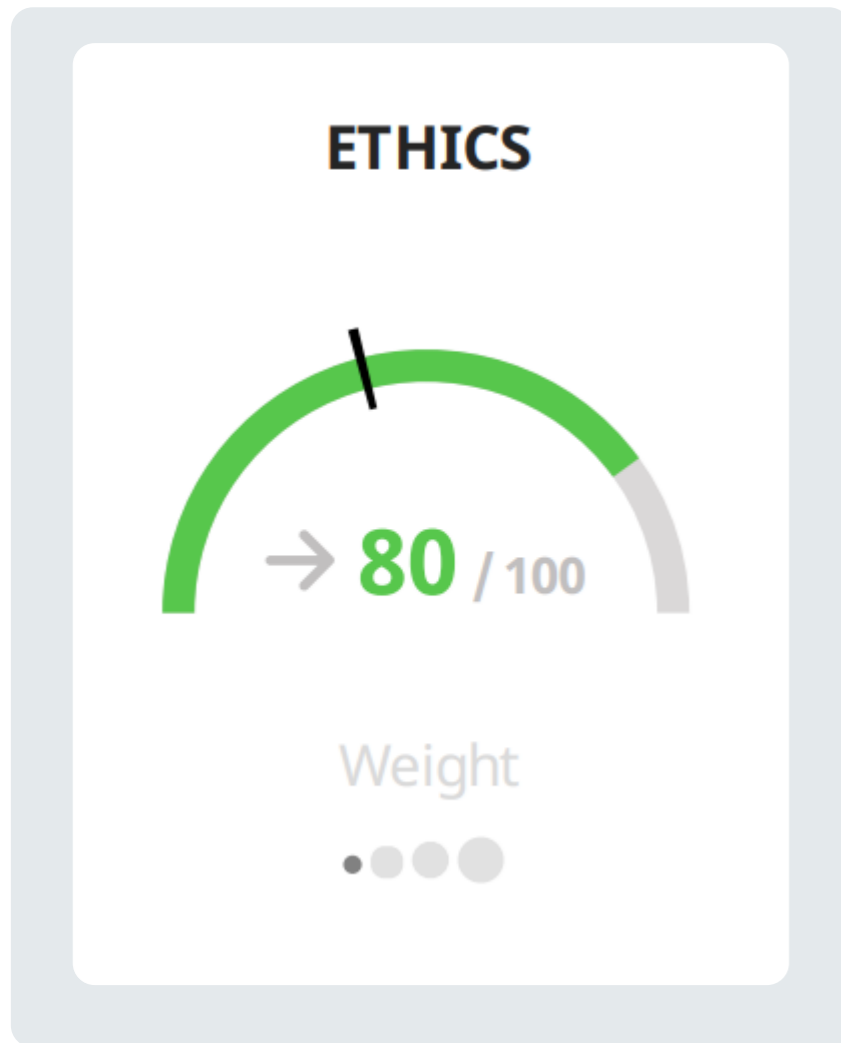
Net Promoter Score (NPS): 69

The success of our company depends on the satisfaction of our customers. 80% of responded customers are likely to recommend Numidia to a business relationship. Customers mention the product and service level of Numidia as well as the communication with Numidia as reasons for their response. The final score of 69 is a substantial improvement vs. 2023 (37). The NPS score is calculated by subtracting the detractor percentage from the promoter percentage.



NPS Score Customers

69



Governance results

Business ethics and conduct

The Ethics theme evaluates companies' issues related to corruption and bribery, anti-competitive practices and responsible management of information.

Numidia is in the top 5% of companies in the Wholesale of food, beverages and tobacco industry.

We are a member of Sedex (Supplier Ethical Data Exchange), a global non-profit organization promoting transparency in supply chains. Sedex enables us to share and receive information related to labor conditions, the environment, ethics and business practices.

Numidia passed the initial SMETA audit in 2021. Since this audit needs to be renewed every three years, a subsequent audit was completed in 2024, resulting in a positive outcome.

The audit confirmed several strengths within our operations. No instances of forced labor, child labor or discrimination were identified. Wages were found to meet or exceed legal and industry standards, and employees expressed satisfaction with their workplace environment. Furthermore, there have been no reported workplace accidents or injuries in the past five years, and no major environmental concerns or legal violations were noted.

Despite these positive findings, the audit highlighted some areas for improvement:

- The absence of a works council.
- In terms of health and safety, risk assessments did not account for ergonomic risks associated with screen work.
- Fire evacuation drills were conducted, but they were not properly documented.

All of these topics have been translated into actions.

The audit also identified opportunities to enhance our internal processes. While we have strong policies in place regarding human rights and ethical conduct, employee training in these areas needs further development. Similarly, internal communication, particularly between departments, could be improved to ensure greater transparency and efficiency.

Numidia has an extensive Know Your Customer (KYC) procedure. New customers are screened for:

- Ultimate Beneficial Owner (UBO) identification
- Sanctions
- Political exposure

We engage with an external party to conduct these investigations. Various international sanctions lists are consulted, and the level of screening depends on the availability of information. The most commonly screened lists are the OFAC (Office of Foreign Assets Control), the BIS (agency of Industry and Security) and the European Union Restrictive measures (sanctions) list.

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Value creation and strategy

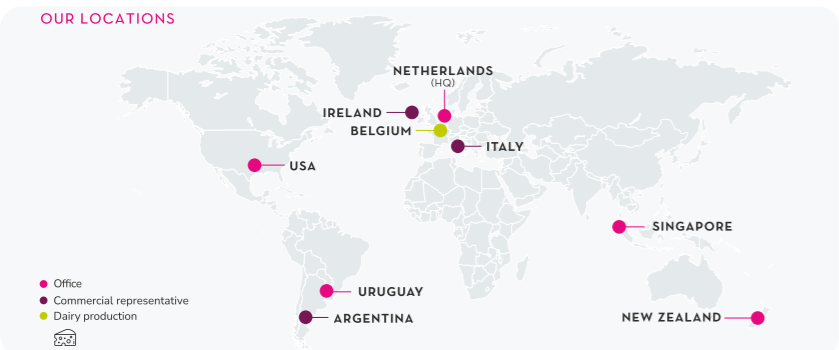


ORGANIZATIONAL STRUCTURE

Introduction

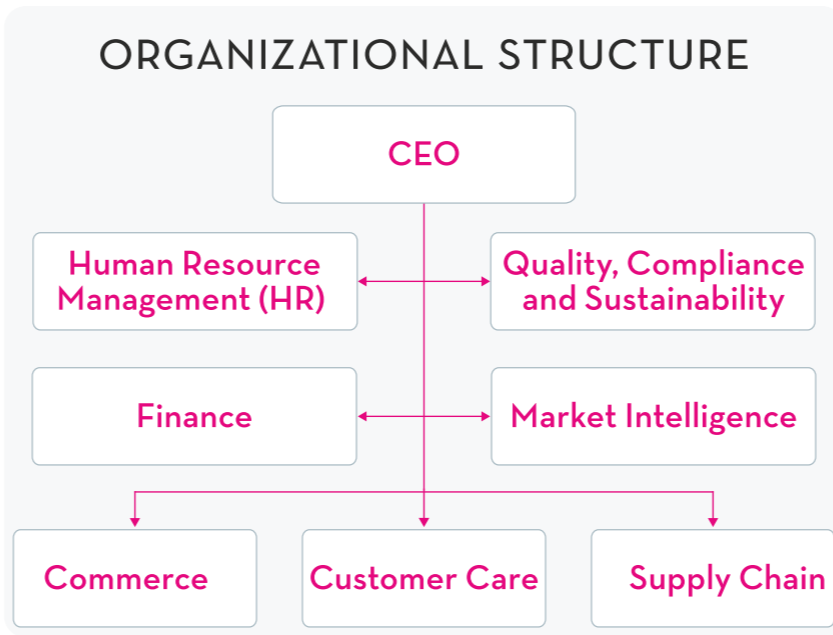
The Numidia group's head office is in the Netherlands, with branch offices in the Netherlands, Singapore, the United States of America and Uruguay. With local sales representatives across the world, Numidia is well-equipped to serve the global market.

The management team at the head office makes the main strategic decisions, while the branch offices focus on commercial account management, customer care and supply chain sourcing. All staff functions are centralized in the Netherlands.



Management structure

Our management structure is based on the main functions and processes within our company and the required segregation of duties.





Board of directors

The CEO, CFO, CCO (2x), the HR Director and the secretary make up our Board of Directors (BoD). All members of the board are employed and located in the Netherlands. The statutory directors and Ultimate Beneficial Owners (UBO) of Numidia Holding are members of the BoD.

Har Daamen has resigned from his function as HR Director, but remains part of the BoD as the secretary. In 2024, Silke Staaks was appointed as new HR Director and BoD member.

The BoD's main function is to make decisions on strategy, capital allocation and investments, risk management, sustainability and governance.



Han van Hagen

Chief Executive Officer since 2015 and Statutory Director since 2023

Additional activities: board member of the Numidia Charity Foundation



Paul Hawinkels

Chief Financial Officer since 2018



Aziz Mahnin

Chief Commercial Officer and Statutory Director since 2011

Additional activities: board member of the "Sporten en Bewegen Swalmen/ Boukoul" foundation.



Maurice Daamen

Chief Commercial Officer and Statutory Director since 2014

Additional activities: board member of the “LMC topvolleybal” foundation, board member of the “Coöperatie Eredivisie Volleybal Nederland” cooperative.



Silke Staaks

HR Director since 2024



Har Daamen

HR Director from 2011 to 2024 and secretary since 2024

Additional activities: board member of the Numidia Charity Foundation

All members of the BoD have extensive knowledge of the dairy industry and their respective areas of responsibility. The BoD brings a collective experience of over 70 years in the dairy industry.

Legal structure

We have included a complete overview of the legal entities involved in our financial report: Note 23 of our separate financial statement 2024. All group companies are limited liability companies and (indirectly) owned by Numidia Holding B.V.

Pursuant to Section 2:403 of the Netherlands Civil Code, Numidia Holding B.V. has issued a liability declaration and therefore accepts full liability for all Dutch legal entities within the Numidia group. The Vonk Culinary Cheese joint venture, in which Numidia holds 50% of shares, is not considered a group company for reporting purposes.

BUSINESS MODEL

Introduction

The business model is key to understanding how Numidia adds value for its stakeholders.

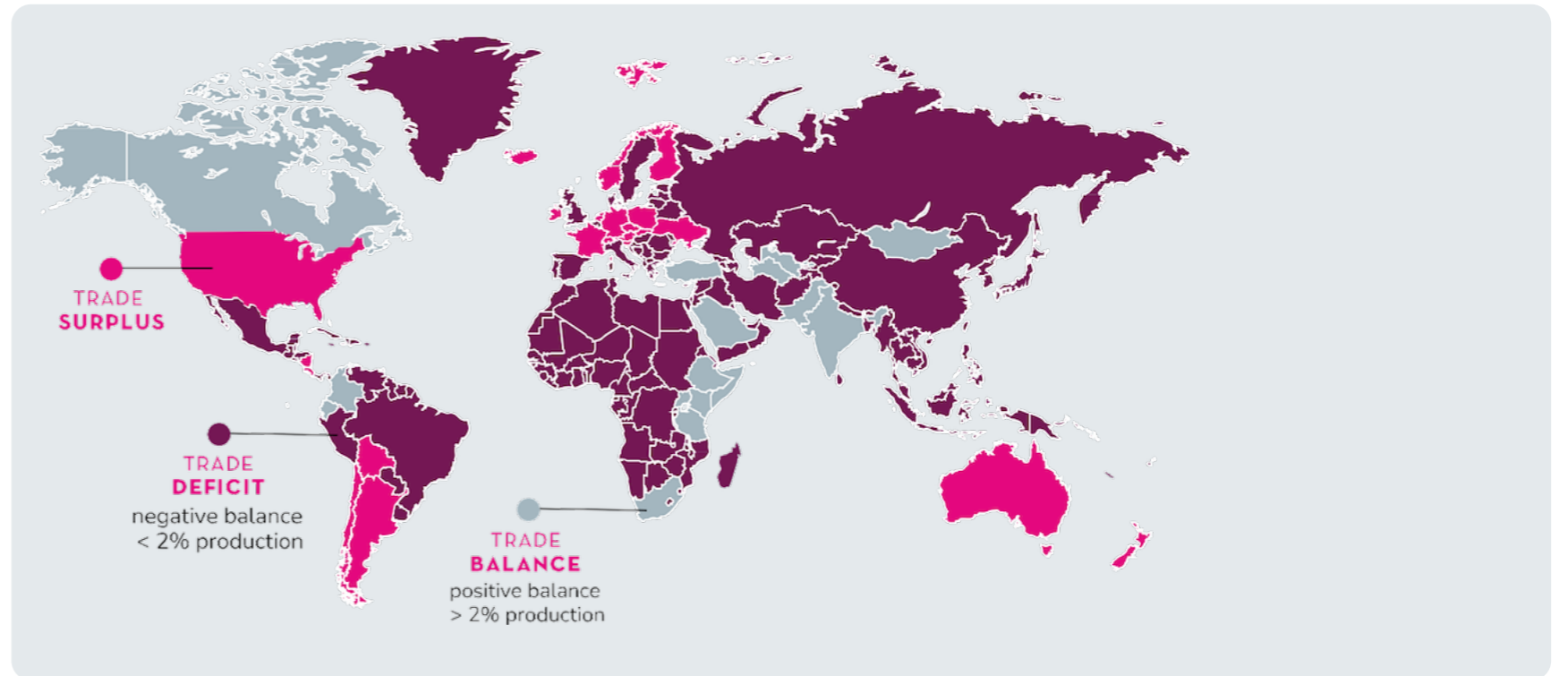
Traders perform a key function in the dairy market. There is a natural imbalance between production and demand, and traders are crucial for bridging this gap and making dairy products available across the world.

Numidia’s global presence is tailored to the adjacent picture, with offices across the world. Our offices are mainly based in the trade surplus regions, where representatives can engage with suppliers and serve customers across all regions and time zones.

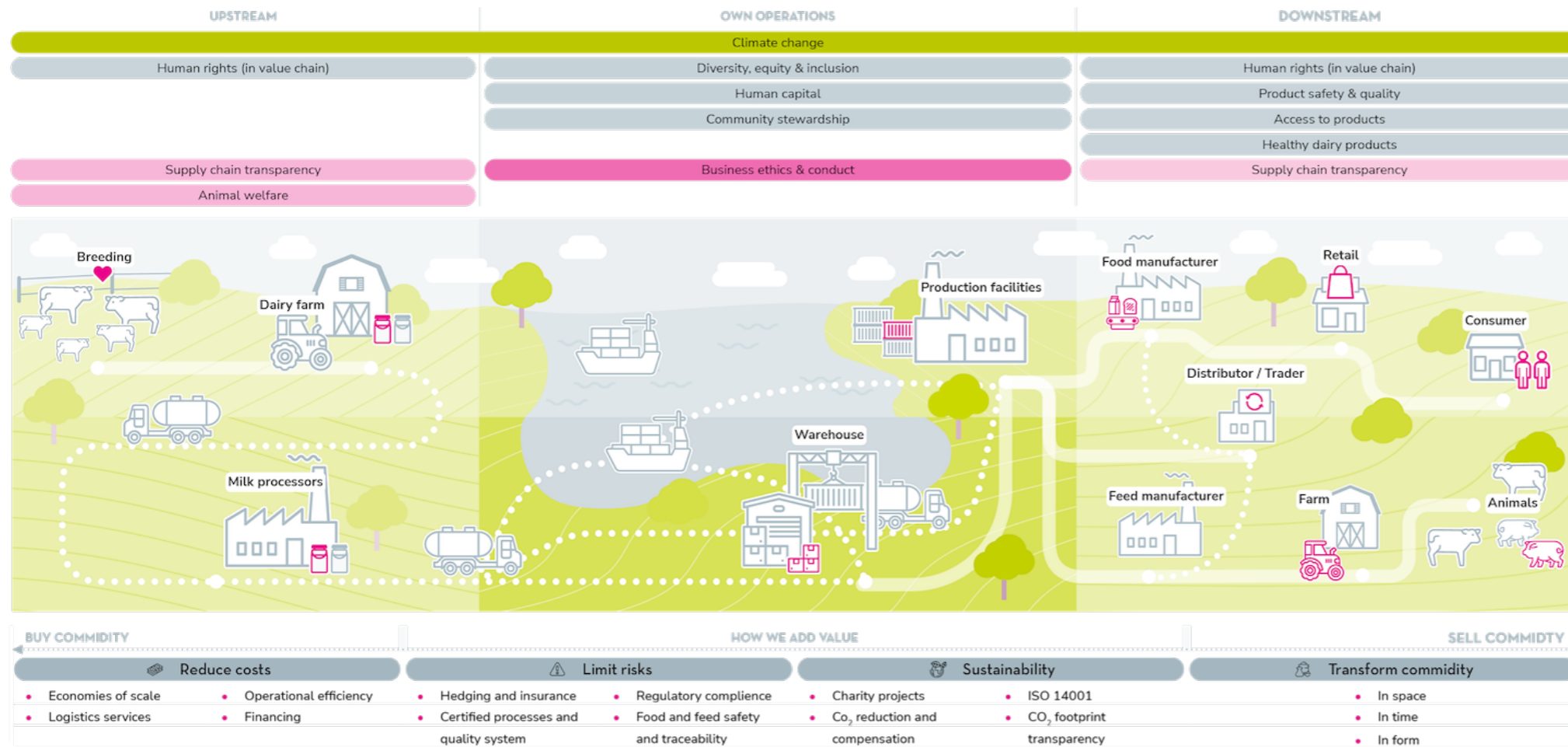
Value chain model

The value chain model, which is depicted on the next page shows a visualization of:

- The upstream and downstream activities we are (directly and/or indirectly) involved in.
- The related material topics, which will be further elaborated on in the sustainability statements.
- The added value Numidia delivers throughout the value chain.



Value chain



Added value

The ability of many of our customers to conduct business is restricted by their geographical footprint, their ability to finance working capital and a mismatch in product specifications, product knowledge, supply chain knowledge, shelf life of products, etc. As a trader, Numidia helps them overcome these restrictions, enabling the connection between suppliers, distributors and producers globally.

The four categories of added value are:

- **Reduce costs:** We can store, transport and finance products at lower costs than most of our customers can individually. We achieve this through economy of scale and operational excellence.
- **Limit risk:** We can take care and cover the risk for our customers by means of a comprehensive risk management framework. These risks range from product risk, to financial risk to compliance risk.
- **Transform commodity:** To bridge the gap between supply and demand, we can transform a product in three ways:
 - Ship the product from the supplier's location to the customer's locations.
 - Store the product for a period of time, bridging the gap between the moment of production and the moment of demand.
 - Transform the product's form. This can be done through several value-adding changes to the product (e.g., freezing, defrosting, blending, repacking, etc.). We can adjust the product to the specific requirements of the customer.
- **Sustainability:** The value-adding activities within the three categories above are all conducted with a focus on sustainability. Numidia has a sustainability framework in place so that we can offer customers a carbon-compensated service with respect for the environment and nature.

Product portfolio



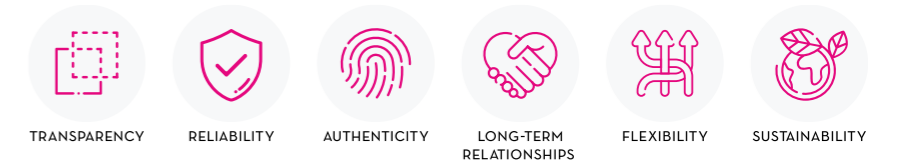
The added value of our service is inseparable from our products themselves. To achieve an optimal customer experience, it is important that good service goes hand-in-hand with a quality product.

Dairy commodities can be separated into three groups: fat (e.g., butter and cheese), protein (e.g., milk powders) and liquids (e.g., cream). Many traders are focused on one of these product groups, whereas Numidia can offer a full range of products. This has several benefits:

- We can offer customers a one-stop shop for dairy commodities.
- We understand the unique market dynamics of each product category. By trading in the full range of products, Numidia has expert knowledge of the market and opportunities for hedging. Combined with the ability to trade in derivative markets (through futures and options), this creates a very powerful union.

Values

We have six core values that form the basis of the service we deliver to our partners. We conduct our operations along these values and believe that they contribute to the best possible results for our partners and employees.



Transparency

To underline the transparency of our open and direct culture, we have one work floor per office. All directors, managers, staff, interns and seasonal workers are on the same floor; there are no separate offices. Employees are encouraged to approach each other with questions, ideas or requests for help—in person if possible, or via phone, email or Teams message if someone is not at their desk. There are also several meeting rooms available where employees can sit and talk in private. Transparency also involves providing feedback on a regular basis. In addition, short- and long-term plans and goals are shared during quarterly information sessions that are open to all employees.

Reliability

We say what we do, we do what we say and we have the evidence to prove it (i.e., certificates). We keep the promises we make to our customers, suppliers, business partners and each other. We formalize personal goals and plans, and we review them twice a year.

Authenticity

We make sure that all Numidians are heard. We value their opinions and views; in other words, we value their authentic selves. This is true for all employees, past and present. When an employee leaves the company, he or she is offered an exit interview with HR. During this interview, they have the opportunity to speak freely about their time at Numidia: the good things, but also the things that could be better. In this way, we gain insight into our areas of improvement. While the individual interviews are kept confidential, the overall results from multiple exit interviews are included in a report to the Board of Directors.

Long-term relationships

We are in it for the long haul. In other words, we always strive for long-term relationships with our employees and our business partners. Honesty is the key to good relationships, which is why we conduct performance reviews twice a year. As part of the review, we ask employees to review Numidia as an employer and provide feedback on their manager and position within Numidia.

Additionally, we invest in our employees, and we are not afraid of commitment. We offer employees an indefinite employment contract after only 19 months.

We value good relationships — not only between employees and Numidia as an employer, but also among our employees. That is why we have the "Numidia Party Squad" to organize fun and informative events for Numidians around the world. To improve the bonds between our employees, we also organize an annual party in July. All employees, including those abroad, are invited to spend a week in the Netherlands. During this special week, they also undergo training and get to spend time with colleagues in person. In addition, directors regularly visit our Numidia offices abroad.

Flexibility

If COVID-19 taught businesses one thing, it is that employees are flexible. Of course, we knew this already. We are not confined to a set of rules and measures; if there is a better way to complete a task, we do it. That is why we love good ideas. As a flat organization, we are agile and able to make changes quickly and easily, without having to navigate unnecessary bureaucracy.

Employees have the flexibility to work from home one to two days a week and to plan their own working day.

Working conditions and terms of employment for all employees are outlined in the Staff Handbook.

Additionally, the results of the internal semi-annual reviews and the Great Place to Work surveys provide insight into our employees' circumstances and help identify opportunities to improve their working conditions. We utilize their feedback to gain insight into our areas of improvement.

Sustainability

Numidia initiated its sustainability journey in 2018, guided by a strategic vision and an intrinsic motivation to make a difference. Sustainability is embedded in our strategy and considered in all of our major business decisions.

We convey this value to our employees, who share the same ambition to make a difference, and to our external partners, striving to embed it in our cooperation. We achieve this by offering green routing, applying our Code of Conduct and involving them in our double materiality analysis.



WE SAY WHAT WE DO AND WE DO WHAT WE SAY.

Certifications and memberships

We strive to outperform our competitors in product and process management. This is demonstrated by our various certifications and memberships.

Numidia is a certified International Features Standards (IFS) Broker and British Retail Consortium (BRC) Agent and Broker for the food market. We also hold a Good Manufacturing Practices Plus (GMP+) certification for feed safety.

In the context of corporate social responsibility, we are a member of the Supplier Ethical Data Exchange (SEDEX) and are GPTW certified.

In regards to our ESG performance, we were awarded the Platinum Medal by EcoVadis, placing us among the top 2% of audited companies in our field. We have an ISO14001 certified Environmental Management System in place, including a CO₂ module.

We are recognized by the Dutch customs authority as an Authorized Economic Operator (AEO). We are also SKAL certified, which allows us to trade in organic products.



NUMIDIA INITIATED ITS SUSTAINABILITY JOURNEY IN 2018, GUIDED BY A STRATEGIC VISION AND AN INTRINSIC MOTIVATION TO MAKE A DIFFERENCE. SUSTAINABILITY IS EMBEDDED IN OUR STRATEGY AND CONSIDERED IN ALL OF OUR MAJOR BUSINESS DECISIONS.

MARKET TRENDS, DEVELOPMENTS AND OUTLOOK

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GLOBALLY, MILK PRODUCTION IS ANTICIPATED TO GROW BY 1.6% ANNUALLY OVER THE NEXT DECADE, REACHING APPROXIMATELY 1,085 MILLION MT BY 2033 AND OUTPACING GROWTH IN MOST OTHER MAJOR AGRICULTURAL COMMODITIES.

In 2024, milk production in the EU-27 and the United Kingdom was aligned with the low run rate of 2023. This past year, weather had a large influence across different parts in Europe. In the North-West, countries endured a very wet spring, impacting the conditions for dairy farming. Additionally, the heat, along with the bluetongue virus that crippled back up, further disrupted dairy farming operations. By fall, conditions improved slightly and milk prices were up. These factors contribute to a moderately favorable outlook entering 2025. According to RaboResearch, milk volumes are expected to grow modestly by 0.3% in 2024 and 0.8% in 2025.

Globally, milk production is anticipated to grow by 1.6% annually over the next decade, reaching approximately 1,085 million Mt by 2033 and outpacing growth in most other major agricultural commodities. However, within the European Union, production is expected to decline by -0,2% annually over the next decade till 2035 (European Commission). This decrease reflects a decline in dairy herd sizes and a less pronounced increase in yields compared to past decades. In Western Europe, the decline is expected to be even higher, offset by higher growth in Eastern Europe.

Dairy herd sizes in the United States and Canada are expected to remain stable, with production growth stemming primarily from further yield gains. Meanwhile, New Zealand, a country that relies heavily on grass-based systems, remains a standout as the most export-oriented milk producer globally, despite accounting for just 2.5% of global output. Growth there has plateaued recently, with a projected annual increase of only 0.5% over the next decade, constrained by environmental policies, land limitations and the upcoming pricing of methane emissions.

Other than milk production, several global factors are likely to keep influencing trade flows. The economic shock caused by the COVID-19 pandemic led to shrinking economies, falling GDPs, a slump in international trade, rising costs and inflation. However, the global economy showed resilience and began to recover. That recovery has been tested again by geopolitical tensions. The ongoing Russia-Ukraine conflict, which began in February 2022, continues to weigh on economic prospects. Meanwhile, crises in the Middle East escalated toward the end of 2023, particularly in Gaza, and intensified in 2024. These conflicts have driven shipping costs up and disrupted supply chains, making it harder for businesses in regions like the Middle East and parts of Asia to compete in European markets. This has opened opportunities for exporters from China, Belarus, Russia and other emerging players in the dairy export market. This will have an impact on the market dynamics in Europe.

These global events also impacted oil prices in 2024. While the oil prices were similar in the start of the year as in the end of the year close to 74\$, there was a price spike in the end of March at 86\$, and again in June at 83\$. Much of these price increases were linked to instability in the Middle East, a critical region for global oil production. Recently oil prices have dropped because of economic concerns regarding trade tariffs announced by the US and increased production, resulting in a low of 62\$ by the end of March in 2025.

Countries, governments and companies are shifting their focus toward securing their own interests and prioritizing national protection over global supply and value chains. This trend of protectionism has become even clearer following the results of the United States elections. A new wave of protectionism and heightened trade wars seems to be on the horizon. President Trump has plans to impose tariffs on major trading partners like Mexico, China and Canada. This raises concerns, especially as Mexico and

Canada are key economic allies of the United States. Similar actions targeting the European Union are also likely, which could have a direct impact on European exports, given the United States' importance as a trading partner for the European Union. Additionally, tensions are already rising elsewhere, with China retaliating against the European Union's tariffs on Chinese electric vehicles.

Among these, China's Ministry of Commerce has started investigating European Union dairy subsidies, which could heavily affect European exports. As new tariffs and protectionist policies roll out, global trade flows are likely to shift. These changes might bring fluctuations in prices, altered competitiveness and a push for businesses to explore and target new markets.

China's push for self-reliance is another key trend to keep an eye on. With rising geopolitical tensions and stricter domestic and international trade and investment restrictions, China seems to be accelerating its efforts to reduce its dependence on imports, particularly in critical sectors like high-tech, automotive and electronics. This shift is already evident as China imports fewer production inputs, striving to strengthen its internal supply chains. At the same time, the country is grappling with several economic challenges, including a struggling property market, high youth unemployment and underwhelming manufacturing performance. To address these issues, China has introduced various stimulus measures. China's move toward self-sufficiency is also visible in its dairy industry. Over the past year, domestic milk production has increased, with surplus stocks often being spray-dried, turning China into a player in the global dairy export market.

Export growth is visible in other regions as well, potentially shifting trade flows. For example, the Belarusian state news outlet STV reported that the country is focusing heavily on modernizing its dairy industry, increasing export volumes and diversifying its offerings to strengthen its export capabilities. In addition, Turkey's Ministry of Agriculture and Forestry has introduced the Raw Milk Action Plan, which seeks to boost the quality, efficiency and sustainability of the nation's dairy production in order to strengthen its export potential.

Next to this, China has recently become more active on the market and increased import demand is visible. The expectation is that overall demand for dairy products is improving and could outstrip supply from most production regions. The potential implementation of import tariffs next year will most likely have a large impact on market prices and shift the availability of certain products per region.

At the same time, Africa, one of the key importing markets, continues to struggle with several structural issues: foreign exchange shortages (mainly USD and EUR), worsening economic circumstances (West Africa) and geopolitical instability. These factors have a negative effect on the demand for export. On the positive side, circumstances in Egypt are improving.

In 2025, the U.S. is set to ramp up its cheese production with several new factories coming online. It is uncertain whether this extra capacity can be absorbed in the domestic market or whether it will shift to other export markets. If an increasing part of the milk shifts into cheese production, this could also impact the production of other products such as non-fat dry milk powder.

The market for high-protein products is expected to continue its high growth pace. This is fueled by an ageing population and growing attention for a healthy lifestyle. The popularity of weight-loss drugs such as Ozempic are also giving a boost to demand as doctors prescribe extra protein intake to users of the drug.



CHINA'S PUSH FOR SELF-RELIANCE IS ANOTHER KEY TREND TO KEEP AN EYE ON.

VALUE CREATION MODEL

Our value creation model, as depicted on the next page, demonstrates how we deliver value for our stakeholders and society. It provides insight into the forms of social, economic and environmental capital that enable our business model, the activities in which we engage and the value and impact we deliver through those activities.

The model is based on:

- Input from our stakeholders
- Numidia’s unique vision on the dairy market and the growing importance of sustainability in the supply chain
- Numidia’s values
- Numidia's strategic pillars
- The International Integrated Reporting Framework (IIRF) from the International Integrated Reporting Council (IIRC)
- Applicable GRI Standards
- Applicable Sustainable Development Goals (SDGs) of the United Nations

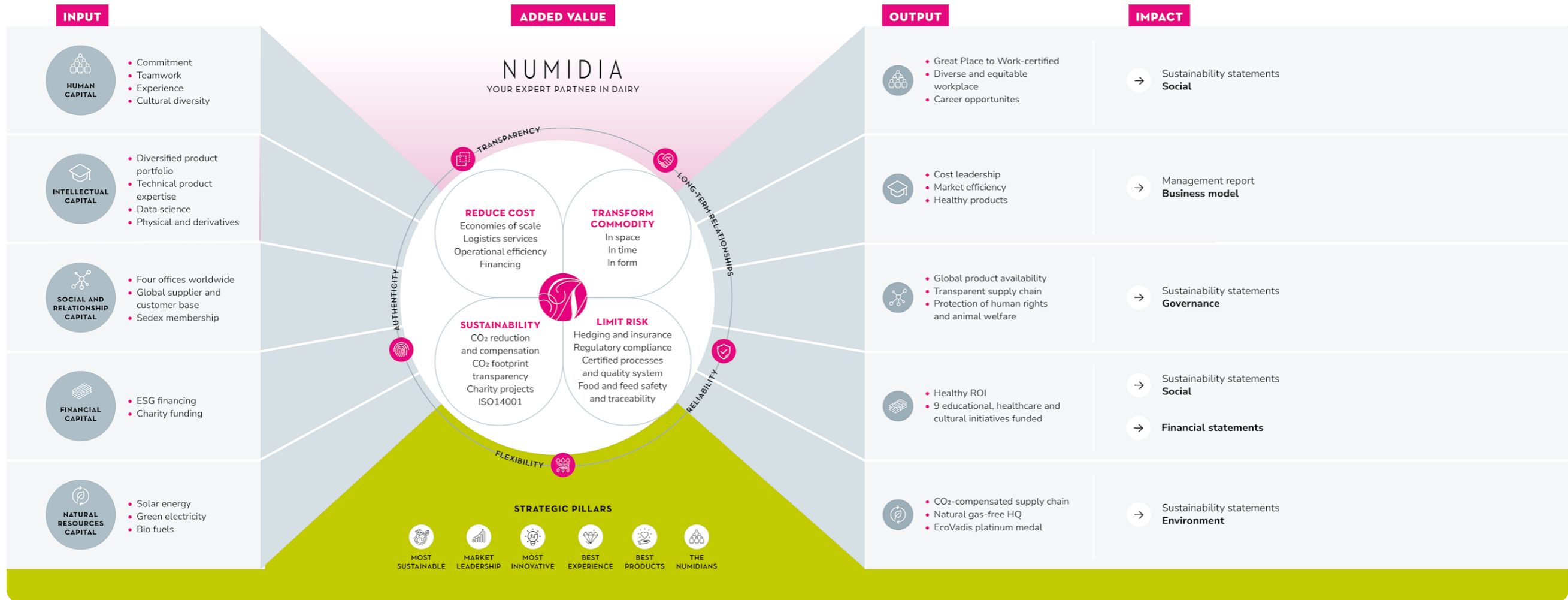
Numidia plays multiple roles in the physical supply chain. We serve as trader, producer, market maker, supplier, customer, professional business partner, financing partner, technical partner, risk management partner and developer of the sustainable dairy supply chain. These various roles are a part of our strategy and they will be crucial to furthering our success and enhancing the value delivered to and experienced by our stakeholders. In everything we do, we aim to deliver value for our employees, suppliers, business partners and our customers in the supply chain.

The model integrates all the aspects that make Numidia unique and shows how they translate into the value we deliver. We deliver value by executing our core activities according to our strategic pillars. Numidia’s mission is to be the best and most sustainable supplier of standard dairy products for our customers, and that means we care about all our stakeholders. The value we generate differs by stakeholder group and is identified and recognized over the years. This value is also the benefit of working with Numidia.

The way we execute our core activities is also rooted in our values. It is by upholding those values that we demonstrate our commitment to long-term relationships with employees, suppliers, customers, business partners and all other people connected to Numidia. We are not only looking at the world of today. We also have in mind the generations to come.

The model emphasizes the material topics as identified in the double materiality stakeholder analysis. Topics that did not meet the materiality criteria are featured less prominently. This does not imply that these topics are unimportant, but rather that they are less applicable to Numidia. For more information, please refer to the “General information” section of the Sustainability statements.

OUR VALUE CREATION MODEL



STRATEGY

The strategic pillars

In total, we have defined six strategic pillars that guide our decision-making.



The Numidians

At the core of our strategy lies a strong foundation: the NUMIDIANS.

Our overall goal is to Stay lean, mean and fast!

Numidia's goal is to establish an organization that maintains full control while ensuring short decision-making lines, allowing us to respond swiftly to market opportunities and changes.

To achieve this, the organization has transitioned from a centralized model to a hybrid structure. Core functions such as QA, HR, IT, marketing, finance and portfolio program management for continuous improvement, along with strategic and tactical decisions related to commercial and operations activities, are managed centrally. Meanwhile, operational trade and execution tasks are managed by the various offices worldwide.

The challenge lies in maintaining control while preserving the Numidia culture and ensuring clear, robust communication for swift decision-making. We designed the organizational structure to ensure that the operational excellence and customer intimacy strategy is consistently implemented across all Numidia teams and its four global sites.

We will operate as one team, striving for the highest level of operational excellence in order to deliver maximum value to our customers, suppliers and stakeholders. We will achieve this by fostering a culture of continuous improvement, aligning shared goals and conducting quarterly business reviews to drive the successful execution of this business plan.

Our teams regularly exchange knowledge and best practices. In addition, we review and introduce best practices from other organizations to enhance our capabilities. We will adopt new tools, cultivate the necessary behaviors across the organization and foster a culture of collaboration and learning. Celebrating successes, learning from failures and having fun along the way will be integral to our approach.

We will conduct regular effectiveness reviews to ensure alignment across Numidia and to prepare us for new initiatives in the year ahead.

To achieve our objectives, we have outlined several key goals:

- **Employee Development:** In our HR strategy, we focus on employee development to further strengthen the performance of our workforce. We therefore implemented a new performance -and talent management policy, which includes setting aligned goals and defining key behaviors that influence our growth. Our managers are trained to implement this policy and have relevant discussions with our employees, not only focusing on performance but also on development. On average, we provide 40-60 hours of training per employee annually, with tailored programs for mid- and senior-level management based on a leadership framework that highlights key managerial behaviors. This approach ensures managers are equipped with the skills and knowledge required for success. In addition, we will implement a communication and sales program to strengthen collaboration, communication and commercial skills.

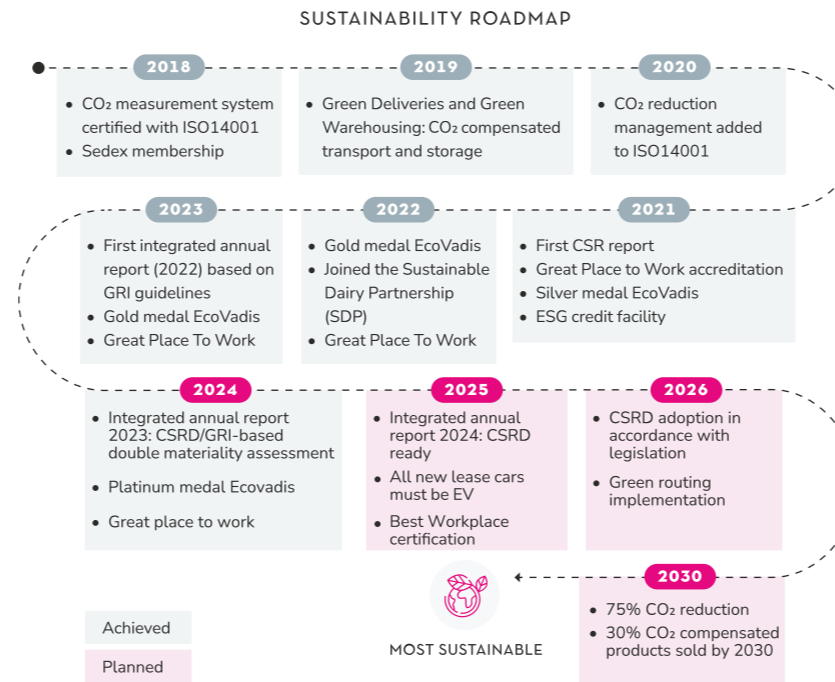
- Sustainable HR strategy developing the social part of ESG: In 2025, we will further strengthen our sustainable HR policy by continuing to improve our human rights and diversity & inclusion policies as part of the employee Code of Conduct. Our focus will include measuring equal pay, investing in mental health programs for employees and following up on the action plan based on the results of the periodic health check.
- Employer of Choice: We aim to strengthen and expand our position as an employer of choice by increasing our GPTW trust score from 86% to 90%, with the ambition of transitioning from "Great Place to Work" to "Best Place to Work."
- Technical expertise: We strive to further enhance the organization's technical knowledge through initiatives like the Numidia tech team and dairy production knowledge development programs.
- Digital transformation: Our goal is to complete the implementation of AFAS to streamline and digitize the employee journey, improving efficiency and accessibility and transforming the HR role from administrative to business partner.
- Health and well-being: We aim to actively promote and support a healthy lifestyle for all employees.

Most sustainable

Numidia aims to be the best, most sustainable supplier of standard dairy products. We have developed a sustainability roadmap that outlines the actions we have already taken (in gray) and the goals we have set for the future (in pink) to become the most sustainable supplier.

A crucial component of this strategy is maintaining our ISO 14001 certification for our Environmental Management System, which includes a CO₂ module, making us the first global dairy trading company to achieve this certification.

Our carbon footprint, including warehousing and transport, is fully offset through CO₂ certificates. Through these certificates, we support a methane-reduction project on dairy farms (Numidia footprint) and a renewable energy project mix that offsets the emissions from transportation and warehousing managed by Numidia. This sustainability commitment provides us with a competitive edge over smaller market players.



In addition to offsetting, our long-term goal is to significantly reduce the CO₂ emissions we initiate and influence. We have developed a plan for this, which consists of three phases:

- Short-term (1-5 years): focus on offsetting and initiating joint reduction initiatives with suppliers and partners.

- Medium-term (5-10 years): adjust the sourcing strategy to achieve maximum CO₂ reduction.
- Long-term (10+ years): work exclusively with dairy producers who have achieved net-zero carbon emissions by 2050.

EcoVadis externally audits our sustainability efforts each year. In the first year, we earned a Silver Medal, and over the past two years, we achieved gold. In October 2024, we achieved our primary goal of receiving a Platinum Medal for the first time. Our goal for 2025 is to earn the Platinum Medal again, achieving the highest possible score.

POINTS:



For the financial year 2024, we made significant progress toward full implementation of the CSRD. Despite the EU Omnibus proposal we remain committed to quality ESG reporting and transparency to our external stakeholders.

Market leadership

Our key advantage lies in our ability to trade both physical and derivative markets. The knowledge, insights, trends and data we gather from these markets provide us with a comprehensive understanding of market developments.

Management report	Results	Value creation and strategy	Risk management	Sustainability statements	Financial Statements	Other information	
Organizational structure	Business model	Market trends, developments and outlook	Value creation model	Strategy	Corporate governance		

In order to remain competitive, both quantitative and qualitative growth are essential to attract larger customers and to strengthen our tangible net worth. Expanding our business and organization is also crucial to maintaining our position as an attractive employer, enabling us to hire top talent and offer valuable career development opportunities.

As supplier consolidation increases and production volumes come under pressure, strategic partnerships with key suppliers remain vital for securing long-term supply. We may pursue a backward integration strategy to address this trend. As for demand, we are targeting a new level of customers, including specific multinationals and local champions.

Over the next 12 months, we are budgeting for:

- Controlled qualitative growth to maintain agility and stability
- Strict working capital management (e.g., maximizing stock efficiency, optimizing days sales outstanding [DSO], managing customer concentration)
- Shorter business and trading cycles to improve return on investment
- Cost reduction through savings programs for third-party logistics services
- The financial objectives for Numidia are to achieve an after-tax result of <1% at a solvency ratio of >20% by year-end. In regards to volume, we aim to grow in selected strategic regions and customers. With current market prices, this would result in a year-on-year growth in turnover

Most innovative

We use the latest technology and data to make the best decisions and work more efficiently. Numidia's IT and innovation vision is based on five pillars:

- *Automation:* improve, standardize and automate repetitive processes to deliver the best experience in the most efficient and reliable way possible. To this end, we use the latest automation tools available like Robotic Process Automation (RPA).

- *Integration:* electronically link Numidia with external parties (customers, suppliers, authorities) in order to optimize transparency and provide our partners with real-time information as much as possible. For 2025, we ambition to implement a Transport Management System (TMS) with end-to-end visibility to integrate with transport suppliers and improve CO₂ measurement and Improve our customer and supplier engagement through CRM and SRM tooling.
- *Business intelligence:* Market intelligence is key for our derivative business. By collecting comprehensive and up-to-date (market) data and translating the information into concrete actions, we can anticipate and act upon market developments. For 2025 we aim to utilize AI, market data, and analysis to predict and initiate trading strategies, supporting employees in making informed decisions regarding position management, derivative trading, and other key areas. Real-time information on financial and operational performance is key in managing and controlling the business. To this end, we use the latest BI tooling, which is linked to our ERP system and other sources. We will continue to enhance and expand our PowerBI solutions, offering deeper insights into business performance, risk management, and overall operations.
- *Risk management and compliance:* identifying and controlling risks is crucial in avoiding (unforeseen) compliance issues and being on top of business risk and market risk. IT systems are utilized to establish optimal transparency and provide early warnings for any potential issues.

In 2024, we have launched our KYOS risk management system which helps us to control and support forecasting and stress testing on open positions.

- *Cyber security:* the threat of cyber security is increasing and the impact on operations can be significant. By using state-of-the art tools for Detection and Response and PEN tests, we minimize the risk of security breaches. In addition, we train our people for maximum awareness and plan to launch a new campaign in 2025. In 2024, a project has been kick-off to implement ISO27001. Significant progress has been made and we plan to get audited and certified in 2025.

Best experience

Numidia's primary execution strategy is centered around the principle of "First Time Right," focusing on management by exception. Our approach is simple: what can't go wrong, won't go wrong. We leverage technology to enhance customer-centricity, ensuring that we meet and exceed customer expectations.

Our goal is to maintain and continuously improve our operational excellence and efficiency. We aim to optimize the supply chain—both internally and externally with partners—by integrating processes, systems and automation. Directors, the management team and employees are all encouraged to actively seek optimization opportunities throughout the supply chain. Our outsourcing strategy is built on expertise, efficiency, cost-effectiveness and service.

With the restructuring of the operations department into two distinct areas—supply chain (focused on goods and service suppliers) and customer care (focused on our customers)—we have established a clearer structure with dedicated account management in both directions. This reorganization will enhance both the supplier experience and customer experience.

For our supply chain activities (incoming goods and services), our strategy is rooted in operational excellence. We aim to differentiate ourselves in the market by delivering standard dairy products (commodities) with exceptional operational performance. Our focus is on meeting the diverse expectations of our customers and suppliers.

On the customer side, we emphasize customer intimacy in the delivery of goods, documents and related information. By deeply understanding our customers' expectations, we ensure that they are fully met. For the customer, this means achieving the lowest total cost of ownership for quality dairy products. Customers know what to expect from Numidia: clear, well-defined expectations, and we deliver on those expectations, First Time Right, on time, every time! Our aim is to offer both excellent pricing and an outstanding customer experience.

Best products

We bridge the supply-demand gap for quality dairy products worldwide. Access to products is one of the material topics identified in the double materiality stakeholder analysis. The dairy industry is characterized by a global imbalance between demand and supply. Traders fulfill a unique role in the market by bridging this gap. This gap exists because local producers often lack the capabilities and appetite for doing business on a global scale and managing the accompanying risks. Numidia plays a crucial role in filling this gap and thereby making dairy products available for the many people who would otherwise be denied access to these products. This fully aligns with our vision: “We believe that everyone worldwide should be able to enjoy the benefits of quality dairy products. We see it as our task to contribute to making that happen!”

Because of our comprehensive product portfolio (as described in the chapter "Business model"), we serve as a one-stop-shop for all dairy commodities. All necessary certifications are in place to ensure compliance with basic requirements, including IFS Broker, BRC Agents and Brokers, GMP+, SKAL and AEO. By partnering exclusively with certified suppliers, Numidia can confidently demonstrate its commitment to meeting food and feed safety standards for customers.

We understand the unique market dynamics of each product category.

Through trading in the full range of products, Numidia has gained expert market knowledge. Our business model, which combines the trading in both physical products and derivatives, creates hedging opportunities that benefit both Numidia as well as customers and suppliers.

The plan is to further strengthen our branding, including the Numidia brand name as well as other brand names used for specific markets and products. We aim to expand our presence in the high-protein segment, recognizing it as a key area for significant growth and opportunity.

This combination holds significant strategic value. On the one hand, it establishes a link between the physical and derivative markets; on the other hand, it allows for distinct price developments. By tracking the developments in both markets, we gain a better overall picture of the dairy commodities market and of the most promising trading opportunities. Numidia can take advantage of arbitrage opportunities related to time, geography, products and markets. This gives Numidia an edge over many competitors.

Research and development activities are limited given the nature of the company’s business and operations, and are therefore not represented in the strategic pillars



WE UNDERSTAND THE UNIQUE MARKET DYNAMICS OF EACH PRODUCT CATEGORY.

CORPORATE GOVERNANCE

Governance strategy

The cornerstones of the governance policy are:

- Sufficient dualism and diversity in the company’s management, covering all aspects of the business and all stakeholder interests.
- A safe work environment for all employees.
- “Tax follows the business”(optimal business structure outweighs optimal tax structure).

Our governance policy takes the following legislation and guidelines into account:

- Applicable Dutch legislation
- Applicable local legislation of our foreign subsidiaries
- Applicable GRI disclosures
- Ownership structure of the group and the articles of association

The BoD is responsible for the governance structure.

Corporate governance

Board of directors structure

Within our company structure, the Ultimate Beneficial Owners are part of the management structure. This poses an inherent risk of management override and conflicts of interest. We have the following safeguards in place to mitigate these risks:

- We differentiate between statutory directors and board members. The statutory directors are part of the BoD, but report to the CEO.
- The BoD is multidisciplinary and representative of the organization.
- Below the BoD, there is a management team in charge of operational matters.
- A structured decision-making process, including BoD meetings, monthly management team meetings, quarterly business reviews and daily commercial meetings.

The CEO is appointed by the Ultimate Beneficial Owners. Other board members are elected and appointed by the BoD itself. The performance of individual board members is evaluated on a yearly basis.

Gender diversity of management

Taken together, the BoD and management team are two-thirds male and one-third female. All three statutory directors are male. The Dutch Management and Supervision Regulations Act ("Wet bestuur en toezicht") recommends that at least 30% of seats are to be held by women and 30% by men. We meet and exceed these gender diversity targets on a company and managerial level (BoD and management team).

The management team is 44% female and 56% male. The Dutch Management and Supervision Regulations Act recommendation is therefore met at this level.

The BoD consists of six seats, with five males and one female, including the statutory directors. The Dutch Management and Supervision Regulations Act recommendation is therefore not met. As Numidia meets the recommended target on a company and management team level and invests highly in training and education, we foresee the gender ratio to change in the years to come. However, due to the ownership structure, we do not expect to achieve 30% in the short term.

Tax transparency

Approach to tax

Tax transparency is not a material topic, but still scores high amongst the stakeholders and is of financial importance. Numidia believes that it's important to be transparent on taxes. Therefore, this topic is covered in detail.

Numidia’s strategy for the group taxation structure is "tax follows the business," meaning that the optimal business structure takes priority over the optimal tax structure. The BoD will evaluate the tax strategy on an annual basis.

The goals of this strategy are as follows:

- To facilitate the optimal business structure.
- To comply with all applicable legislation.
- To ensure we pay our fair share of taxes in the applicable regions.
- To avoid the risk of tax evasion.

Corporate income tax and transfer pricing

The Numidia group operates in four jurisdictions with respect to corporate income tax:

- The Netherlands (all Dutch entities form a fiscal unity for corporate income tax purposes)
- Singapore
- United States
- Uruguay

Since we operate on a global scale, we follow the Organisation for Economic Co-operation and Development (OECD) guidelines for transfer pricing. We have taken the following steps to determine our transfer pricing strategy:

- We engaged an independent tax advisory firm to support the setup the right structure and ensure compliance with all OECD and local tax requirements.
- We have evaluated the OECD arm's length standard and methods for testing the arm's length nature of intercompany transactions. The OECD guidelines do not prescribe a strict hierarchy of applicable methods. They do, however, require that the selected method provide the best estimation of an "arm's length" price.
- We have conducted a benchmark study to determine the estimation applied.
- We have set up master files, local files and country-by-country reporting for all applicable countries in line with the requirements. These files are available at Numidia's headquarters upon request by tax authorities and taxation stakeholders.

As a result, we are confident that we meet all applicable tax legislation:

- OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations, published in July 1995 and subsequently updated in 1996, 1997, 2010, 2017 and 2022.

- Dutch legislation: Article 29G of the Dutch Corporate Income Tax Act and the Dutch transfer pricing decrees of 4 June 2022, no. IFZ 2022/16685 and 30 December 2015, no. DB/2015/462M.

Corporate income tax charges are calculated and accounted for on a monthly basis on both the local and consolidated levels through the use of accruals.

During 2024, we submitted corporate income tax filings in all four jurisdictions within the required deadlines and within local standards and requirements. We engaged local tax advisory companies in all jurisdictions to support and prepare the filings.

Pillar two

In October 2021, the OECD published the Global Anti-Base Erosion Model Rules (Pillar Two) as part of the OECD/G20 BEPS Project.

Pillar Two establishes a minimum tax system with a minimum effective tax rate (ETR) of 15% at jurisdictional level. Companies with a global turnover above EUR 750m will be within the scope of Pillar Two. Where the ETR is below the agreed minimum, the new system will top up the tax liability so that the overall rate will reach the established minimum in each jurisdiction where the taxpayer is resident. Pillar Two is effective within the EU (among others) for financial years starting on or after 31 December 2023.

Numidia has performed an assessment of the impact for all applicable jurisdictions. The assessment indicates that:

- Numidia is in scope of Pillar Two, based on the revenue threshold of EUR 750 million and the jurisdiction where the head office is located, namely the Netherlands.

- For 2024 to 2026, Numidia expects to qualify for the safe harbor transitional ruling, based on the Simplified ETR test. This test is met when the total Income Tax Expense, according to the consolidated financial statements, divided by the total Profit Before Income Tax gives a ETR higher than the Transition Rate (15% in 2024, 16% in 2025 and 17% in 2026). This assessment is based on:
 - Effective tax rates from the previous years
 - 2025 budget and 2026-2027 Long-Term Planning
 - Tax structure being in place
- From 2027 onwards, Numidia could be impacted in Uruguay. At present, Numidia operates from a free-trade zone which exempts foreign companies from corporate income tax. From 2027 onwards, this income could be taxed in the Netherlands at a 15% tax rate, or Uruguay might adjust the free-trade zone regulations. Based on the scope of the current operations in Uruguay, the financial impact on the tax expense is expected to be limited.

Risk management



RISK MANAGEMENT POLICY

Numidia has a risk management policy in place and assesses applicable risks on an ongoing basis. Dairy commodity trading poses an inherent and relatively high risk due to the thin margins. Additionally, our global presence makes us vulnerable to political and macro-economic conditions, weather conditions and seasonality. We prioritize business continuity and maintain a low-risk appetite. Therefore, we:

- Implement measures and controls to reduce risk as much as possible, within a reasonable cost-benefit trade-off.
- Allow medium risk solely to maintain our trade position and to execute our core business.
- Mitigate high-risk items.
- Mitigate all other risks to an acceptable level.

Our risk policy addresses all applicable risk areas and their associated measures and controls, which are implemented throughout the organization.

Strategic risk

Our subsidiaries serve a strategic purpose by limiting our dependence on the European market and creating a global presence. We are able to reach and serve our customers all over the world, 24/7. In addition, we significantly reduce the risk and impact of currency fluctuations, weather conditions, seasonality and sanctions affecting specific countries or products. Our business structure gives us a strong foundation for business continuity and growth. We also put significant efforts into business planning. Our 2020-2025 strategic plan provides long-term direction and informs our 2024 operational goals and budget.

To meet our working capital requirements, we have a financing facility in place with Deutsche Bank, ING Bank and Rabobank. This EUR 180 million asset-based facility was amended in October 2023 and extended to a four-year period that expires in August 2027. Rabobank acceded to the facility as part of the amendment. Current credit line availability has been capped at EUR 120 million.

Interest rate risk

We are exposed to interest risk on all loans with variable interest rates. The main interest risk relates to the asset-based credit facility for financing working capital. This risk is not hedged, as the expected interest costs are calculated into our sales price setting.

Operational risk

Trading risk

We have four levels of trading limits in place to manage risks related to market fluctuations:

- Position limits (total and per product limits in metric tons) based on the maximum exposure Numidia is willing to accept without jeopardizing business continuity.
- Sub-limits (total and per product and region limits in metric tons) for commodity futures and options contracts. These contracts apply to the CME, EEX, SGX and OTC exchanges and are used for risk mitigation by hedging physical positions, as well as for generating profit.
- Value at Risk limits for commodity futures and options contracts to manage and mitigate the risk on margin calls.
- Inventory limits to ensure a high level of turnover on inventory, low risk of inventory write-offs and limited capital employment.

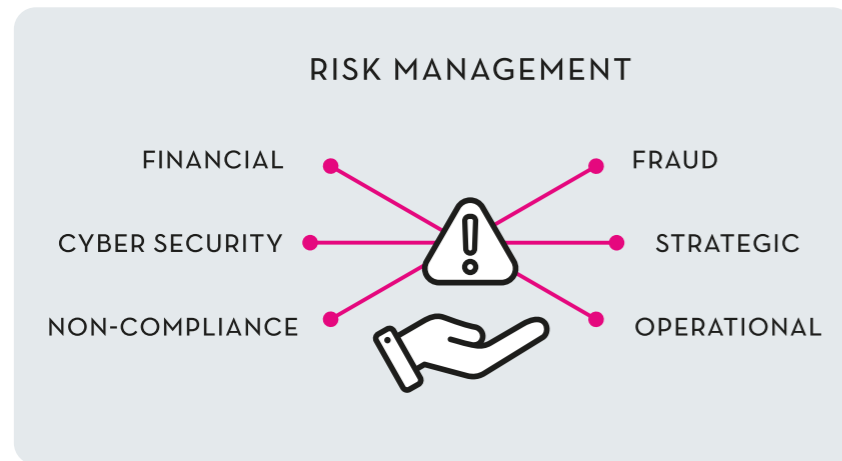
Financial risk

Currency risk

We mitigate currency risk by using forward foreign transaction contracts. These contracts fix the currency exchange rate, protecting us against potential margin losses when trading in USD, GBP or other currencies.

Working capital risk

We continuously monitor and assess working capital risk in relation to our current trade position, inventory projections and commitments, equity position, budget and strategic planning.



We continuously monitor position limits using real-time information systems, and senior management carries out daily reviews.

Counterparty risk

We regularly assess counterparty risk related to customers (mainly credit risk) and suppliers (mainly food and feed safety risk) using a rating system. This system takes into account a company's financial situation, country of residence, payment performance, contract performance, claim history and credit rating. In addition, we have a Know Your Customer process in place to screen all customers for sanctions.

We use several different instruments to manage credit risk, including credit insurance (Credendo), letters of credit (LC), cash against documents (CAD), avalized drafts, prepayment or a combination of these instruments. These instruments cover approximately 94% of our trade receivables.

Our quality department must approve all product suppliers, transportation providers and warehouses prior to doing business. Suppliers must meet a minimum set of requirements, such as quality certifications, service level agreements and signed supplier inquiry and identification forms. Finally, all suppliers and agents must sign our Code of Conduct.

Liability

Our insurance policies cover, among other things, liability risk, recall risk, transport risk and inventory storage risk.

Non-compliance risk

Employee risk

We established our Code of Conduct in 2016 to manage employee and management risk.

The Code of Conduct defines our standards and rules with regard to integrity, compliance with laws and regulations, fraud and conflicts of interest. We have been a member of SEDEX since 2018. SEDEX is a not-for-profit membership organization that works with buyers and suppliers to implement responsible and ethical business practices in global supply chains.

Corruption risk

We have corruption risk measures in place, including but not limited to the following:

- Blacklisted country list
- Know Your Customer screening
- No cash policy

Fraud risk

Our risk analysis indicated three different types of fraud that are significant and applicable to Numidia.

Financial reporting risk

Every month, we take a close, hard look at all Numidia entities and consolidate the figures into a company result and balance sheet for review and discussion in the monthly management team and BoD meetings. Budget and year-on-year variances are analyzed and discussed. We have embedded segregation of duties in our ERP system to limit management override risk and unauthorized transactions. Considering these mitigating measures, we assess the residual risk as low.

Asset misappropriation risk

The risk of asset misappropriation is mainly related to outgoing bank payments, as there is a non-cash policy.

This risk is mitigated by maintaining strict controls on vendor bank account mutations and segregation of duties on outgoing bank payments.

Food fraud risk

Food fraud can have a significant financial and reputational impact. This risk is managed by implementing and

adhering to the applicable quality certifications.

We have acquired all quality certifications to be the supplier of choice in the dairy market. Numidia is a certified BRC agent & broker and IFS broker for the food market and GMP+ for the feed market. Our food defense & food fraud mitigation plan is based on the following:

- a vulnerability analysis and critical control point (VACCP)
- a threat assessment and critical control point (TACCP)

The TACCP & VACCP analyses are reviewed annually and are included in the internal audit procedure.

Cybersecurity risk

We continually update our cybersecurity policy based on the latest developments. Our policy is based on three cornerstones:

- **Prevention:** access control management, data and privacy protection and continuous updates.
- **Monitoring and detection:** malware protection, intrusion detection and various audit tools.
- **Response:** cybersecurity insurance policy, fallback environment and backup recovery.

IN CONTROL STATEMENT

The BoD is responsible for the design, implementation and effectiveness of the risk management policy and internal controls. The BoD has performed an assessment of the effectiveness of our risk management system. Based on this assessment, the BoD is of the following opinion:

- There are no material failures in the effectiveness of Numidia's internal risk management and control systems.
- Numidia's internal risk management and control systems provide reasonable assurance that the annual report does not contain material errors.
- Based on the current conditions, it is considered appropriate that the financial reporting is prepared on a going concern basis.
- There are no material risks or uncertainties that could reasonably be expected to have a material adverse effect on the continuity of Numidia in the coming twelve months.

The above statement does not imply that our risk management system provides absolute assurance, nor that it can prevent all misstatements, inaccuracies, errors, fraud and non-compliances with legislation, rules and regulations.

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Sustainability statements



GENERAL

ESRS 2: GENERAL DISCLOSURES

Basis for preparation of the sustainability statement

Introduction

We have prepared the sustainability statement in reference to the Global Reporting Initiative (GRI) Standards and the European Sustainability Reporting Standards (ESRS). The GRI content index is included in this report. For the financial year 2024, Numidia has initiated voluntarily adoption to the Corporate Sustainability Reporting Directive (CSRD) framework. Based on the developments around the CSRD Omnibus proposal and our sustainability strategy we'll decide in the course of 2025 whether we strive for full, partial or no adoption for the 2025 financial year.

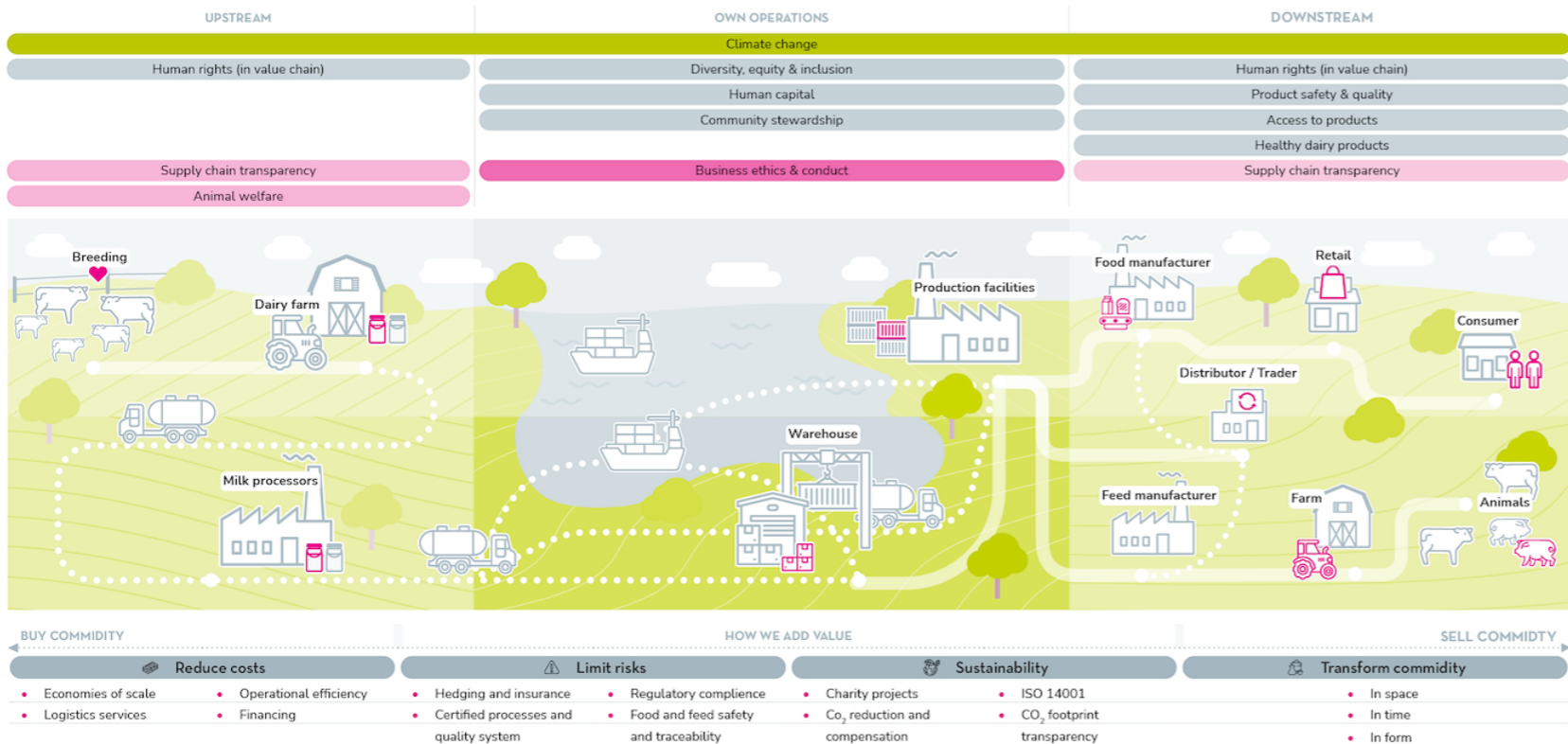
No external assurance is given with respect to non-financial information. Any reference to CSRD or GRI is on a 100% voluntary basis, based on intrinsic motivation and previously anticipated CSRD obligation over financial year 2025

Consolidation

The data is consolidated using the same principles applied to the financial statements . The reporting scope of the non-financial information is in line with the financial statements and covers the operations of all consolidated companies.

Value chain

The following infographic shows a simplified view of the value chain. Numidia's role is depicted as the link between dairy producers on one side (upstream) and the producers, food service, retail and distributors on the other side (downstream). Numidia engages with stakeholders and partners in every step that is needed to bring the product from supplier to customer. All parts of the value chain are included in the sustainability statement.



Value chain estimation

We use assessments and estimates to report certain data points. The main metrics can be categorized as follows:

- The carbon footprint for Scope 1, 2 and 3: these are measured in accordance with ISO 14001.
- Waste streams of own operations: the waste recycle and CO₂ avoided numbers are provided by the supplier we work with for waste collection and recycling. The accuracy of these numbers is therefore dependent on the quality of our supplier’s measurement processes.
- Employee-related measures: no estimates have been applied here, as these metrics are documented and reported from our own systems based on actual numbers.
- Volumes, customers and supplier numbers: no estimates have been applied here, as these metrics are documented and reported from our own systems based on actual numbers.
- Financial statements: please refer to the “use of estimates section” in the Notes to the 2024 consolidated financial statements.

We continuously reassess the use of estimates and judgements based on experience, the development of Environmental, Social and Governance (ESG) reporting and other factors. Changes in estimates are recognized in the period in which the estimates in question are revised.

Changes in preparation or presentation

In 2024, we made changes to the preparation and presentation of our sustainability statements to prepare for the upcoming CSRD requirements. In the 2023 report, the Strategy Chapter included Environmental, Social and Governance sections; however, the content was based on GRI guidelines rather than CSRD requirements. For 2024, the sections Environmental, Social

and Governance, have evolved into sustainability statements. The sustainability statements are now aligned with the ESG presentation requirements of the CSRD. We have added several metrics compared to the previous year to disclose the available metrics and targets required under the CSRD. Other restatements of information are:

- **Change in scopes of CO2 footprint:** A review has been done on defining which emissions source belongs to which scope, with better alignment to the GHG protocol.
- **Scope 3 product emissions:** This year, also the CO2 footprint from products + dairy processing has been included in the carbon footprint.
- **2022 CO2 data correction:** due to a calculation error, office emissions from 2022 needed to be corrected. The difference in results is minimum.
- **Base year:** in previous reports, 2018 was selected as a base year. Due to reasons as explain in the E1 section this has been changed to 2019, which complies more to the requirements of being a suitable base year.

Incorporation by reference

The annual report consists of three parts: the management report, the sustainability statements and the financial statements. The sustainability statements are structured in four parts, in the following order: general information, environmental information, social information and governance information.

We have decided to include certain strategy disclosures from the ESRS 2 standard in the management report. We believe this information is most effectively understood when presented alongside the overview of our activities.

External review

No external assurance is given with respect to non-financial information.

Sustainability governance

The Board of Directors is responsible for the sustainability strategy and governance structure, and accountable for the sustainability policies. Sustainability is on the agenda of the Board of Directors' meetings.

Please refer to chapter "Organization structure," for the composition of the board and to chapter "Governance," for the mandates and diversity.

A multidisciplinary team of senior staff members is responsible for the implementation of the strategy, actions, double materiality assessment and goals. The Chief Financial Officer (CFO) is responsible for the CSRD compliancy and the quality & compliance manager is responsible for GRI compliancy. Implementation of both standards is done in a joint effort between both roles. These roles are assigned by the Board of Directors and report directly to the Chief Executive Officer (CEO), who holds the final accountability. The senior staff members possess extensive knowledge and expertise on sustainability and specific material topics through work experience and ongoing education. The team also includes employees from multiple departments, such as finance, quality & compliance and human resources. These team members are assigned by the aforementioned responsible functions. Other departments are involved on a topic-by-topic basis. The multidisciplinary sustainability team has bi-weekly meetings regarding the CSRD, in which progress is reported and tasks are assigned.

Any events or findings identified by the team that have a material impact on the sustainability strategy, goals, risks or material topics are reported to the CEO and handled in the Board of Directors' meetings. The impact of any major transaction or change in strategy on the material topics will be taken into consideration. The responsibility lies with the CFO and CEO, who serve as responsible members of the Board of Directors.

Sustainability-linked remuneration

The remuneration packages of the various governing bodies and employees involved are not tied directly to sustainability-related performance. However, there is an indirect connection for the non-Board of Directors employees who are part of the multidisciplinary sustainability team. Every employee has a job description related to their function and personal goals, set in coordination with the direct manager. The goals and performance are reviewed annually and are tied to the outcome of salary increases and bonuses. For the Board of Directors, there is no remuneration impact.

The composition of the salary packages and bonus policy is determined by the Board of Directors. The salary packages and bonus policy for the Board of Directors itself are determined by the majority shareholders.

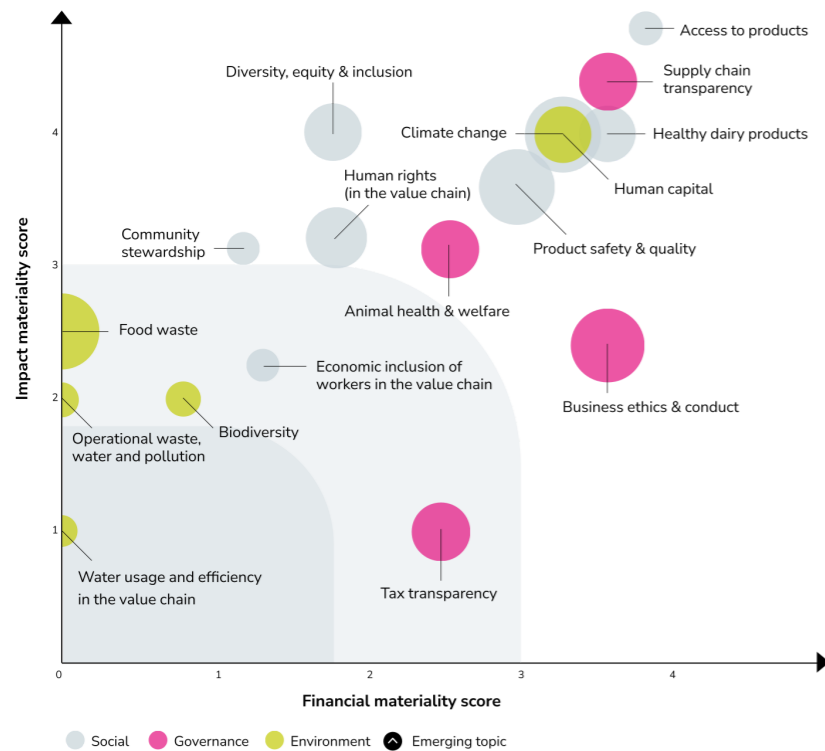
We value our employees' input on sustainability. Therefore, we have embedded the feedback on the importance and quality of our policies into our annual Great Place to Work survey. Employees are also identified as a stakeholder group for the double materiality assessment. In 2023, we conducted an in-depth survey to gather input on which sustainability topics are considered the most material. Further details on the double materiality assessment are disclosed in the following section.

Materiality and stakeholders

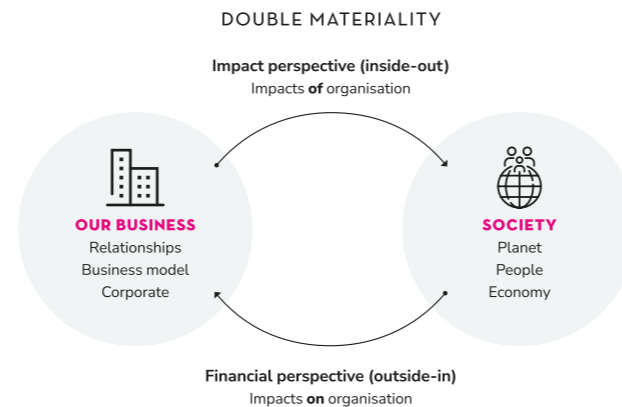
Introduction

To ensure that we focus on the most relevant topics, in line with the latest market trends and developments, we have assessed the material topics in consultation with our stakeholders. This assessment was conducted in 2023 and reviewed in 2024. This chapter explains our approach to stakeholder engagement and application of the concept of double materiality.

The matrix below shows the outcome of the double materiality assessment in consultation with our stakeholders. In total, we identified 11 topics as material.



The GRI Standards define material topics as “topics that represent the organization’s most significant impacts on the economy, environment, and people, including impacts on their human rights.” Similarly, the ESRS requires companies to report on sustainability matters based on the double materiality. According to the ESRS 2 reporting standard: “Double materiality has two dimensions: impact materiality and financial materiality. A sustainability matter meets the criterion of double materiality if it is material from the impact perspective or the financial perspective or both.”



Impact materiality

“A sustainability matter is material from an impact perspective when it pertains to the undertaking’s material actual or potential, positive or negative impacts on people or the environment over the short, medium- or long- term. Impacts include those connected with the undertaking’s own operations and upstream and downstream value chain, including through its products and services, as well as through its business relationships. Business relationships include those in the undertaking’s upstream and downstream value chain and are not limited to direct contractual relationships.”

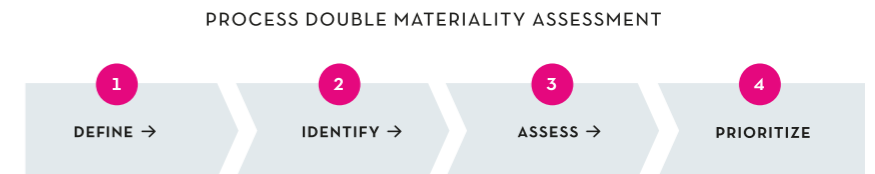
Financial materiality

“A sustainability matter is material from a financial perspective if it triggers or could reasonably be expected to trigger material financial effects on the undertaking. This is the case when a sustainability matter generates risks or opportunities that have a material influence or could reasonably be expected to have a material influence, on the undertaking’s development, financial position, financial performance, cash flows, access to finance or cost of capital over the short-, medium- or long term. Risks and opportunities may derive from past events or future events. The financial materiality of a sustainability matter is not constrained to matters that are within the control of the undertaking but includes information on material risks and opportunities attributable to business relationships beyond the scope of consolidation used in the preparation of financial statements.”

Source: EFRAG, July 2023

Due diligence methodology

Numidia applies a four-step approach to double materiality:



Define

The define stage starts by identifying the applicable sector specific standards and requirements within the context of the organization’s business model and activities. Determining the key stakeholders is based on understanding and overseeing the full value chain.

Double materiality

For the stakeholder analysis and double materiality assessment, Numidia engaged the services of a consultancy company that specializes in sustainability reporting. The double materiality assessment is based on the requirements of the GRI Standards and the ESRS.

Numidia’s business model and value chain is explained in the chapter, "Value creation and strategy". We identified stakeholders based on their activities and relations in the value chain and divided them into two groups: direct stakeholders and indirect stakeholders.

The direct stakeholders are parties we engage with within the value chain, and the indirect stakeholders are parties that we have no direct engagement with. Although we do not have direct contact with these stakeholders, they are important to the dairy industry in a broader perspective and should therefore be taken into consideration.

Stakeholder	Direct/indirect	Role
Customers	Direct	Downstream
Suppliers: product, transport, warehousing	Direct	Upstream
Employees	Direct	Own operations
Financial institutions	Direct	Own operations
Shareholders	Direct	Own operations
Certifying bodies and related auditors	Direct	Own operations
Industry association	Direct	Upstream/ downstream
Internal experts	Direct	Own operations
Farmers	Indirect	Upstream
Consumers	Indirect	Downstream
Governments	Indirect	Upstream/ downstream
NGOs and communities	Indirect	Upstream/ downstream

Stakeholder engagement strategy

Stakeholder groups differ in terms of their size, their impact and their relation. For example, there is a far greater number of customers than financial institutions. Therefore, engagement strategies are determined per stakeholder group for the specific purpose of the double materiality assessment. The goal is to ensure that the outcome reflects the view of each group as much as possible.

For the larger groups (e.g., Customers), a survey is considered the most suitable method for collecting a sample large enough to be representative of the entire group. We also conducted interviews with selected parties within the group membership . For smaller groups, we used the method of in-depth interviews.

Indirect stakeholders were not directly engaged, but their interests have been taken into account through direct stakeholders who are in a position to represent their views.

Stakeholder	Direct/indirect	Engagement strategy
Customers	Direct	Survey + interview
Suppliers: product, transport, warehousing	Direct	Survey + interview
Employees	Direct	Survey
Financial institutions	Direct	Interview
Shareholders	Direct	Interview
Certifying bodies and related auditors	Direct	Interview
Industry association	Direct	Interview
Internal experts	Direct	Expert sessions
Farmers	Indirect	Through suppliers
Consumers	Indirect	Through customer
Governments	Indirect	Through industry associations
NGOs and communities	Indirect	Through industry associations

In addition to stakeholders, internal experts are involved as well since they possess the most knowledge about Numidia and its value chain. In order to obtain the input of internal experts, we conducted in-depth expert sessions. The internal experts were carefully selected to reflect all aspects of Numidia’s value chain and ensure a sufficient level of seniority. The group consists of subject-matter-experts (per topic) with managerial responsibility within Numidia.

Identify

The goal of this stage is to identify actual and potential (positive and negative) impacts, risks and opportunities (IROs).

This assessment was conducted through desk research on internal and external sources. The main sources and methods used are the value chain model, the longlist of sustainability topics, peer reviews, sector studies, audit report (EcoVadis and Sedex), media checks and internal expert insights.

The results are consolidated into a shortlist of potential material IROs, which are grouped into a total of 20 topics. The shortlist is finalized after the Board of Directors sign off on it.

Assess

The goal of the assessment phase is to make a list of material topics from the shortlist based on the identified IROs. This is done by carrying out surveys and interviews with stakeholders, as well as conducting in-depth expert sessions, to obtain different views on potential material IROs.

The outcomes are then consolidated, weighted and calibrated. The qualitative input from internal experts is quantified by considering and weighting several factors: impact, scale, scope, likelihood and irremediability. The quantitative and qualitative input from the external stakeholders is used to validate the outcome of the internal experts.

Impact materiality scoring

For impact materiality, the assessment is based on the severity of impacts in terms of scale, scope, irremediability and the likelihood of occurrence. Scale, scope and irremediability were assessed separately. Subsequently, severity was calculated by taking the maximum score of scale, scope and irremediability. The likelihood dimension was added for potential impacts and used to adjust the severity of impacts.

The final impact materiality score was calculated differently for potential versus actual impacts, as well as for negative versus positive impacts. All topics with an impact materiality score of above 3 (on a scale of 1 to 5) were deemed material from an impact perspective.

Financial materiality scoring

The financial materiality assessment is based on the magnitude of financial impact and the likelihood of occurrence. The final financial materiality score was calculated by multiplying the magnitude score with the likelihood factor (similar to the likelihood factor for impact materiality). All topics with a financial materiality score of above 3 were deemed material from a financial perspective.

Prioritize

The outcomes are calibrated to create a material topic list with its related IROs. The external consultancy company, in cooperation with key internal experts, facilitated the calibration session, resulting in a consolidated list of material topics, ranked in order of materiality.

A threshold is also defined to separate the material topics from the non-material topics. The Board of Directors provides final approval for the material topics.

2024 follow-up and update

The main focus for 2024 was to further zoom in on the IROs identified:

- Gain a better understanding of risks and potential negative impacts and define mitigating strategies.
- Link the IROs to Numidia's strategy and risk management policy.

The outcome of the assessment performed in 2023 was also re-evaluated in 2024. This was accomplished mainly through desk research on the developments across the industry and related industries.

This re-evaluation did not result in any adjustments to the material topics list, with two exceptions:

- Animal health & welfare is now classified as material. This is mainly driven by:

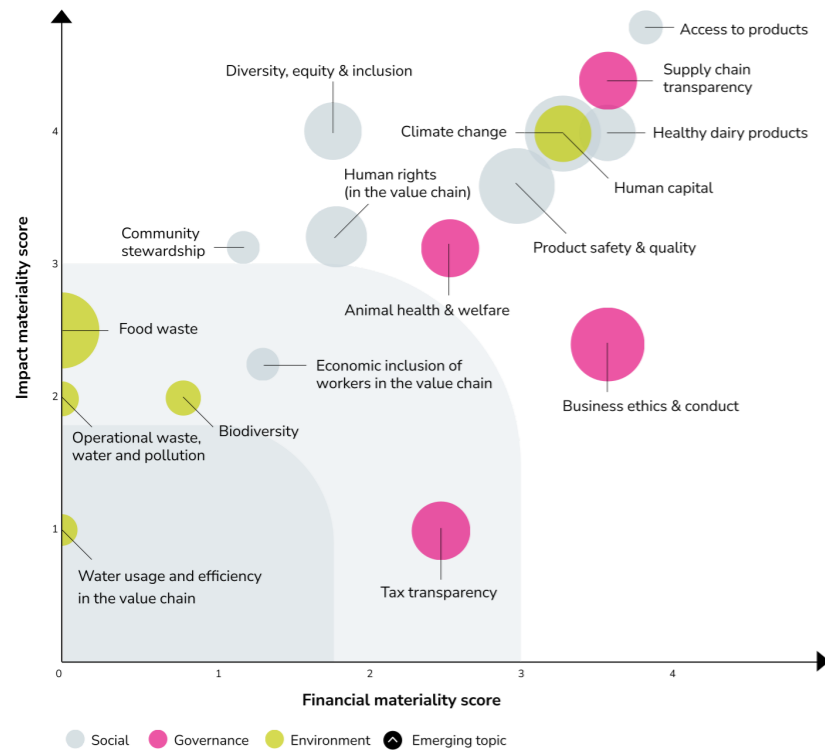
- The mounting expectation from external stakeholders that all parties involved in the value chain contribute to creating a positive impact on this topic;
- The overall strategy of Numidia to be the most sustainable dairy trader.
- Economic inclusion of workers in the value chain is now classified as non-material. We further analyzed the scope, impact and risks related to this opportunity and concluded that it has limited impact on Numidia and its value chain. This is due to the following factors:
 - Production mainly takes place in developed countries;
 - The public debate pertains to animal welfare, not workers, as the pressure of optimizing production output primarily impacts cow wellbeing;
 - Downstream, our semi-finished are distributed globally and processed into finished products, which requires relatively little manual labor.

This is also confirmed by the input of the external stakeholders.

These changes do not have a material impact on Numidia's strategy, as animal welfare is a topic that is already being addressed. These changes have been approved by the Board of Directors.

Double materiality matrix

We developed the following double materiality matrix based on the results of the double materiality assessment:



Disclosure mapping

We mapped our material topics and IROs to the ESRS topics and subtopics, resulting in a list of disclosure requirements (data points) to be incorporated into the sustainability report.

Non-material topics



As a result of the scoring and the mapping of material topics to ESRS disclosure requirements, we omit the following ESRS disclosures:




- **ESRS E2 - Pollution:** The pollution coming from the dairy value chain is mainly related to greenhouse gases (GHGs). According to the definitions of the ESRS, these are covered under ESRS E1. Pollution caused by Numidia's own operations (scope 1 and 2) is negligible.
- **ESRS E3 – Water and Marine Resources:** The water usage in the production of dairy products is limited, and the water that is used is not heavily polluted. The water usage related to Numidia's own operations is negligible.
- **ESRS E4 – Biodiversity and Ecosystems:** This topic is high on the agenda in Europe, New Zealand and for certain multinationals, but not in other regions or customer groups. The impact of this topic on Numidia is limited, as Numidia operates on a global scale and has access to sufficient sourcing options. Despite the environmental pressure in certain regions, global production is not decreasing. Combined with the lack of direct control and impact, this topic is considered non-material. Numidia does foresee that this could change in the medium term, as it is a topic that receives an increasing amount of attention.
- **ESRS E5 - Resource Use and Circular Economy:** The products produced are ultimately used for human or animal consumption downstream. In the production of milk, primarily natural resources are used. Besides manure, which can be reused in agricultural processes, the production of milk produces little waste. The opportunity and need for circularity is therefore limited.
- **ESRS S2 – Workers in the Value Chain:** We refer to the previous section "2024 follow-up and update" on Economic inclusion of workers in the value chain.




We will reassess these factors as part our continuous dialogue with stakeholders.

Impacts, risks and opportunities

The table below summarizes Numidia's IROs.

Associated Numidia topic	ESRS reference	Impact materiality	Impact	Actual vs. potential	Time horizon	Financial materiality	Description of risk or opportunity	Time horizon	Value chain	Related strategic pillar	Related risk mgmnt policy pillar
 Climate change	E1	Negative	Impact on climate change by greenhouse gas emissions from Numidia's operations (e.g., energy consumption and sources) and along the value chain (e.g., transportation).	Actual	Short term	Risk	Physical risks that arise from operating in changing weather conditions or dealing with severe weather events can impact the operational performance of our own operations and along the value chain, e.g., the blue tongue virus, which can lead to impact on the availability of milk, or drought, which can influence the presence of feed for cattle and therefore lead to a lower fat content in the milk.	Long-term	Full value chain	Most sustainable	Strategic
						Risk	Transition risks that arise from regulations that levy costs for carbon emissions, like carbon pricing or the emergence of increasing taxes on fuel or GHG emissions, especially in the Netherlands and New Zealand.	Medium term	Own operations	Most sustainable	Strategic
 Diversity, equity & inclusion	S1	Negative	Impact on our employees by ensuring that no discriminatory practices of any kind with regards to recruitment, compensation, access to training, promotion, termination of the employment agreement or retirement is applied based on race, caste, creed, nationality, religion, age, physical or mental disability, gender, marital status, sexual orientation and/or union membership or political affiliation.	Potential	Short term				Own operations	The Numidians	

Associated Numidia topic	ESRS reference	Impact materiality	Impact	Actual vs. potential	Time horizon	Financial materiality	Description of risk or opportunity	Time horizon	Value chain	Related strategic pillar	Related risk mgmnt policy pillar
		Positive	Creating equal opportunities for all employees to develop a career within Numidia and grow into the next salary scale and function. Thereby ensuring a high level of diversity throughout all levels and departments within the company.	Actual	Medium term				Own operations	The Numidians	
 Human capital	S1	Positive	Impact on the health and wellbeing of our employees by creating a healthy and safe work environment to prevent physical and mental harm and promote overall well-being. This includes providing employees with a person to speak to when they don't feel safe anymore.	Actual	Medium term	Opportunity	Opportunity to improve operational performance by ensuring a safe and supportive working environment. When an employee feels good in their position, within the firm and within their home situation, they are more likely to perform at their highest possible level.	Short term	Own operations	The Numidians	
		Positive	Impact on the skills, performance and career development of our employees by providing them with multiple training programs on various topics accessible to all employees within the company.	Actual	Medium term	Opportunity	Opportunity to gain a competitive advantage and support effective execution of the strategy by attracting and retaining the right talent.	Medium term	Own operations	The Numidians	
 Human rights (in value chain)	S2	Negative	Impact on human rights of workers in the value chain by preventing the use of child labor, forced/bonded labor and harsh or inhumane treatment of workers, and protect the right to freedom of association in our value chain.	Actual	Medium term	Risk	Risk of losing our social license to operate and/or of reputational damage when working with a partner that doesn't respect human rights.	Long term	Upstream / downstream	Most sustainable	Non-compliance
 Product safety & quality	S4					Opportunity	Opportunity to gain competitive advantage by providing certain types of certifications as customers ask for it.	Short term	Downstream	Best experience	

Associated Numidia topic	ESRS reference	Impact materiality	Impact	Actual vs. potential	Time horizon	Financial materiality	Description of risk or opportunity	Time horizon	Value chain	Related strategic pillar	Related risk mgmnt policy pillar
 Supply chain transparency	G1	Positive	Impact on both social and environmental factors within the supply chain by adhering to our supplier code of conduct, engaging with suppliers, implementing sustainable sourcing guidelines and enhancing supply chain transparency.	Actual	Medium term	Opportunity	Opportunity to increase consumer demand or capture new market opportunities by assessing and engaging with suppliers, implementing sustainable sourcing guidelines and enhancing supply chain transparency.	Medium term	Downstream	Most sustainable	
							Opportunity to gain competitive advantage by being as transparent as possible, as this will be interesting for other partners in the supply chain.	Short term	Upstream / downstream	Best experience	
							Opportunity to gain competitive advantage by offering green-routing, as this is not done by a lot of other companies.	Medium term	Upstream / downstream	Most sustainable	
							Risk of increased expenses as working with certified companies will be more expensive and showing traceability can be difficult.	Medium term	Upstream / downstream	Best experience	Non-compliance
 Animal welfare	G1	Negative	Impact on animal health by engaging only with suppliers who respect animal welfare and work together with suppliers to set-up programs and standards for animal welfare	Potential	Long term	Risk	Risk of reduced milk production numbers, resulting in less volume available for trade. This could result in a sales decline.	Long term	Upstream	Most sustainable	Strategic
 Community stewardship	n/a	Positive	Impact on local communities through local sponsoring and our charity foundation.	Actual	Short term			Short term	Own operations	Most sustainable	

The ESG subchapters will further elaborate on the matters identified below in the due diligence:

- Financial impact
- Measures
- Status
- Relation to specific groups of stakeholders and products/services


Continuous stakeholder engagement

Since Numidia's supply chain and (industry) requirements are continuously developing, the materiality of sustainability topics is subject to change. Due to this, the outcomes need to be periodically validated.

The approach chosen is to embed this process into the existing stakeholder engagement structures (e.g., Great Place To Work surveys, Net Promoter Score surveys, supplier audits, Board of Directors' meetings, etc.).

ENVIRONMENT

ESRS E1 : CLIMATE CHANGE

Associated Numidia topic	ESRS reference	Impact materiality	Impact	Actual vs. potential	Time horizon	Financial materiality	Description of risk or opportunity	Time horizon	Value chain	Related strategic pillar	Related risk mgmnt policy pillar
 Climate change	E1	Negative	Impact on climate change by greenhouse gas emissions from Numidia’s operations (e.g., energy consumption and sources) and along the value chain (e.g., transportation).	Actual	Short term	Risk	Physical risks that arise from operating in changing weather conditions or dealing with severe weather events can impact the operational performance of our own operations and along the value chain, e.g., the blue tongue virus, which can lead to impact on the availability of milk, or drought, which can influence the presence of feed for cattle and therefore lead to a lower fat content in the milk.	Long-term	Full value chain	Most sustainable	Strategic
						Risk	Transition risks that arise from regulations that levy costs for carbon emissions, like carbon pricing or the emergence of increasing taxes on fuel or GHG emissions, especially in the Netherlands and New Zealand.	Medium term	Own operations	Most sustainable	Strategic

1. Introduction

Numidia recognizes the impacts of climate change on the environment, society and the economy and is committed to taking action to reduce its effects. In alignment with the Paris Agreement, we actively work to reduce greenhouse gas (GHG) emissions, expressed in CO₂ equivalents (CO₂e), across our value chain, contributing to the global goal of limiting warming to well below 2°C and ideally 1.5°C above pre-industrial levels.

While we prioritize managing and reducing all sources of CO₂e emissions, we place particular focus on those derived from fossil fuels due to their significant contribution to global warming. These include emissions from transportation, energy use and production processes. However, we also recognize the importance of addressing biogenic CO₂e emissions and other GHGs, ensuring a comprehensive approach to climate action.

Our efforts span the entire value chain, focusing on Scope 3 emissions from farm-level production to product delivery to customers. Key actions include:

- Improving processes to develop robust, transparent and automated CO₂e calculation methods that capture all emissions sources, with particular attention to fossil CO₂e;
- Engaging with suppliers, producers and transporters to collaboratively reduce fossil fuel dependency while addressing overall emissions;
- Setting emission reduction targets aligned with internationally recognized frameworks, such as The Climate Pledge (TCP), to ensure consistency with the Paris Agreement goals.

By addressing all CO₂e emissions and prioritizing fossil fuel-related reductions, we aim to drive meaningful climate change mitigation and adaptation efforts, supporting a sustainable, low-carbon future across our value chain.

We have initiated preliminary steps to assess climate-related risks, focusing on key areas such as energy usage and supply chain emissions. We are working on conducting a comprehensive assessment of climate-related risks, opportunities and resilience, which we aim to finish in 2025. We will use scenario-based methodologies to analyze how climate change may impact our operations and supply chain over short-, medium- and long-term horizons. This assessment focuses on both transition risks and physical risks, with a special emphasis on our company's CO₂e emissions footprint and that of our broader supply chain, given the material importance of GHG emissions in the dairy industry.

Our offices

We have calculated our energy usage for our head office as well as all other Numidia offices around the world. Our head office was designed and constructed to be almost self-sustaining and is equipped with 110 solar panels, geothermal temperature conditioning, phase change material (PCM) ceilings for cooling and various other innovative and energy-saving systems. As of 2025, all new lease cars are fully electric.

Greenhouse gas emissions (direct and indirect)

Numidia has a strong focus on reducing any adverse impacts on the environment caused by its processes or those of its partners. Our environmental management system (EMS) is certified to ISO 14001:2015, which demonstrates our commitment to measuring and continuously reducing our environmental impact. Since 2020, we have also met the CO₂e Reduction Management standard, an addition to the ISO 14001 standard. For three consecutive years, the audits were completed with no non-conformities.

Numidia follows the GHG Protocol Corporate Accounting and Reporting Standard to identify its own carbon footprint and that of its value chain, focusing on CO₂ and CO₂e. See the chapter *Nonfinancial results* for an overview of Numidia's carbon footprint.

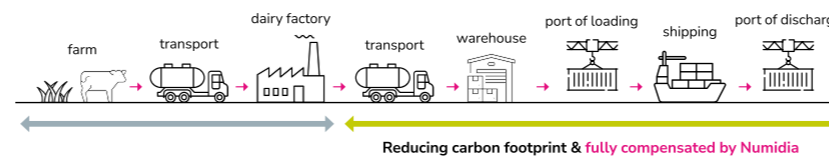
We have assessed our scope 1, scope 2 and various scope 3 emissions. This means we have identified CO₂e emissions not only from company-owned office buildings, business travel and commuting, but also from the transport of products (by ship, train or truck) and third-party warehousing (storage and freezing). As of 2024, we have also included emissions originating from farming and milk processing.

Our scope 3 emissions are divided into the following groups:

- Product: which includes emissions from farming and milk processing.
- Service: which relates to all transport, blending, freezing and warehouse emissions.
- Workforce: which includes all emissions originating from Numidians, such as business travels, commuting and leased assets.

We offset 100% of our scope 1, scope 2 and scope 3 workforce and service emissions using carbon credits from the VCS or Gold Standard platforms. For all scope 1, scope 2 and scope 3 workforce emissions, our goal is to use carbon credits exclusively from offset programs that have a positive impact on the dairy supply chain.

See "[appendix for sustainability statements](#)" for Numidia's CO₂ Footprint.



Green Routing and Carbon Neutral Delivery services

Numidia has developed two premium service offerings: Green Routing and Carbon Neutral Delivery. These services provide customers with options to actively reduce or compensate for the carbon footprint of their dairy product purchases.

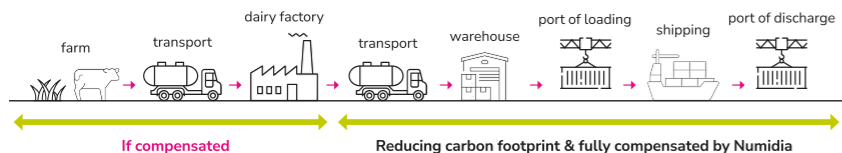
Green Routing

Our Green Routing service offers an enhanced sustainability option for customers who prioritize lower carbon impact throughout the supply chain. With Green Routing, Numidia offers the possibility to collaborate with suppliers who are evaluated for their CO₂e performance, covering key stages such as transport, warehousing, production and dairy farming. By choosing this service, customers can receive products with a transparent CO₂e footprint. The documentation details the emissions associated with each stage and highlights the reductions achieved compared to industry standards.

Carbon Neutral Delivery

For customers seeking to offset the full environmental impact of their purchase, our Carbon Neutral Delivery service provides a distinct path to carbon neutrality. This premium offering leverages CO₂e credits to balance the remaining emissions associated with a product's lifecycle, allowing customers to meet climate goals through a fully compensated carbon footprint. Numidia ensures that the CO₂e credits purchased are verifiable and derived from certified projects from VCS or The Gold Standard.

While these services are fully available, demand has been limited so far, and no sales have been made under these premium offerings to date. Numidia remains committed to providing transparent, verifiable carbon impact reduction options and is prepared to meet future demand as market dynamics evolve.



2. Policies

Numidia has established policies to address climate change and overall environmental responsibility within its supply chain. These policies provide a structured approach to reducing GHG emissions, managing climate-related risks, promoting sustainable practices and improving transparency from farm-level production to final delivery to our customers.

Our approach to environmental management is guided by our ISO 14001-certified EMS, ensuring that we continuously improve our environmental performance. This system provides a framework for setting and reviewing environmental objectives, complying with EU regulations and international best practices and conducting regular audits to assess progress. Our policies also promote sustainability beyond our direct operations, as we actively collaborate with suppliers, logistics providers and warehousing partners to improve resource efficiency and minimize environmental impact.

The Sustainability Manager is responsible for overseeing the implementation of these policies, ensuring alignment with Numidia’s overall sustainability strategy. Climate-related responsibilities extend beyond this role to executive leadership, with the management team providing oversight and strategic direction. Additionally, the Board of Directors is informed on key sustainability matters to ensure alignment with Numidia’s long-term business objectives. Our participation in initiatives such as the Sustainable Agriculture Initiative (SAI) platform and the Sustainable Dairy Partnership (SDP) reinforces our commitment to sustainable practices and emissions transparency in the dairy sector.

All our policies align with international standards such as the GHG Protocol, and we verify our emissions data through ISO 14001 audits. Climate risk assessments are conducted in collaboration with supply chain partners, and our progress is regularly reviewed. Transparency remains central to our approach, and we openly communicate our efforts and challenges to stakeholders, including employees, customers and suppliers.

While this document provides an overview of Numidia’s approach to climate and environmental responsibility, each policy contains specific commitments, objectives and implementation measures that guide our actions. These policies are publicly available and serve as the foundation for our sustainability efforts.

3. Targets

Achieving impactful progress in climate change mitigation and adaptation requires collaboration with both direct and indirect stakeholders. At Numidia, we have engaged a diverse range of stakeholders to ensure our sustainability objectives are robust, inclusive and aligned with the realities of the dairy commodity supply chain.

Our internal stakeholders, including employees, shareholders and internal experts, play a crucial role in setting our strategic direction and aligning sustainability initiatives with company values. External stakeholders, such as transporters, warehouses, product suppliers, customers, financial institutions (banks, insurance providers, brokers), auditors and industry associations like Gemzu and Eucolait, contribute vital insights and expertise, ensuring our targets are both feasible and impactful.

Additionally, we recognize the importance of indirect stakeholders, including government and regulatory bodies, farmers, NGOs, communities and consumers. Their perspectives help us consider broader societal and environmental contexts, shaping our approach to climate action.

Alignment with the Paris Agreement

Numidia acknowledges the critical importance of aligning its business activities with the goals of the Paris Agreement, specifically limiting global warming to well below 2°C, and pursuing efforts to limit the temperature increase to 1.5°C above pre-industrial levels. To this end, we have integrated climate transition considerations into our sustainability strategy and disclosures.

See [Appendix](#) for sustainability statements for Numidia's environmental objectives.

Baseline

Ensuring representativeness of the baseline value

Numidia has selected 2019 as the baseline year for its emissions reduction targets. This selection was made to ensure the baseline value accurately represents the activities covered and accounts for external influencing factors. Key considerations include:

Operational representativeness

- 2019 was a typical operational year, with complete and reliable data covering scope 1, 2 and 3 emissions across Numidia’s supply chain.
- This year reflects typical market conditions and operational outputs, with no extraordinary anomalies that could affect energy consumption or GHG emissions data.
- Since 2019, Numidia’s supplier management approach, including supplier selection criteria and operational processes, has been consistent. This consistency ensures that the 2019 baseline accurately reflects ongoing operations.

External factors and normalization

- To validate the representativeness of the baseline, emissions data from 2018, 2019 and 2020 were analyzed. The alignment of 2019 data with the three-year average validated it as a reliable and normalized baseline.
- Key external factors, such as COVID-19, dairy production volumes, transportation activity and energy consumption, were evaluated to confirm consistency.

Updates to the base year

Numidia acknowledges the requirement to update the baseline year:

- **Before 2030:** The baseline remains either 2019 or a more recent year in compliance with the Directive (EU) 2022/2464.
- **After 2030:** Baseline updates will occur every five years to ensure alignment with evolving sustainability requirements and targets.

4. Results

See "[appendix for sustainability statements](#)" for Numidia's CO₂ results.

Associated Numidia topic	ESRS reference	Impact materiality	Impact	Actual vs. potential	Time horizon	Financial materiality	Description of risk or opportunity	Time horizon	Value chain	Related strategic pillar	Related risk mgmnt policy pillar
		Positive	Impact on the skills, performance and career development of our employees by providing them with multiple training programs on various topics accessible to all employees within the company.	Actual	Medium term	Opportunity	Opportunity to gain a competitive advantage and support effective execution of the strategy by attracting and retaining the right talent.	Medium term	Own operations	The Numidians	

1. Introduction

Our people, the Numidians, are our most important asset. To us, our owners, employees with a temporary or indefinite employment contract, agents, interns, on call employees and volunteers are all Numidians.

We therefore strive for long-term relationships with our employees. To achieve this, we provide an attractive employee experience, promote a safe and healthy work environment and offer a broad range of professional and personal development opportunities. Furthermore, as a multi-cultural organization with employees from various nationalities and cultural backgrounds, we prioritize creating an inclusive environment.

We have two areas that we focus on regarding our own workforce:

- Healthy and Safe Work Environment
- Diversity, Equity & Inclusion



Engaging with our own employees

We involve employees when dealing with complex human resources policy issues, ensuring their point of view is considered. This also enhances communication between management and staff and supports a culture of shared responsibility. At this moment, our HR Director has the highest operational responsibility to ensure the human resources policies are in place and are taken into account in normal operations. As part of our human resources policies, we have both a male and female internal confidant as well as an external confidant to ensure all employees have a person to speak to when they don't feel safe. Additionally, we have an annual Great Place To Work survey and related action plan to follow this up. This plan is communicated to the Board of Directors and all employees.

To underline the transparency of our open and direct culture, we have one work floor per office. All directors, managers, staff, interns and seasonal workers are on the same floor; there are no separate offices. Employees are encouraged to approach each other with questions, ideas or requests for help in person if possible, or via phone, email or Teams message if someone is not at their desk.

Numidia is currently in the process of establishing a works council. This council will be composed of elected members who will represent the interests of the employees within the company. The primary responsibilities of these members include:

- **Representing employees' interests:** The works council will act as the voice of the workforce, ensuring that employees' concerns and needs are presented and discussed with management, giving all employees a chance to feel heard.
- **Consulting on significant decisions:** The works council will play an active role in consulting on key company decisions and policies, ensuring that employees have a say in matters that affect their work and workplace.
- **Ensuring compliance:** The council will help ensure that the company complies with labor laws and regulations, creating a fair and equitable environment for all employees.
- **Contributing to health and safety:** The works council will help promote and maintain a healthy, safe work environment with a focus on employee well-being.

With the establishment of the works council, Numidia is committed to fostering an inclusive and collaborative workplace where employees have a structured platform to express their views and contribute to the company's growth and success.

2. Healthy and Safe Work Environment

Numidia strives to create a healthy and safe work environment for its employees, preventing physical and mental harm and promoting overall wellbeing.

Strategy and approach

At Numidia, we believe the health and safety of people should always come first. Since our Numidians are our most important asset, we prioritize and protect the physical, social and psychological safety of everyone in the workplace. Discriminatory behavior of any kind at any stage of the employee lifecycle can negatively impact employee well-being.

Our ambition

Numidia aims to make a significant contribution to employees' well-being. We strive to create a work environment in the office and at home that not only feels safe but is also fulfilling. We focus on promoting professional growth and personal well-being as well as providing excellent primary and secondary benefits. Numidia recognizes that a healthy and rewarding work environment is crucial for our employees' personal success and the success of our company. A healthy and rewarding work environment allows our employees not only to do well but also to do good.

Numidia has participated in the in the Great Place To Work (GPTW) survey since 2021. GPTW is a global research and consulting firm that assesses and rates workplace cultures. GPTW operates in many different countries and regions, allowing for a global comparison of workplace cultures. This global perspective enables companies to benchmark themselves against both local and international standards. Numidia is proud to have been certified as a Great Place To Work for the last four years.

Being recognized by GPTW demonstrates that Numidia has been successful in creating a positive workplace culture where employees feel safe, valued, trusted and engaged. This certification also proves that we are an attractive employer one that attracts talent and retains employees for the long-term. In addition to being certified as a Great Place To Work, we aim to be recognized as a Best Workplace. Being a Best Workplace means Numidia is ranked among the top ten highest-scoring companies in the Netherlands within their category, which is based on the number of employees.



Health & safety policies

Numidia takes a preventative approach to health and safety, ensuring a workplace where employees feel secure and protected, allowing them to reach their full potential more easily.

Working conditions

In the interest of our own employees, we have implemented health & safety policies to mitigate occupational risk and manage calamities should they arise. The implementation of the Risk Inventory assessment and Evaluation (RI&E) is the basis of the working conditions policy. This means the health & safety policy has been established in accordance with Council Directive 89/391/EEC. All employees are expected to respect and comply with the working conditions regulations and to make an active contribution to the implementation of the working conditions policy.

If, despite all precautions, an accident happens, employees are obligated to report the accident to the prevention officer, who will take the appropriate measures to prevent recurrence in the future. The prevention officer is also responsible for relaying the information to the Board of Directors, including the HR Director. The HR Director is responsible for ensuring this policy is present and upheld and that any changes resulting from accidents are adopted.

Our health & safety policy also states that Numidia will provide all its employees with ergonomic equipment, for both in-office and at-home use, to ensure safe working conditions. The HR department, together with the prevention officer, ensures that employees are provided with ergonomic equipment and know how to set it up. Additionally, our Staff Handbook includes a section on how to ergonomically arrange the equipment both in the office and at home. Employees have the flexibility to work from home one or

two days a week in agreement with their direct manager. The HR department and the prevention officer ensure the average number of days a person works from home is recorded monthly. Both metrics are directly reported to the HR Director, as they are accountable for accurately implementing the health & safety policy.

Safety Culture and Policies

The company's rigorous safety protocols and a culture of continuous improvement have been key factors in achieving an injury-free record for the past years. By prioritizing a culture of safety, the company ensures that all employees are well-trained, prepared and equipped to avoid potential hazards.

Furthermore, all employees may consult an occupational physician whenever they deem this necessary. These consults are confidential, and Numidia will not be informed of any contact or its content, reinforcing our culture of safety and discretion regarding private matters.

Actions

Health & Safety - Prevention

Our approach can be best described as "It's always better to be safe than sorry." Therefore, we have a Prevention Officer within the workforce. The prevention officer actively works on promoting safety and health for all employees (100%) in all four of our offices.

The prevention officer has four statutory duties:

- Contributing to or drawing up an RI&E (incl. the action plan).
- Advising and collaborating with management to develop good working conditions.
- Contributing to the implementation of the measures from, among other things, the action plan.

- Working with and advising the company doctor or the occupational health and safety service.

For all of these duties, the prevention officer reports to the HR Director.

Every two to three years, we offer a confidential medical examination to all employees in the Netherlands to provide insight into their physical and mental health. In our other offices, employees have the option to consult a mental health professional at their own discretion. These actions are aimed at preventing or limiting the risks to the employees' health as much as possible.

To further promote employee health and well-being, Numidia has partnered with ODS. Through this collaboration, all employees working in the Netherlands, along with their partners and children (up to the age of 22, living at home), can benefit from discounts at over 250 vitality providers in their area. Additionally, employees and their families can participate in annual ODS Vitality Events. Employees can also subscribe to the ODS "Vitaal Update", which offers tips, blogs and promotions for all topics around vitality.

In addition to supporting our employees' vitality, we also believe in supporting a healthy diet. Numidia promotes healthy eating by offering a communal employee lunch three times a week at all of our offices, consisting of fresh and nutritious ingredients to ensure that all employees working on-site have a good start to a healthy diet. Additionally, fresh fruit and snack vegetables are delivered several times a week, and all available sodas are sugar-free to support the health and well-being of our employees. We measure the effectiveness of our these initiatives through the periodic medical examinations we provide. These examinations can help employees become more aware of their health and provide resources to support the start of a balanced diet. Numidia allocates approximately EUR 150 thousand annually for healthy lunches and snacks across all four of our offices (100%).

Numidia is committed to further improving the safety measures at our head office in Herten. The main improvement we plan to implement is a system that tracks the real-time number of employees in the office. After the new building is constructed, the office will be restricted to individuals with a personal key. By maintaining an accurate count of the number of people in the building at any given time, we expect that headcounts during an evacuation due to a calamity will be easier, improving the safety of the emergency response officers and all other employees. We have put aside the financial resources needed to implement this plan. Instructions for employees on how to use the personal key will be shared by the head emergency response officer upon implementing the new system.

Health & Safety - Training and Risk Mitigation

Each office location – whether in North America, South America, Europe or Asia – adheres to standardized safety training programs tailored to the specific needs of the local environment. Regular safety drills, ergonomic assessments and clear hazard reporting protocols ensure that employees are continuously aware of their surroundings and know how to prevent accidents. Moreover, workstations and office layouts are designed with safety in mind, reducing the likelihood of accidents.

To ensure these assessments and drills are completed, we have appointed emergency response officers in each office. Since they hold the responsibility of ensuring the safety of their colleagues, extra time has been allocated in their schedules to oversee safety drills and assessments.

Performance metrics and targets related to health & safety

Numidia has recorded zero work-related injuries across its four global offices, highlighting the success of its safety initiatives. By fostering a culture of awareness, proactive training and continuous improvement, we have ensured that our employees can focus on their work without the concern of injury. This achievement reflects our strong commitment to both operational excellence and the well-being of our workforce.

Work-related Injuries or ill health

Numidia values its employees and believes that they are a cornerstone of the company. We incorporate metrics from the Great Place To Work Survey to continuously monitor our positive impact on employees' well-being and mental health. Some of the most important metrics in this survey are the following:

Statement – Great Place To Work Survey 2024	Score
“This is a physically safe place to work”	98%
“People here are treated fairly regardless of their sexual orientation”	98%
“People here are treated fairly regardless of their race”	96%
“When you join the company, you are made to feel welcome”	97%

Due to the standardized statements in the survey, the results can easily be compared within similar industries or across multiple different industries.

There were no recorded injuries in 2024. Additionally, the number of recorded work-related ill health cases remained low with less than five cases. The HR department gathered these numbers, as they did not receive any reports from individual employees directly or from the internal or external confidant, who reports the number of consultations to the HR Director each month.

Numidia has a proactive approach to work-related ill health and injuries, aiming to prevent harm to our employees at all costs. For example, we conduct an annual fire drill and hold regular emergency response meetings to ensure we can react quickly and efficiently in the event of an emergency. Additionally, our safety staff gathers quarterly to discuss which approaches are working and which must be adjusted. Despite having operations across different continents, the company has reported zero work-related injuries. This exceptional achievement is a testament to the company's strong commitment to safety, employee health and proactive risk management.

3. Learning and Development

We recognize that learning and development is essential to our success. Our employees make the difference, and their skills, knowledge and dedication enable us to make a real difference in our business and beyond. By investing in their growth, we ensure that we are not only meeting compliance requirements but also building a sustainable and impactful future together. Furthermore, an attractive learning and development program helps to attract and retain the right talent.

Approach/strategy on learning and development

Future of Work

The future of work is rapidly evolving, driven by technological advancements and shifting societal expectations. Automation and artificial intelligence are transforming industries, moving the focus away from routine tasks towards more creative and strategic roles. This evolution is encouraging organizations to rethink their structures and prioritize continuous learning to stay ahead of the curve.

With our current policies, we are well-prepared for the future, positioning ourselves to attract new talent and retain our existing employees. Hybrid work models are becoming standard, providing greater flexibility and autonomy over how and where people work. Our policies reflect this shift, ensuring we offer the tools and practices necessary to maintain collaboration and productivity, regardless of physical location.

Additionally, the future of work is increasingly centered around purpose-driven careers. Employees are seeking roles that align with their values and provide a deeper sense of fulfillment. Our commitment to sustainability, diversity, equity and inclusion not only meets these expectations but also makes us an employer of choice for top talent.

Policies on learning and development

In our organization, we offer a standard selection of training programs aimed at enhancing the knowledge and skills of our employees. These programs are designed to enable them to perform optimally in their current roles while also preparing them for potential future roles at a higher level. These training opportunities are accessible to all (100%) of our employees.

In 2024, we focused on updating our training programs in communication, negotiation and sales to ensure they align with the realities of today's world. The CEO and the HR Director were involved in selecting the dedicated trainer for the program. Additionally, the content of these training programs was carefully coordinated with the HR Director and a Commercial Director to ensure relevance and effectiveness.

In 2025, we will deliver the first sessions of these updated training programs. To ensure the continued relevance and effectiveness of the training programs, we will actively seek feedback from our employees on the training content after each session. The feedback will be compiled and presented to the Board of Directors. Based on their input, the training programs will be adjusted to align as closely as possible with the needs of our employees. This way, we can refine and optimize the programs, ensuring they meet the evolving needs of our workforce and the demands of the current business environment.

Performance management

Reviews

All employees (100%) have at least two reviews per year. The direct manager and the second line manager participate in the reviews. The second-line manager is a member of the Management Team and/or Board of Directors. The reviews cover several topics, including job satisfaction, Numidia as an employer, development goals, ideas on innovations and work-life balance.

Promotion

During the reviews, learning and development goals and progress on those goals are discussed, as well as the desired growth path of the employee. Additionally, we assess all employees on their competencies and may offer promotions accordingly.

To ensure transparency and to provide all employees with an additional opportunity to express their ambitions, we post open positions on SharePoint. All employees have access to SharePoint and can apply to the open vacancies if interested.

Salary increases are given according to the salary scales. The scales are based on job profiles to ensure that salaries correspond to the complexity and responsibility of the position, regardless of gender. They contribute to gender equality within Numidia by ensuring equal and fair pay and opportunities. All employees can approach HR for an explanation on the scales.

Remuneration

Our employees are remunerated in accordance with the salary scale based on an individual's position, responsibilities and years of experience. Salaries are paid at least once a month, and all employee salaries are above the minimum wage for each country. Additionally, we follow the labor laws of the countries in which we have an office.

At Numidia, we strive for long-term relationships with our employees. We offer employees an indefinite employment contract after 19 months. Furthermore, employees who have worked at Numidia for five years or longer are rewarded with: an additional paid day of leave, invitations to business events, a visit to an office abroad once every five years and an extra bonus.

Numidia pays into pension plans in accordance with the local customs of its employees around the world, ensuring their well-being both now and in the future. In 2024, all employees participated in the applicable plans facilitated by us.

We believe that when Numidia does well, our employees should also benefit. Therefore, when we are successful, we reward our employees with an end-of-year bonus. The amount of each employee's bonus is determined by the following:

- The overall company result (versus budget).
- If applicable, the individual trade results vs. individual trade budget.
- The employee's performance.

Termination

Employees who wish to terminate their employment contract with Numidia must take the notice period into consideration.

If Numidia chooses not to extend a temporary employment contract, it must also take the notice period into consideration. Several steps are taken before deciding not to extend a temporary employment contract: the manager holds multiple conversations with the employee about improvement, creates a performance improvement plan with them and explores opportunities in other departments.

In the rare event that none of the above actions are successful, we will decide not to extend the employment contract.

In cases of undesirable behavior in the workplace, we have an employee sanctions policy that provides a structured approach to handling them.

Actions on learning and development

Learning and development - Numidia Academy

We invest in the personal and professional development of all our employees (100%) through the Numidia Academy. The Academy starts with an onboarding program that allows new employees to get to know Numidia. The onboarding program consists of classroom introductions, e-learning courses and on-the-job training. In the months thereafter, we continue to develop the skills of new employees based on their individual needs and their role within Numidia. For our employees working abroad, classroom introductions are conducted via Microsoft Teams to ensure that those employees also have access to the trainings.

Throughout their employment, employees can consult with their direct manager to sign up for additional trainings to improve their skills (e.g., commercial, Excel, negotiation, time management), as outlined in the House of Onboarding. Numidia believes that it is crucial to continuously invest in the development of our employees to foster their long-term engagement and retention within our organization. Additionally, offering a comprehensive and attractive learning and development program is a key factor in attracting new talent. By prioritizing employee growth, we not only strengthen our internal capabilities but also position ourselves as an employer of choice in a competitive labor market. We invite our employees working abroad to travel to the Netherlands to participate in the trainings. These trainings are given in English to ensure they are accessible for all employees.

As mentioned earlier in this report, we have updated our training programs with a focus on communication, sales and negotiation. These updates ensure that our offerings remain aligned with the current needs of our employees and the evolving business environment.

Numidia pays for all the offered training, including travel allowance, study material and exam fees. Employees attend the training sessions during working hours, and no refund scheme applies to any training. In 2024, we spent EUR 160 thousand on training and education.

Some of our employees may have individual requirements, such as learning a particular language, assertiveness training or internal audit training. As we become aware of these requirements, we look at possible ways of addressing them. For example, we offer Dutch lessons to those whose first language is not Dutch, helping them integrate more easily into life in the Netherlands.

We highly value our managers who lead teams within our organization. Their role is crucial to our success, which is why we are committed to providing them with the best possible support and development opportunities. To empower our managers and ensure they have the tools needed to effectively lead their teams, we offer a comprehensive training program. This program includes essential people management skills, coaching leadership techniques and peer review sessions. By equipping our managers with these skills, we aim to help them guide their teams with confidence and support each team member in their personal and professional growth.

All employees are welcome to sign up for additional training sessions. We only provide guidelines on the knowledge required to participate.

Targets on learning and development

Our goal is to ensure that each employee receives 60 hours of training per year. This goal is set and approved by the Board of Directors. This commitment reflects our dedication to fostering continuous learning and development, enabling our workforce to enhance their skills, adapt to new challenges and contribute effectively to our organization's success. By prioritizing structured and meaningful training opportunities, we aim to support both personal and professional growth for all employees.

Metrics on learning and development

In 2024, our employees averaged 24.61 hours of training. Female employees completed 25.23 hours of training, and male employees completed 21.56 hours of training. We calculated the training hours by multiplying the duration of each training by the number of employees who followed the training.

All our employees (100%) receive the mandatory introduction training, and all employees (100%) can register for additional training in line with their personal goals, needs and ambitions.

Unfortunately, we did not achieve our 2024 training hours target. To ensure we meet this target in 2025, we have revamped our training programs to make them as engaging as possible for our staff. Since participation is based on enrollment, ensuring the appeal and relevance of the training sessions is crucial.

4. Diversity, Equity and Inclusion

Within Numidia, we have identified both positive and negative potential impacts on employees related to diversity.

On the positive side, diversity can play a key role in ensuring that all employees at Numidia have the opportunity to develop their careers and advance to the next salary scale. By linking performance management to objective targets, including individual and company-wide goals, we create a level playing field that allows for fair comparisons of employee performance, regardless of gender and race.

On the negative side, despite all precautions to limit discriminatory practices, stereotypes may still influence decision-making, negatively impacting certain employees.

Strategy and general approach on DEI

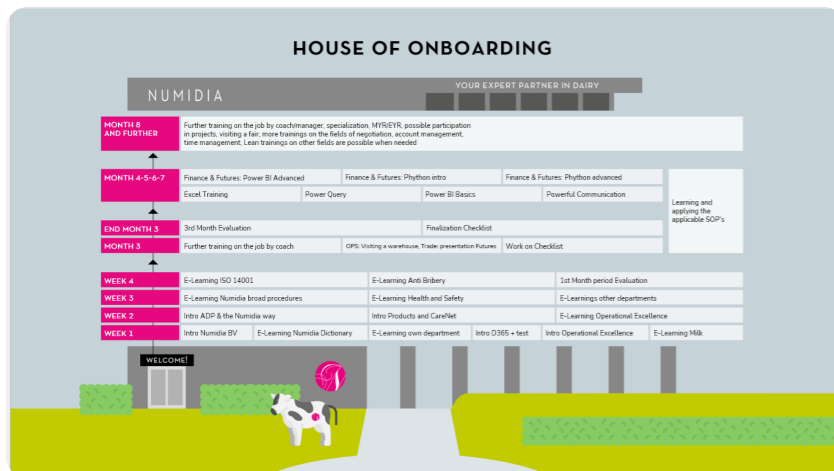
Strength lies in differences

At Numidia, we believe that strength lies in differences, not in similarities. We strive to promote a diverse and inclusive work environment where all individuals have equal opportunities to succeed, regardless of their background, identity or characteristics.

We will not tolerate discrimination based on gender, race, color, sexual orientation, gender identity or expression, nationality, age, religion, philosophy, disability, marital status, pregnancy, political disposition, genetic information, type of employment relationship or any other protected characteristics under the law, which is all outlined in our internal policies.

Policies on DEI

To enforce our ambition to ensure a diverse environment inclusive to all regardless of gender, race or age, we have several policies in place. These policies are Code of Conduct, whistleblower policy, confidants, protection against retaliation and employee sanction policy. These policies all play an essential role in ensuring Numidia's work environment provides opportunities for all people.



These policies apply to all employees (100%) and contributors of Numidia and are approved by our Board of Directors. The HR Director and the Quality and Compliance Manager hold the final responsibility for implementing, upholding and measuring the effectiveness of the policies. The HR Director reports the effectiveness of the policies to the Board of Directors in their meetings. The Staff Handbook is part of the employment contract and can be consulted 24/7 via our internal system. To ensure all employees are aware of these important rules, compulsory yearly training is given to all employees.

Human and labor rights

At Numidia, we believe human rights are universal, and every person around the world deserves to be treated with dignity and have their interests considered equally. Due to this, we are committed to acting in compliance with the International Bill of Human Rights and the Internal Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work. We have aligned our health & safety policy and our Code of Conduct with these international human rights standards. We updated these policies this year to ensure the absence of discrimination based on gender, race, disability and age within Numidia and maintain a high ethical work standard. We do not allow any forced or child labor, nor do we accept any harsh or inhumane treatment, further aligned with sustainable development goal 8. Maintaining the alignment with external benchmarks and annually updating the policies listed above is the responsibility of the HR Director, who in turn reports any significant changes to the Board of Directors.

We firmly believe that these principles are integral to fostering our employees' well-being. Therefore, it is our priority to ensure that adequate management systems are in place to identify, prevent, mitigate and remedy any potential adverse human rights impacts, whether they are related to our own employees or other people working in the value chain. Numidia is committed to providing remedies in instances where we identify adverse human rights impacts. In the current reporting period, no infractions on human rights were reported.

Furthermore, Numidia is committed to safeguarding its employees' conditions through social protection, in accordance with the laws and regulations of the relevant country where the employee works. This includes measures such as sick leave, unemployment benefits, injury and disability benefits, parental leave and retirement. To protect the work-life balance of our employees, we do not ask them to work overtime, and we provide more than the statutory paid days of leave. Additionally, to support our employees in special or demanding events in their personal lives, we provide them with paid special leave such as marriage leave, parental leave, nursing leave and leave in case of the death of a loved one.

Actions on DEI

Numidia aims to foster a workplace where employees from different cultural backgrounds feel comfortable with each other and support one another in reaching their highest potential.

We achieve this by providing cultural awareness and powerful communication workshops to all first-year employees. The objective of these workshops is to foster a shared understanding and create an inclusive environment where everyone feels welcome, promoting a collaborative work culture that encourages employees to perform at their best.

To foster a diverse environment, we draft our job vacancies to be inclusive, ensuring that all qualified candidates are encouraged to apply regardless of their identity. We evaluate objective and relevant criteria, such as a potential candidate's educational background, and select candidates based on their skills, experience and suitability for the position. The HR department, in consultation with the department where the open position is to be filled, calibrates these criteria to ensure they are highly applicable. The HR Director then verifies these criteria to maintain consistency and comparability across the company.

We will ensure fair and equal treatment of all applicants throughout the entire recruitment and selection process, including the handling of applications, interviews and evaluations. The selection process consists of two interviews with a total of four different interviewers and a half-day experience at the office.

We have a system in place to coordinate and oversee the selection process. This system records the individuals involved in the selection process, to ensure compliance with the Equality in Recruitment and Selection law, as applicable under Dutch corporate law. We will regularly evaluate the recruitment and selection processes to ensure they are aligned with this law.

The HR department periodically gathers demographic statistics on our employees to monitor for any inequalities. Based on the HR Directors' analysis, corrective actions are taken as needed. In 2024, we implemented a more proactive approach to ensuring a fair recruitment process by providing all employees involved in hiring with training focused on anti-discrimination and fair recruitment practices.

In 2024, Numidia continued its efforts to empower women in the workforce by increasing the share of women in managerial or executive positions within the company. We achieved this by actively searching, selecting and developing female talents. An example of this would be our "Coaching Leadership" training, which is accessible to all employees with managerial responsibilities regardless of their gender.

Furthermore, in our efforts to empower women, we encourage them to take their rightfully owed PTO during pregnancy. We also ensure that any extra hours the employees take on align with their personal needs and preferences, in agreement with their direct manager. This provides our employees with greater flexibility, allowing them to maintain a sustainable work-life balance, while continuing to contribute as valuable team members.

Additionally, resources such as the “Coaching Leadership” training and additional opportunities to seek suitable candidates—regardless of gender—are provided to the HR department and all employees involved in the hiring process.

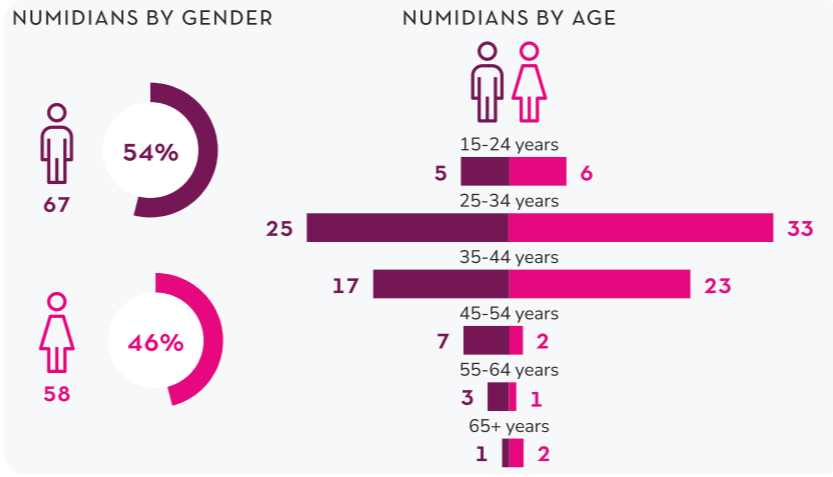
Numidia also allocates monetary resources to provide “Cultural awareness” trainings for all employees. These training courses are provided to new employees to help them navigate the cultural differences within the company. The monetary resources used for this are part of the EUR 160 thousand allocated to education throughout 2024. Our goal for 2015 is to ensure all employees have participated in the cultural awareness training at least once in their career within Numidia to enhance the collaboration between people.

Metrics on DEI

As of 31 December 2024, the Numidians represent 30 nationalities. We value the diversity of our team, and we strongly believe that we are more successful when we understand the cultures and backgrounds of our customers and stakeholders. Our company culture is inclusive of different views, and we do not look at the world exclusively from a "Western" perspective.



At Numidia, we strive for a well-balanced gender distribution between males and females while also ensuring representation across various age groups. On average, the company has a youthful workforce, with more than 50% of all employees being below 35 years old.



Pay Gap

Based on the position, years of experience and country, the pay gap between male and female employees is 3.44% (based on the gross fulltime monthly salary in December 2024). Only individuals who are comparable in terms of role and experience have been included in this calculation. For example, if a certain job category consisted solely of men with a similar number of years of experience, those individuals were excluded from the calculation. This ensures a fair and representative comparison, considering only relevant groups of employees.

The annual total remuneration ratio between the highest paid individual to the median annual total remuneration of all employees (excluding the highest paid person) is 5.25 (based on the gross yearly salary, including holiday pay and bonus). The median is taken only from the employees in the Netherlands to prevent the given median from being clouded by the differences between various countries in terms of purchasing power).

5. Processes to remediate negative impacts and channels to raise concerns

Grievance Mechanism - whistleblower policy

We recognize that individuals who observe a Breach, and wish to report it, will do so under assurance of confidentiality. All employees are to comply with applicable governmental laws, rules and regulations and the company’s regulations and procedures. We will handle all reports confidentially, and we expect people reporting a breach to maintain confidentiality as well. However, we acknowledge that in certain situations, the investigation process may reach a point where the person who reported the breach needs to make a statement or provide further evidence.

Under such circumstances, when maintaining someone’s privacy hinders finding the truth, we may not be able to guarantee full confidentiality to the reporting person.

If a person feels there is no other way than filing an anonymous report and applicable local law allows for it, we will always take appropriate protective action.

Safety and trust are very important to us. We encourage open communication and expect all employees and partners to uphold the values of integrity and respect in all situations.

We take a proactive approach to ensure our employees are aware of the grievance mechanisms and the protection of employees. We emphasize this proactiveness in our mandatory Code of Conduct training for all employees and through our information sharing lobbies, where we keep employees informed about the latest updates to our Code of Conduct via emails and our intranet.

However, if a grievance is identified, our HR Director together with the rest of the Board of Directors is responsible for establishing the underlying issue and mitigating the negative impact on the company and other employees. This will be done in a structured, case-by-case manner to ensure an effective approach. Depending on the issue, the effectiveness of the remedy will be assessed by determining whether the issue persists, and if so, to what extent.

Confidants

If an employee experiences undesirable behavior, they can contact one or both of the confidants, whether internal or external. The person who caused the undesirable behavior can also contact one or both confidants.

The confidant always treats the information confidentially, and their main tasks are:

listening, thinking along, providing guidance in any follow-up steps and referring employees if deemed necessary.

The employee can expect the following of the confidant:

- To serve as the first point of contact for employees (or anyone who works on behalf of the employer) who have to deal with undesirable behavior;
- To inform involved employees about the solution options;
- To check whether the undesirable behavior can stop by having a conversation;
- To refer the handling of the complaint to the external complaints committee if the situation warrants, and assist the employee in this procedure if desired;

- To provide information about the approach, advising and supporting management;
- To highlight undesirable conduct at least once a year.

The internal and external confidants report quarterly on the number of reports filed. The external confidants also report how many hours they spent working on reports for Numidia. These reports provide insight about experiences with undesirable behavior and help us implement strategies to mitigate this behavior in the future. The reports are delivered directly to the HR Director, who is responsible for managing and taking mitigating actions in the event that a valid concern is raised.

During the 2024 reporting period, no concerns were reported to our confidants. In the event that a concern is raised, we will use our pre-planned update meetings between the internal confidants or external confidants to establish what the issue is and look for ways to mitigate the impact.

In 2024, we did not assess the effectiveness of these measures specifically, as no reports were submitted. However, in our Great Place To Work survey, the following questions serve as a support base for assessing the effectiveness of our inclusive approach, as employees indicate that they feel safe speaking up when they have concerns.

- People here are treated fairly regardless of their sexual orientation.
- People here are treated fairly regardless of their race.
- People here are treated fairly regardless of their age.
- People here are treated fairly regardless of their gender.
- If I am unfairly treated, I believe I'll be given a fair hearing if I appeal.

Protection against retaliation

We are committed to maintaining a workplace where employees feel safe and supported in reporting any concerns or violations. Likewise, external parties should also feel secure and encouraged to do the same. Anyone who files a complaint or reports an issue in good faith will not face any form of retaliation. Retaliation against anyone for reporting a concern, participating in an investigation or refusing to participate in activities that violate this Code is prohibited. Should this occur, the violator will be subject to appropriate disciplinary sanctions. Any such retaliation must be reported to the external officer at once.

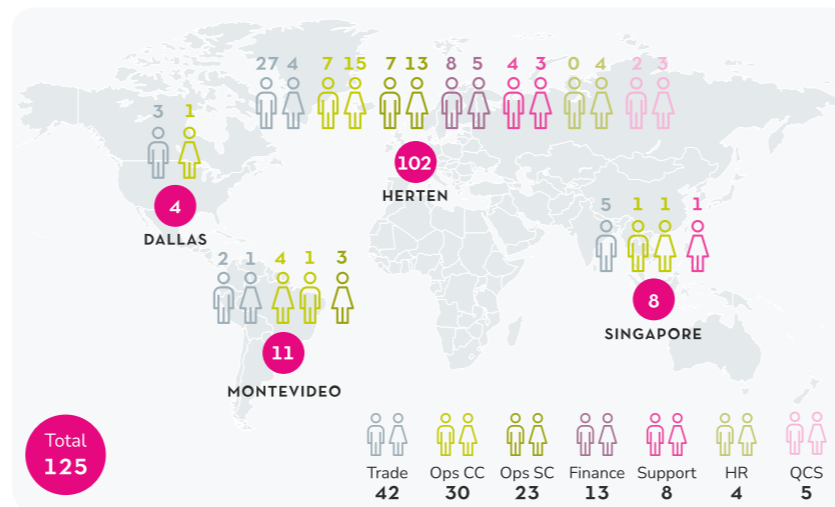
Metrics

As of 31 December 2024, Numidia has 106 full-time employees and 13 part-time employees (headcount). These made a total of 115.73 FTE (including statutory directors) per 31 December 2024 (the year average FTE amounts to 12.44). In addition, there were 6 interns and volunteers active, adding up to 125 Numidians. On top of that, Numidia has 7 agents under contract. Numidia has not made employees available to others or hired employees from others.


Over the financial year 2024, a total of five employees left Numidia after coming to a mutual agreement (VSO) between Numidia and the employee. The 20 other employees who left Numidia resigned themselves or Numidia decided not to continue the employment agreement. The departure of 25 employees resulted in an average turnover rate of 21.27% for the past reporting year.

In 2024, 15.9% of the all the employees (100%) were entitled to parental leave (because they have a child or several children of the age at which our employee is entitled to parental leave according to legislation). Of the 15.9%, 9% of these employees have actually taken parental leave. 0% were male, 100% were female.

These numbers and percentages were collected by the HR department under the supervision and verification of the HR Director, who was included in all terminations and hires.



ESRS S2: WORKERS IN THE VALUE CHAIN

Associated Numidia topic	ESRS reference	Impact materiality	Impact	Actual vs. potential	Time horizon	Financial materiality	Description of risk or opportunity	Time horizon	Value chain	Related strategic pillar	Related risk mgmnt policy pillar
 Human rights (in value chain)	S2	Negative	Impact on human rights of workers in the value chain by preventing the use of child labor, forced/bonded labor and harsh or inhumane treatment of workers, and protect the right to freedom of association in our value chain.	Actual	Medium term	Risk	Risk of losing our social license to operate and/or of reputational damage when working with a partner that doesn't respect human rights.	Long term	Upstream / downstream	Most sustainable	Non-compliance

Introduction

At Numidia, we recognize that the well-being and human rights of workers throughout our value chain are integral to our business's success and ethical foundation. Our current approach is focused on upstream product suppliers, agents, warehouses, transporters and business partners, (hereinafter referred to as suppliers). While we do not directly interact with farmers or workers at the raw material production level, we are committed to mitigating negative impacts by actively working to prevent child labor, harsh or inhumane treatment and violations of the right to freedom of association. By prioritizing these principles, we aim to uphold the dignity and rights of workers, contributing to a more equitable and sustainable value chain.

Our responsibility extends beyond compliance: we recognize that collaborating with partners who fail to respect human rights presents significant risks, including reputational damage and the potential loss of our license to operate.

Through consistent monitoring, outlining clear expectations in our Supplier Code of Conduct and requiring verifiable evidence of compliance, our efforts not only safeguard our operations but also demonstrate our commitment to creating a value chain where human rights are respected and upheld.

Numidia recognizes the importance of promoting the well-being of workers across its value chain. We demonstrate our commitment to ensuring safe and fair working conditions by engaging with suppliers, requiring compliance with international labor standards and following best practices.

Key aspects of our approach include:

- **Ensuring compliance via documentation:** Numidia requires all suppliers to provide relevant certifications (e.g., EcoVadis, SEDEX or equivalent) and documentation demonstrating adherence to labor and human rights standards.
- **Supplier Code of Conduct:** All suppliers are required to sign and commit to Numidia's Supplier Code of Conduct, which mandates compliance with principles such as fair wages, safe working conditions and the prohibition of forced and child labor.

- **Regular monitoring:** By reviewing supplier-provided certifications and conducting follow-ups on compliance declarations, Numidia ensures continuous adherence to ethical labor practices.

By promoting these aspects, we also aim to mitigate potential reputational damage and safeguard our license to operate.

Strategy & approach

Numidia takes a focused approach to identifying and addressing potential labor risks in its value chain. While we do not currently conduct audits on these topics, we rely on supplier-provided documentation, including certifications, declarations and their agreement to the to the Supplier Code of Conduct, to ensure compliance with ethical labor practices. Additionally, we conduct proactive risk assessments.

Geographies and commodity risks

We are working on a risk assessment to identify labor risks in the regions where our suppliers operate, and to also identify potential risks associated with specific commodities sourced in our value chain. We aim to complete this assessment in 2025.

Engaging with suppliers

Protecting workers through supplier engagement

Protecting workers across the value chain is at the heart of Numidia’s commitment to ethical business practices. By setting clear expectations for our suppliers, we aim to ensure that labor standards are upheld, safe working conditions are maintained and all workers are treated fairly. This approach not only fosters inclusivity but also strengthens transparency and accountability throughout the supply chain.

To achieve this, we require our suppliers to adhere to our Supplier Code of Conduct. This document reinforces fundamental principles such as equal opportunities, workplace safety and fair labor practices. Suppliers are expected to provide equitable treatment to all employees, including women, migrant workers and vulnerable groups, while also maintaining safe and healthy work environments that comply with international labor standards. This ethical framework also includes strict policies against child labor, forced labor, discrimination and unfair wages to ensure humane treatment.

Transparency plays a crucial role in upholding these commitments. Numidia relies on supplier-provided documentation to verify compliance, including signed agreements, certifications from recognized standards such as SEDEX or EcoVadis and online questionnaires that assess labor practices and workplace conditions. This structured approach allows us to monitor progress and identify areas for improvement. When gaps or risks are detected, we engage with suppliers about committing to higher standards and more ethical and practices. As part of this process, we may require additional certifications, conduct follow-up assessments or impose enhanced accountability measures.

By holding our suppliers to ethical standards and working with them to improve their practices, Numidia contributes to a more responsible and inclusive value chain.

We hold ourselves and our suppliers to the same high standards, ensuring that ethical labor practices are embedded not only in our supply chain but also within our own organization. As a certified Great Place To Work (GPTW), Numidia demonstrates its commitment to fair labor conditions, employee well-being and an inclusive workplace. Through a combination of compliance, engagement and transparency, we uphold these values while driving positive change for workers across our global supply chain.

Grievance mechanisms for value chain workers

Numidia encourages its suppliers to provide workers across the value chain with access to effective and transparent grievance mechanisms. These mechanisms enable workers to report concerns related to labor rights, working conditions and other ethical violations without fear of retaliation.

Policy

Numidia has a formal policy framework addressing labor rights and working conditions in the value chain. This policy is aligned with the International Labour Organization’s (ILO’s) core conventions, ensuring freedom of association, prohibition of child labor, elimination of forced labor and non-discrimination.

As part of our sustainable sourcing policy, we require suppliers to uphold ethical, environmental and social responsibility principles. This policy applies to all products and services procured by Numidia and emphasizes:

- Labor and human rights: Compliance with international labor standards, including the prohibition of child labor, forced labor and discrimination.
- Environmental sustainability: Commitment to reducing GHG emissions, protecting biodiversity and ensuring responsible resource use.

- Transparency and compliance: Suppliers must disclose sustainability performance data, undergo regular assessments (such as EcoVadis evaluations) and participate in online questionnaire audits to ensure adherence to Numidia’s standards.

Numidia engages with suppliers through monitoring, training and collaboration to drive continuous improvement in sustainability performance. This policy supports Numidia’s broader commitments under the Corporate Sustainability Reporting Directive (CSRD).

All suppliers must sign and adhere to Numidia’s Code of Conduct, which is aligned with international labor standards such as the ILO Conventions and UN Guiding Principles on Business and Human Rights.

The Code of Conduct outlines clear expectations for labor practices, including prohibiting child labor, forced labor and discrimination, while promoting safe working environments and fair wages.

Actions & results

Supplier monitoring & results

All our suppliers are assessed for risks, [see Counterparty risk](#), including environmental and sustainability risks. We assess suppliers for risks by requiring them to provide valid certifications or proof of compliance, such as EcoVadis certification or SEDEX membership, or by confirming compliance through Numidia’s questionnaires. The submitted proof is regularly reviewed to ensure it remains current and relevant. In our 2024 review, no high-risk suppliers were identified that would indicate any non-compliance with Numidia’s requirements and standards.

Desired outcomes

Suppliers demonstrate full compliance with international labor standards, including the elimination of child labor, prevention of harsh or inhumane treatment and respect for the right to freedom of association. These efforts ensure that Numidia’s value chain promotes dignity and fairness for all workers.

Mitigation of reputational and operational risks:

- By requiring suppliers to uphold Numidia’s Supplier Code of Conduct and maintain relevant certifications, potential risks of human rights violations are proactively identified and addressed.
- Regular supplier online questionnaires, monitoring and follow-ups ensure early detection of non-compliance, reducing the risk of partnering with entities that could harm Numidia’s reputation or social license to operate.
- Transparently engaging with stakeholders, including customers, reinforces trust in Numidia’s commitment to ethical practices and human rights protections.

A sustainable and transparent supply chain:

- Improved accountability among suppliers contributes to more transparent labor practices, reducing the likelihood of labor violations.
- Continuous advancements in worker well-being and the prevention of unethical practices contribute to a value chain that aligns with Numidia’s sustainability goals and enhance Numidia’s reputation as a responsible and trustworthy partner.

Remediation and channels to raise concerns

Our whistleblower procedure is straightforward and designed to encourage reporting of any concerns or irregularities related to our Code of Conduct. All suppliers and agents are instructed to report such issues via a dedicated email address: whistleblower@numidia.nl. This channel ensures that all reports are treated with the utmost confidentiality, protecting the identity of the whistleblower and fostering an environment where ethical breaches can be reported without fear of reprisal.

Targets & metrics

Targets for worker welfare

Supplier commitment to Code of Conduct:

- **Target:** Ensure that 100% of our product and service suppliers have signed Numidia’s Supplier Code of Conduct by 2025.
- **Key actions:** Maintain the requirement for all new suppliers to sign the Code of Conduct as part of the onboarding process.
- **Measurement:** Percentage of suppliers with signed Codes of Conduct.

Metrics for worker well-being

Supplier commitment to Code of Conduct

- **Metric:** Percentage of suppliers with a signed Supplier Code of Conduct.
- **Measurement method:** Review supplier documentation annually to ensure all suppliers have signed and returned the Code of Conduct.
- **Target value (2025):** 100%.

Supplier certification compliance

- **Metric:** Percentage of suppliers holding valid certifications (e.g., SEDEX, EcoVadis).

- **Measurement method:** Collect and verify certification documentation during the annual supplier review process.
- **Target value (2027):** 70%.

Targets for worker empowerment

Assessing vulnerable workers:

- **Target:** By 2027, identify risk ratings for 100% of sourcing regions regarding vulnerable worker groups (e.g., women, migrants) or other risks related to workers in the value chain.
- **Baseline year:** 2024
- **Key actions:**
 - Use existing documentation and data to map high-risk regions.
 - Determine suppliers originating from high-risk regions.
- **Measurement:** Percentage of identified regions and suppliers.

Metrics for worker empowerment

Assessing vulnerable workers

- **Metric:** Percentage of sourcing regions identified as high-risk for vulnerable worker groups.
- **Measurement method:** Conduct a review and risk assessment of sourcing regions annually, documenting supplier engagement initiatives.
- **Target value (2030):** 100% identified, with 50% of suppliers engaged in initiatives.

Metrics for transparency and reporting

Supplier compliance review



- **Metric:** Percentage of suppliers reviewed annually for compliance with the Supplier Code of Conduct and certifications.
- **Measurement method:**

- Track the total number of suppliers reviewed annually against the total number of identified high-risk suppliers or suppliers from high-risk regions.
- Document reviews using a standardized compliance checklist covering adherence to the Supplier Code of Conduct and valid certifications.
- **Baseline value (2024):** 0%.
- **Target value (2026):** 60% of high-risk suppliers reviewed annually.

Monitoring and validation

- **Methodologies:** All metrics are measured using data collected from supplier documentation, audits and certifications. Numidia will standardize data collection processes to ensure consistency.
- **External validation:** Certifications and supplier audit findings are externally validated through accredited bodies.
- **Limitations:** Numidia currently relies on supplier self-reporting for some metrics, which may require cross-verification through spot checks and third-party reviews over time.

ESRS S4: CONSUMERS

	Associated Numidia topic	ESRS reference	Impact materiality	Impact	Actual vs. potential	Time horizon	Financial materiality	Description of risk or opportunity	Time horizon	Value chain	Related strategic pillar	Related risk mgmnt policy pillar
	Product safety & quality	S4					Opportunity	Opportunity to gain competitive advantage by providing certain types of certifications as customers ask for it.	Short term	Downstream	Best experience	
			Negative	Impact on consumer's health and safety in case of failure to meet food safety and quality standards.	Potential	Short term	Risk	Risk of reputational damage or loss in consumer trust / of societal license to operate when products do not meet food safety and quality standards, which might result in financial losses.	Short term	Downstream	Best products	Non-compliance
	Access to products	S4	Positive	Impact on inclusive access to dairy products by offering affordable and accessible products to consumers. Numidia is growing as a company, which allows the company to have a large area to sell products.	Actual	Medium term	Opportunity	Opportunity to gain market share as there is a rising market demand for trading in dairy products.	Medium-term	Downstream	Market leadership	
							Risk	Risk of the implementation of new regulations to limit the dependency on outside parties and to improve the internal economy. Examples of this is Egypt and Algeria.	Medium-term	Downstream	Market leadership	Strategic leadership

1. Introduction

Numidia is not in direct contact with the consumers of the products that we sell; however, failing to meet food safety and quality standards could impact their health and safety. We ensure that the products we offer are of high quality and meet the safety and quality requirements of our stakeholders. As discussed in the previous chapters, Numidia's role in the value chain is to be a link between dairy producers on one side (upstream) and the producers, food service, retail and distributors on the other side (downstream).

Our value chain model distinguishes between four customer flows, three of which end up in human consumption and one in animal consumption. The first three flows are in scope for this ESRS and cover all consumers of end products that contain ingredients made with commodities supplied by Numidia.

The consumer engagement strategy is described under ESRS 2 and mainly consists of indirect interaction through our customers.

Through the double materiality analysis, we identified three material topics related to ESRS S4:

- Product safety & quality
- Healthy dairy products
- Access to products

2. Product safety & quality

It is the vision of Numidia that everyone worldwide should be able to enjoy the benefits of quality dairy products. Numidia holds several certifications to ensure the safety and quality of the products we trade. These include the GMP+ certification (since 2014), the Global Food Safety Initiative (GFSI) approved BRC Agents & Broker certification (since 2018), the IFS Broker certification (since 2018) and the SKAL certification (since 2014). These certifications demonstrate that we follow best practices for product traceability, bridging the gap between production and distribution.



Additionally, they serve as a competitive advantage, as we see a growing demand from customers requesting them. Failing to guarantee product safety and quality could result in significant risks, including reputational damage, loss of consumer trust or loss of societal license to operate, all of which could result in financial losses. We believe it is our responsibility to ensure that the safety and quality of the products produced by our suppliers are maintained during transport, storage and delivery. In 2024, we achieved a score of 100% for IFS and earned an AA rating in the BRC audit.

Numidia B.V. has implemented and established a food and feed safety policy that is aligned with our values and goals and meets the requirements of Organic, IFS Broker, BRC Agents & Brokers and GMP+ Feed Safety Assurance (FSA) module standards. The goal of Numidia B.V.'s food and feed safety policy is to ensure the safety, quality and compliance of its dairy-related commodities and services for human and animal consumption. The policy is applicable for all entities of Numidia B.V., and the quality & compliance manager is responsible for its implementation. The management team will ensure that all employees are familiar with the policy statement and comply with it. Employees are expected to perform their duties in accordance with the policy statement and to behave according to the requirements described in

the policy. The management team reviews the policy at least annually to ensure it remains suitable, appropriate and timely. During the annual management reviews, we set goals and objectives aligned with the policy, which allows us to continuously improve the products and services we offer. In addition to the policy, the Code of Conduct is applicable for the entire organization and suppliers.

2.1 Product safety risk assessment

In accordance with the requirements of the above-mentioned certifications, we have implemented a risk assessment that covers all processes for which Numidia is responsible that impact product safety. This risk assessment is based on the Hazard Analysis and Critical Control Points (HACCP) principles. For the hazards that require control, Numidia has established Point of Attention (POA) controls. These controls focus on traceability, shelf-life control and informing our customers about the GFSI status of our suppliers and producers.

In addition to the HACCP risk assessment, we performed the Threat Assessment and Critical Control Point (TACCP) and Vulnerability Analysis and Critical Control Point (VACCP) risk assessments on all purchased products (including packaging) to determine the risk of fraudulent activity in relation to substitution, mislabeling, adulteration or counterfeiting. The TACCP & VACCP analyses are reviewed annually and are included in the internal audit procedure. Further details are provided under **“Prevention and detection of corruption and bribery.”**

2.2 Product & Service suppliers

We work extensively with suppliers to provide products and services, including warehousing and transport. At the start of any collaboration, Numidia conducts an assessment of the supplier’s impact focusing on quality, environment and sustainability. The supplier’s impact on quality is assessed based on the food and feed safety certificates that the supplier holds, as well

as the products and services they will deliver, and other details. Their impact on the environment concerns primarily emissions and other direct environmental risks. Their impact on sustainability focuses on social and governance themes, including human rights. Our process ensures that 100% of suppliers are assessed.

We assess suppliers annually and adjust the risk ratings as needed. The assessment is based on the information submitted by the supplier through Numidia’s Supplier Management Portal. In the portal, the supplier can provide information by filling out questionnaires and submitting applicable certifications. Numidia uses this information to assign an overall risk rating, which is recorded in the database. The risk rating informs the follow-up actions, if any, that are necessary to improve the rating.

2.2.1 Product suppliers

Product suppliers play a valuable role in providing quality products to our customers. A good partnership with suppliers is essential to providing food-safe products that match our customers’ expectations. In 2024, we entered contracts with 238 product suppliers. We ask all of our suppliers if they are GFSI certified (if applicable) to ensure the safety and quality of the products within the supply chain. In 2024, 75% of our suppliers were GFSI certified. The suppliers who are not GFSI certified have signed our GFSI statement. A Certification provides externally verified evidence that a supplier adheres to established food safety standards, ensuring robust, independently assessed compliance. Signing our statement reflects a commitment to food safety, but is not equivalent to independent verification. Numidia is using this as an alternative measure for suppliers who cannot yet obtain certification.



2.2.2 Service providers:

In addition to product suppliers, we also collaborate with different types of service providers. In 2024, we worked with 172 amount of service providers .

- Transporters

Along with transporting products from our suppliers to our customers, transporters also play a valuable role as the eyes and ears of Numidia. They are crucial to ensuring the quality of products and product packaging during loading, transport and delivery. When selecting transport companies and forwarders, we consider both the quality of their services and their contributions to CO₂ reduction.

- Warehouses

Warehouses play a similarly valuable role in safeguarding product quality during the receipt, storage and dispatch of products. Numidia’s operations department maintains daily communication with warehousing providers. In 2024, we had 60 warehouse locations.

- Production facilities

To enhance the value of our products, we utilize various production facilities and have the capability to transform them to meet specific customer needs. These facilities can freeze, defrost, blend and repack products according to precise customer requirements. For each service provider, we have a detailed Service-Level Agreement (SLA) that outlines the requirements regarding the product’s safety and quality.

2.3 Traceability

To ensure product safety, we must have full traceability from manufacturer to customer. In this regard, Numidia’s enterprise resource planning (ERP) system is fully equipped for this process. Our ERP system registers and processes all products on a manufacturer batch level. This way, we can track exactly which batch was shipped to which customer and access all the related documents and product details.

We perform several recall and traceability tests annually to check our own system for completeness. In 2024, all recall and traceability tests were performed successfully.

2.4 Non-conformity results

Numidia’s management system is used to register any issues related to topics such as, among other topics, environment, services, products, health and safety and working conditions. These issues are logged as non-conformities (NCs). The goal of logging NCs is to prevent them from occurring and thereby improve service delivery to our suppliers and customers. The process includes registering the NC, starting the investigation, defining the root-cause and taking (preventive) action when needed. Issues that pose a threat to public safety are called food or feed safety issues.

We recognize the importance of having accessible and responsive channels available for our customers to raise any concerns they may have regarding our products and services. Customers can submit NCs via our NC form or email.

The non-conformance team meets at least bi-weekly to discuss all NCs. The purpose of these frequent meetings is to respond quickly and take the necessary actions to effectively manage incidents and potential emergency situations that impact product safety, legality and quality and to enable the effective withdrawal and recall of products. The team is also available immediately in case of a (potential) emergency.

In 2024, 547 NCs were submitted, which is equal to 0.12% NCs per metric ton (MT) of product. All registered NCs are evaluated as part of the annual management review. Internal audits of procedures and processes allow us to continuously improve our standard way of working. For 2025, our target is set at 0.08% NC/MT. The scope of the target covers all NCs received within the activities and businesses performed by Numidia B.V. We have measured this target since 2016, based on the invoiced metric tons of products compared to the number of NCs received.

The primary responsibility for product safety and quality lies with the quality department, and its manager reports directly to the CEO.

3. Healthy dairy products

Dairy products are an important part of a healthy, balanced diet, but not all regions in the world are well suited for milk production due to warm climates or a lack of water. By market affordable, healthy dairy products globally, Numidia aims to positively impact the health, growth and well-being of people everywhere. We achieve this by providing products that emphasize nutritional value and thoughtful formulation.

We observe a growing interest in health and well-being around the world. This is partly driven by aging populations in more developed regions. As a result, the demand for high-protein products is increasing. Numidia's product portfolio includes a wide range of high-protein products, which we consider a strategic growth opportunity for the years to come. In addition to the growing demand for high-protein products, we also see a rising demand for plant-based products, presenting a risk of market share loss. Plant-based are increasingly seen as healthier than dairy, with growing concerns about animal rights and the higher CO₂ emissions associated with dairy production. Currently, one of our fat filled milk powders is the only product in our portfolio that is partly plant-based.

Our budget and management reporting breaks down volume, turnover and margins per product group. This allows us to measure the growth and profitability of all product groups, including the high-protein powders and the fat filled milk powders. The global targets are set annually as part of the budget. These targets are allocated to specific regions and commercial managers in order to ensure full clarity on ownership. The final responsibility lies with the Board of directors.

In 2024, we shipped 14,788 MT of high-protein powders and 6624 MT of fat filled milk powders.

4. Access to products

Our global presence ensures people worldwide have access to dairy products. Our healthy dairy products are shipped all over the world, and we aim to ensure that the products are delivered to the correct destination in the most efficient way possible. In 2024, we invoiced 442k metric tons of dairy products to our customers in more than 100 different countries. We want to have a positive impact due to our affordable and accessible products, Numidia is expanding as a company, enabling us to sell our products over a larger area.

Dairy traders fulfill a unique role in the dairy market by bridging the gap between producers and different types of customers. As the market demand for trading in dairy products rises, we have the opportunity to gain market share. Traders make dairy products available for markets and regions that would otherwise have limited or no access to these products.

The main dairy producers primarily serve (or cater to) their own markets, selling products in consumer packaging and achieving profitable margins. Excess production is processed into commodities, and since the producers are located in countries with surplus milk production, a substantial volume of dairy commodities is produced. By processing milk into commodity products such as milk powders, butter or cheese, fresh products with limited shelf life are transformed into items with a shelf life of up to two years or more. This makes them suitable for storage and long-distance transport.

However, as the producers are focused on their own markets they tend to have the following strategy on commodities:

- Fast cash conversion:
 - Limit inventory
 - Short payment terms
- Limited number of customers
- Simple logistical processes

This strategy does not fit with:

- Export markets: Consumers in export markets run the biggest risk of being denied dairy products without traders
- Customers requiring supplier financing
- Customers wanting to buy just-in-time
- Customers who want product specifications to match their specific requirements (e.g., packaging)
- Customers who want to have sustainability transparency and compensation as a service
- Customers who want to hedge their risk

The number of players in the dairy market who can fulfill all of these needs is very limited. This is where the value proposition of Numidia comes in:

- Global presence
- Wide product portfolio
- Risk management solutions
- Food and feed safety and process certifications
- Sustainability capabilities and offsetting possibilities

Numidia enables customers worldwide to enjoy the benefit of dairy products and producers to limit risk, optimize their production and maximize the return for their farmers. We see potential to further increase our turnover, driven by the above value proposition. The demand for dairy products is increasing, whereas production remains more stable. Therefore, Numidia has implemented a strategy to secure supply by building long-term relationships with product suppliers.

However, on the other side we also see a risk coming from the instable geopolitical situation and deglobalization trend. Import restrictions implemented by governments can potentially limit opportunities in the export markets. Numidia anticipates this by:

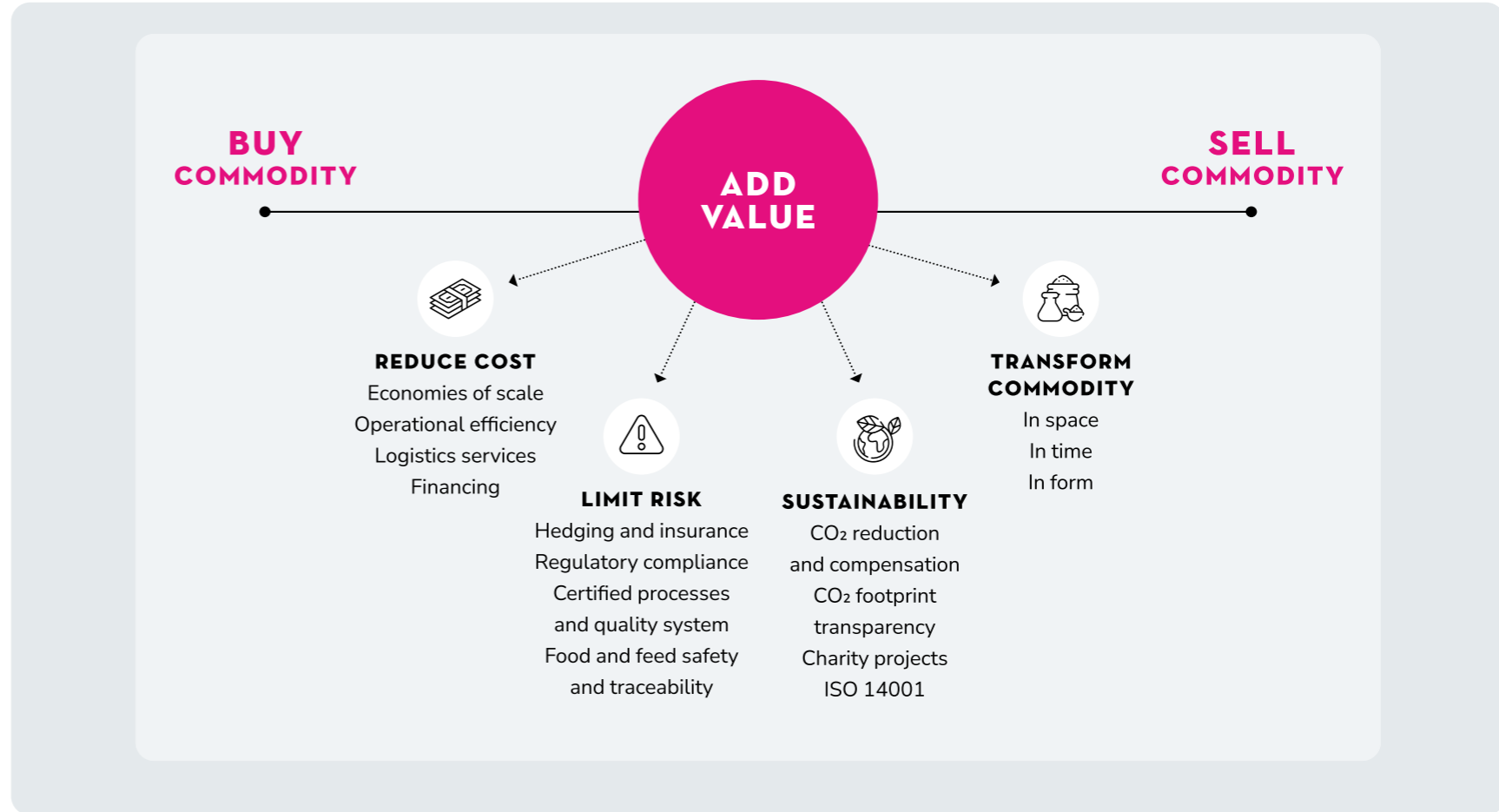
- Having a global presence and sourcing possibilities
- Extending its supplier base to emerging countries like India and China

- Continuous monitoring of legislative changes and country requirements by documenting and regularly updating all country requirements in Dycotrade.


High-risk circumstances increase the chances of people being cut off from the supply of dairy products. Numidia has the ability to keep supply going under high-risk circumstances by working with risk-mitigating instruments such as Letters of Credit, Cash Against Documents and local agents.

We have several metrics in place to measure our performance and expenses across all aspects of the value-added components. However, when it comes to access to products, volume shipped is the key metric. In 2024, we have invoiced 442 MT of physical product, which is an 26% growth year-over-year. This reflects the extent to which we seize the opportunity related to this topic. By zooming in on volume growth by region and country, the impact of the related risk can also be assessed and quantified.

We measure these volumes on a continuous basis, and these measurements are fully embedded in Dycotrade365 and various financial and business intelligence reports. Volume targets are set within the budget and are allocated to specific regions and commercial managers to ensure full clarity on ownership. The final responsibility lies with the Board of Directors.



COMMUNITY STEWARDSHIP

Associated Numidia topic	ESRS reference	Impact materiality	Impact	Actual vs. potential	Time horizon	Financial materiality	Description of risk or opportunity	Time horizon	Value chain	Related strategic pillar	Related risk mgmt policy pillar
 Community stewardship	n/a	Positive	Impact on local communities through local sponsoring and our charity foundation.	Actual	Short term			Short term	Own operations	Most sustainable	

Introduction

In the context of ESRS reporting, community stewardship refers to a company’s responsibility to positively impact the communities in which it operates. At Numidia, we place a strong emphasis on fostering long-term relationships with local stakeholders. By actively engaging with these communities, we ensure our operations benefit society as a whole. Additionally, we are committed to creating a positive impact on society by addressing key issues such as poverty and inequality. To further this mission, we collaborate with local charities and non-profits recommended by our employees to support and give back to the communities where we operate.

We include this topic in our sustainability statement on a voluntary basis, as it is not directly linked to compulsory ESRS requirements.

Charity

As part of our dedication to creating a positive impact and giving back, we initiated and fully fund the Numidia Charity Foundation. This foundation helps children in need all over the world with education, nutrition and financial aid through charity projects. Numidians themselves propose the projects and also play an active role in the ones they suggest.

In 2024, Numidia funded six different charity projects:

- Cristo Rey San Diego - California
- HopeLand School - Kenya
- Boxing Club Pirin - Bulgaria
- Canguro Foundation - Uruguay
- Enviro-Flor - Zambia
- Upendo - Kenya



Projects in 2024

Cristo Rey San Diego - California

Cristo Rey San Diego High school is a college preparatory school that opened its doors in 2020 with a mission to educate young people from limited economic backgrounds and prepare them for college and community service. Today, the school serves 179 students across all four grades, including more than 40 students from Tijuana, Mexico who travel to San Diego each day to attend. In 2023, the Numidia Charity Foundation helped Cristo Rey San Diego provide scholarships to deserving students, aiming to create a path to a brighter future for them.

What began as an experimental project in Chicago has become one of the most successful models of educational innovation in the country.

HopeLand School - Kenya

HopeLand serves as a home, school and farm in Nakuru, Kenya. The school was envisioned by Pastor Kennedy Otieno Audi and one other local pastor as a place of hope for children living at the Gioto dumpsite, where families in extreme poverty survive with limited resources. The idea was brought to life by the non-profit organization Cabbage and Crayons, with support from the Numidia Charity Foundation. Thanks to these efforts, HopeLand now has a permanent structure and the necessary resources to provide quality education. The premises include space for three classrooms and a sustainable garden, where the students can plant and farm vegetables.

HopeLand offers health, education, nutrition and a safe and loving environment for the children. The Numidia Charity Foundation has agreed to support HopeLand School in 2024 and 2025, contributing to brighter futures for families and children.

The school will be named Hopeland School as it shall be a place where children with no hope will be filled with hope. They will have free education to better their future and stand on their own - Kennedy Otieno

Boxing Club Pirin - Bulgaria

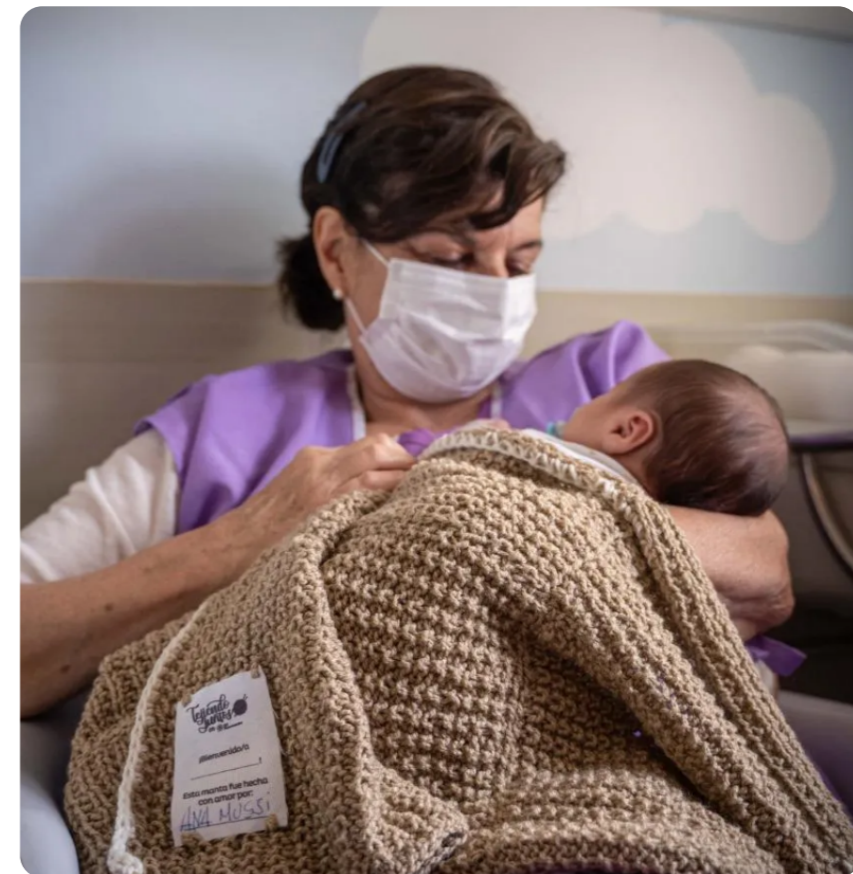
Boxing Club Pirin in Bulgaria creates opportunities for orphans and children from vulnerable families to participate in boxing competitions. Through boxing, training and supportive care, the club instills confidence, discipline, faith, structure and purpose in the children.

Since 2019, the Numidia Charity Foundation has worked with Boxing Club Pirin to purchase equipment and outfits. We appreciate the club's work and efforts, and therefore continue to support their cause.

Canguro Foundation - Uruguay

The Canguro Foundation is a non-profit organization founded in 2016 in Montevideo, Uruguay, with startup support from Numidia. It aims to provide "affective nutrition" to support newborns in extremely vulnerable situations, who are temporarily or permanently deprived of family care, during their first days of life. Affective nutrition refers to the emotional and psychological nourishment that a person receives through love, care and empathy.

Over 400 volunteers provide care for these newborns, 24 hours a day, 365 days a year with the goal of helping them leave the hospital well-nourished and healthy. Numerous studies, have shown that care, stimulation and love in early childhood are vital for the development of human beings. Helping to provide a better future for the little ones means a better world altogether!



Enviro-Flor - Zambia

Discipline, dedication, co-operation and eradicate Literacy, is the motto of Enviro-Flor, a community-run school located on the outskirts of Lusaka, Zambia. The not-for-profit primary school was founded by Enviro-Flor farm owners in 1995, with the aim of supporting the development of the local people and contributing to a better community and country. Currently, students at the school share classrooms, chairs and tables.

The Numidia Charity Foundation has set out to help the school accommodate its growing student population, which currently stands at 210 students. The construction of four additional classrooms will start in the first quarter of 2025, doubling the classroom space to eight classrooms in total.

The children look forward to having a fun and motivating study environment with sufficient space for both playing and learning. We are also looking forward to the start of construction and witnessing the growth of these young and curious minds!

Upendo - Kenya

Upendo Children's Centre, located in Gatitu, Central Kenya, is a children's home. This children's home was founded by Tessa Janssen and Jackson Wachira in February 2007. They believe in creating well-deserved chances for the children of Gatitu, chances that are not in reach for every child in Africa.

Numidia Charity Foundation supports this cause with a two-year contribution to cover (study) costs for education and higher education for 20 children. The goal is to offer the children the comfort of a safe home, with healthcare and education. Through counseling, teaching them to be independent and responsible, they are creating a better world.

Employment

A core competence of Numidia's community stewardship is its focus on education and skill-building programs. The company offers a plethora of training to its employees and offers opportunities for internships, traineeships and junior roles for students and young professionals in the areas where the offices are located. Hereby it contributes to the local employment and labor market.

These initiatives empower people and provide them with valuable skills that increase their employability and contribute to local economic growth.

Sponsorships

We also sponsor various sports clubs, such as "Numidia Limax", a volleyball club in Roermond. With our support, the club has progressed from the regional league to the top of the Dutch Premier League. Additionally, we've provided sportswear to the youth of the football club in Swalmen, Netherlands, and we sponsor MSV Düsseldorf football club.

These three projects, in which Numidia's shareholders are directly involved, not only promote sports in the region but also serve an important social role in the local communities.




Conclusion

Furthermore, Numidia plays a leading role in environmental stewardship, which is closely tied to the health and prosperity of the communities where we operate. Numidia B.V. employs sustainable practices to reduce the carbon footprint of our operations. By incorporating environmental responsibility in our community engagement strategies, we help ensure that future generations inherit a healthy and vibrant planet.

Ultimately, Numidia's dedication to community stewardship is reflected in our transparent reporting and commitment to continuous improvement. We regularly highlight and track the progress of our community initiatives and social impact through social media. This transparency creates trust with stakeholders and reinforces Numidia's role as a responsible corporation dedicated to creating sustainable value for both the community and the business.

GOVERNANCE

ESRS G1: BUSINESS CONDUCT

Associated Numidia topic	ESRS reference	Impact materiality	Impact	Actual vs. potential	Time horizon	Financial materiality	Description of risk or opportunity	Time horizon	Value chain	Related strategic pillar	Related risk mgmnt policy pillar
 Business ethics & conduct	G1	Negative	Impact on employees due to company's business culture and practices.	Actual	Long term	Risk	Risk of non-compliance with applicable anti-corruption laws and anti-bribery laws in each relevant jurisdiction and institute which could lead to reputational damage and increase in expenses or even loss of societal license to operate.	Short-term	Own operations	Most sustainable	Non-compliance
 Supply chain transparency	G1	Positive	Impact on both social and environmental factors within the supply chain by adhering to our supplier code of conduct, engaging with suppliers, implementing sustainable sourcing guidelines and enhancing supply chain transparency.	Actual	Medium term	Opportunity	Opportunity to increase consumer demand or capture new market opportunities by assessing and engaging with suppliers, implementing sustainable sourcing guidelines and enhancing supply chain transparency.	Medium term	Downstream	Most sustainable	
						Opportunity	Opportunity to gain competitive advantage by being as transparent as possible, as this will be interesting for other partners in the supply chain.	Short term	Upstream / downstream	Best experience	
						Opportunity	Opportunity to gain competitive advantage by offering green-routing, as this is not done by a lot of other companies.	Medium term	Upstream / downstream	Most sustainable	
 Animal welfare	G1	Negative	Impact on animal health by engaging only with suppliers who respect animal welfare and work together with suppliers to set-up programs and standards for animal welfare	Potential	Long term	Risk	Risk of increased expenses as working with certified companies will be more expensive and showing traceability can be difficult.	Medium term	Upstream / downstream	Best experience	Non-compliance
						Risk	Risk of reduced milk production numbers, resulting in less volume available for trade. This could result in a sales decline.	Long term	Upstream	Most sustainable	Strategic

1. Introduction

Our company is committed to upholding the highest standards of business conduct and ethics. We believe that integrity and ethical behavior are crucial to the success of our organization and building trust with our stakeholders. Numidia does not tolerate any kind of corruption, bribery or fraud. This applies to all our employees and our business relations. We make sure that all employees are fully aware of these topics by various means of communication and mandatory training programs.

2. Corporate culture

Corporate culture has a large influence on the ethics and conduct applied by the company’s employees and vice-versa. We believe an open and transparent culture fosters ethical behavior and good practices. Whereas a culture built on a lack of transparency or on performance alone could have an adverse effect.

Our corporate culture is built on a foundation of five core values as described in in the management report section. These values are the basis for the service we deliver to our partners and the way we conduct our operations. We believe these core values contribute to the best possible results for our partners and employees.

Our leadership team is committed to promoting a positive corporate culture. They lead by example, promoting ethical behavior and transparent communication. Regular meetings and a single work floor per office ensure that employees feel heard and valued.

We actively seek to engage our employees through various initiatives. Twice a year, we conduct performance and career development reviews known as the mid-year review and the end-of-year review. Additionally, Numidia has participated in the in the Great Place to Work (GPTW) survey since 2021. Since Numidia is above the works council threshold, we are in the process of establishing a works council. The works council represent the employees' interests to management . These initiatives allow us to understand their concerns and, consequently, improve our workplace environment.

We recognize and reward employees who exemplify our core values and contribute to a positive corporate culture. Employee remuneration is based on a salary scale that considers an individual’s position, responsibilities and years of experience. Salaries are paid at least once a month and are well above the minimum wage for each country. We follow the labor laws of the countries in which we have an office.

We offer employees an indefinite employment contract after 19 months. Furthermore, employees who have worked at Numidia for five years or longer become members of "Club Numidia." This membership includes an additional paid day of leave, invitations to business events, a visit to an office abroad once every five years and other additional benefits.

Numidia pays into pension plans in accordance with the local customs of its employees around the world, ensuring their well-being both now and in the future. In 202 4, all employees participated in the pension plans facilitated by us.

For each year between 2024 and 2028, we will add one extra paid day off to our employees' holiday balance per year. This way, each employee receives an additional five paid days off compared to the year 2023.

Stephen R. Covey once said, “Strength lies in differences, not in similarities.” Our employees reflect that. This is seen in the variety of backgrounds, levels of experience, nationalities and the many languages spoken within our company.

As of 31 December 2024, we proudly represent 30 different nationalities in total. We celebrate our company’s diversity through Cultural Day. Four times a year, we come together to highlight the home country of one of our employees by enjoying traditional food, music and learning interesting things about that country.

To improve cultural awareness within our organization, we offer cross-cultural awareness and communication training to all our employees. During this training, our employees gain invaluable insights into their preconceptions, values and beliefs, how they differ from others, and how to navigate these differences and improve internal collaboration.

To underline the transparency of our open and direct culture, we have one work floor per office. All directors, managers, staff, interns and seasonal workers are on the same floor; there are no separate offices. Employees are encouraged to approach each other with questions, ideas or requests for help in person if possible, or via phone, email or Teams message if someone is not at their desk.

3. Business conduct policies

Our Code of Conduct outlines the principles and standards that guide our business activities. It covers areas such as compliance with laws and regulations, anti-corruption measures, fair competition, respect for human rights and environmental stewardship.

All of Numidia’s suppliers, including warehouses, transporters or product suppliers, are required to formally agree to our Code of Conduct before the onboarding process can begin. This means that they are to conduct their businesses in compliance with the applicable anti-corruption laws and anti-bribery laws in each relevant jurisdiction, but also in accordance with anti-bribery rules.

We provide regular training for all employees to ensure that they understand our Code of Conduct and their responsibilities. This includes mandatory e-learning on topics such as anti-bribery, data privacy and conflict of interest. These e-learning are part of the onboarding process and must be repeated every year. The Code of Conduct documents are readily accessible online.

Numidia does not tolerate discrimination or any other undesirable behavior. To prevent and identify undesirable behavior both inside and outside of the office, we have a whistleblower policy in place. If, despite this policy, an employee experiences undesirable conduct, he or she can contact internal and/or external confidants. Confidants are trained to assist an employee by explaining their options and discussing possible solutions.

We use a range of metrics to monitor the effectiveness of our business conduct policies and corporate culture initiatives. This includes tracking compliance training completion rates, analyzing whistleblower reports and conducting employee satisfaction surveys.

We regularly review and update our policies and practices to ensure they remain relevant and effective. Feedback from employees and other stakeholders is a crucial part of this process, allowing us to identify areas for improvement and implement necessary changes.

In addition to undesirable behavior, employees and other stakeholders can report any concerns or violations of our Code of Conduct. The Code of Conduct contains a link to the reporting address. Any employee, or individual associated with the company, who suspects illegal activity or misconduct can follow the whistleblower procedure, which is available online 24/7. The employee can choose to share their concerns with both internal confidants and external parties. The confidants report the number and types of reports to the management team and the Board of Directors annually, ensuring privacy and anonymity.

During the 2024 reporting period, no concerns were reported to our confidants. In the event that a concern is raised, we will use our pre-planned update meetings between the internal confidants or external confidants to establish what the issue is and look for ways to mitigate the impact.

4. Prevention and detection of corruption and bribery

Numidia recognizes the imminent risk that non-compliance with applicable anti-corruption and anti-bribery laws can bring. Therefore, we have zero tolerance for child labor, corruption, bribery and fraud. During the onboarding process for suppliers, we perform a risk assessment which focuses on any fraud risks specific to their type of business. This risk assessment is subject to a yearly review.

New customers are screened by an independent third party. This third party traces the Ultimate Beneficial Owner (UBO) and scans for Politically Exposed Persons (PEP) and Special Interest Persons (SIP). People holding or connected to important political positions will be reviewed by Numidia for possible risks and to determine whether our involvement with them is appropriate. In the case of a person being on a sanctions list (e.g., international sanction lists), we will not engage with this party in any way. Through these measures, we lower the risk of dealing with persons or entities involved in corruption or bribery; however, it cannot be prevented 100%.

We guarantee that our processes and suppliers are entirely free of any involvement with child labor or any kind of forced labor. The requirements underlying this guarantee are described in Numidia's Code of Conduct. We have a zero-tolerance policy towards any business relations that do not respect this Code of Conduct. Through this policy, we aim to mitigate the risks associated with suppliers or customers who do not comply with applicable anti-corruption and anti-bribery laws, including reputational damage, increased expenses or the loss of our societal license to operate

Numidia is certified as both an International Featured Standards (IFS) Broker and a British Retail Consortium (BRC) Agent and Broker, reflecting our commitment to addressing critical areas of food safety, specifically food fraud and food defense. Our IFS Broker certification requires comprehensive risk assessments to combat food fraud. This involves evaluating and mitigating potential risks that could compromise the authenticity and integrity of food products. By adhering to these stringent requirements, Numidia ensures that all products distributed are protected against fraudulent activities, safeguarding our clients and consumers from deceptive practices and ensuring the authenticity of the food supply chain.

Additionally, our BRC Agent and Broker certification requires robust food defense measures. This involves developing and implementing strategies to protect the food supply from intentional contamination or sabotage. By following the BRC Global Standards, Numidia proactively addresses potential vulnerabilities and enhances security protocols to defend against deliberate threats, ensuring a secure and reliable food supply for our partners and customers.

Our focus on food fraud and defense demonstrates our commitment to upholding the highest standards of food safety and integrity, reinforcing our role as a reliable partner in the industry.

We believe these measures sufficiently mitigate the risk of non-compliance with applicable anti-corruption and anti-bribery laws. In 2024, we had zero convictions and fines for violation of anti-corruption and anti-bribery laws, demonstrating the effectiveness of our approach. Nevertheless, we continue to test, improve and extend our measures, as this is a continuous process.

Training programs

With Numidia’s global presence and widespread customer and supplier base, corruption and bribery are inherent risks. We emphasize the importance of implementing strong anti-corruption and anti-bribery measures within all functions and departments to mitigate risks and uphold the highest standards of integrity and compliance.

To promote employee awareness and effective communication of our anti-corruption and anti-bribery policies, all relevant documents are easily accessible online. Additionally, all employees are required to complete an e-learning course on anti-corruption and anti-bribery as part of their onboarding, with an annual refresher. This training covers various topics, ensuring a strong understanding of our policies, including anti-corruption measures and anti-bribery guidelines.

During the 2024 financial year, we provided training to all employees.

Financial risk of asset misappropriation

Numidia has a zero-cash policy, significantly reducing the chance that employees at Numidia attempt to commit acts of corruption and bribery. All cash movements are completed digitally via accounts at one of our banks: ING, Rabobank, Deutsche Bank and HSBC. These banks are recognized as global systemically important banks (G-SIB), and all adhere to the strong legislation on anti-money laundering, anti-corruption and anti-bribery screening. Before payments are made, a signed purchase order, an invoice or a contract must be made into our enterprise resource planning (ERP) system. Invoices undergo a digital approval workflow prior to payment by the finance department. All payments at Numidia are executed via a four-or six-eye principle. Combined, these measures ensure that Numidia cannot make any payments in breach of our company ethics.

Numidia only accepts incoming payments that can be traced to an individual invoice in combination with an onboarded customer. Numidia does not accept triangular payments made by unidentified third parties or payments from high-risk countries that are excluded in the latest version of our risk management policy. We have procedures in place for following up on these triangular payments, and our finance staff have been properly trained to handle these situations.

Financial reporting risk

Each month, Numidia performs a hard close on all entities to consolidate our figures into company financials for internal and external reporting and governance. During this close, budget and year-on-year variances are analyzed and discussed. To limit management override risks and unauthorized transactions, we have an embedded segregation of duties in our ERP system.

5. Animal health & welfare

At Numidia, animal welfare is a key priority and has become a material issue in our operations. We adhere to the “Five Freedoms,” essential principles that ensure the humane treatment of animals across all aspects of care, including indoor and outdoor environments as well as transportation. These Five Freedoms are:

- **Freedom from hunger and thirst:** Providing animals with constant access to fresh water and a nutritious diet that supports their health and vitality.
- **Freedom from discomfort:** Ensuring a suitable environment with appropriate shelter, comfortable resting areas, adequate ventilation, temperature control (when necessary) and protection from harsh weather conditions.
- **Freedom from pain, injury or disease:** Implementing preventive measures, ensuring rapid diagnosis and effective treatment for any pain or illness, maintaining a hygienic environment and strictly prohibiting physical abuse.

- **Freedom to express normal behavior:** Allowing sufficient space, appropriate facilities and the company of other animals to support natural behaviors.
- **Freedom from fear and distress:** Creating conditions and providing care that prevent mental suffering and stress.

We recognize the increasing importance of animal welfare within the industry, as suppliers who fail to uphold animal welfare standards can have a negative impact. Engaging with suppliers that do not sufficiently respect the Five Freedoms could have a direct negative impact on Numidia. In the long term, there is also a risk for the industry as a whole if it does not proactively promote and work on improving animal welfare. This could result in production restrictions (lower volumes) or reputational damage to the dairy sector.

We therefore have integrated these principles into our sustainable procurement policy and Code of Conduct. For more information about the policy, please refer to the “Sustainable Procurement Policy” section. This commitment ensures that all suppliers are required to adhere to these standards, promoting ethical practices throughout our supply chain.

By elevating animal welfare to a material issue, Numidia demonstrates its commitment to responsible and sustainable practices, reflecting the increasing significance of animal welfare in our industry and striving to make a positive impact on both our operations and the broader supply chain.

6. Supplier payment policy

The European Union has issued [Directive 2011/7/EU](#) on supplier payments in order to prevent late payments. It aims to protect businesses, particularly small- and medium-sized enterprises (SMEs), from late payments. Businesses must pay invoices within 60 days unless otherwise expressly agreed in the contract, provided that the terms are not grossly unfair to the creditor.

Numidia adheres to this policy; SME supplier payment terms vary from prepayment up to a maximum of 60 days. This mainly concerns suppliers of transportation services, warehouse services, other services and office equipment. Numidia believes that this directive is important for keeping the SME segment healthy and happily adheres to it.

Dairy commodity product suppliers typically do not fall into the SME segment. This means that making bilateral agreements with these suppliers on payment terms exceeding 60 days is permitted, both inside and outside the European Union. However, in practice, Numidia does not have enough influence over product suppliers to require payment terms exceeding 60 days. Therefore, payment terms range from prepayment to 60 days, with an exceptional outlier to 90 days. All payment terms are contractually agreed upon.

Numidia adheres to the agreed payment terms if the invoice is received on time and undisputed. In case of a discrepancy, Numidia will reach out to the supplier to solve the discrepancy as soon as possible to avoid late payments as much as possible.

Numidia's days payable outstanding (DPO) averages between 20 and 35 days. DPO is calculated as the outstanding accounts payable divided by the average daily cost of goods sold (recorded in the P&L) of the last three months.

Numidia is not involved in any legal procedures related to late supplier payments.

7. Supply chain transparency

We believe supply chain transparency has a positive impact on the environment, animal welfare and workers in the value chain. Additionally, the market and society are increasingly demanding a transparent and sustainable supply chain.

At Numidia, we believe we play an important role in this as an intermediate partner in the supply chain. We want to ensure sustainable procurement policies in both social and environmental factors to improve supply chain resilience, mitigate reputational risks, potentially increase consumer demand and capture new market opportunities by assessing and engaging with suppliers, implementing sustainable sourcing guidelines and enhancing supply chain transparency.

Through our compulsory Code of Conduct for suppliers and product traceability requirements, we can ensure transparency in the upstream part of the supply chain. Additionally, we also directly cooperate with suppliers to implement sustainable sourcing guidelines and enhance supply chain transparency.

As the demand for transparency in the market grows, we see an opportunity to capture more market share. We are in a position to provide our customers with full transparency on the upstream part of the supply chain and improve sustainability across the supply chain by engaging with suppliers. This gives us a competitive advantage as we believe not all competitors can offer the same level of service.

7.1 Sustainable sourcing policy

To be the world's best and most sustainable supplier of standard dairy products for the food and feed market, it is very important that Numidia's suppliers abide by the principles of the sustainable sourcing policy. The sustainable sourcing policy applies to all products and services procured by Numidia, including dairy products, packaging, transportation and other goods or services. It is binding for all suppliers, producers and service providers in our supply chain. The Sustainability Manager is responsible for overseeing the implementation of the policy and ensuring compliance with relevant frameworks, including the Corporate Sustainability Reporting Directive (CSRD), EcoVadis and the Science Based Targets initiative (SBTi).

The following principles are mentioned in the sustainable procurement Policy:

- **Environmental Responsibility**
- **Sustainable farm practices**
- **Social Responsibility**
- **Transparency and Traceability**
- **Compliance with Standards**

Suppliers are also responsible for making sure that these principles are followed throughout the supply chain. In addition to the requirements of the sustainable sourcing policy, Numidia favors suppliers who demonstrate robust management systems in environmental protection, labor rights and human rights and who adhere to sustainable sourcing practices.

We want our suppliers to prevent the products from being exposed to or contaminated by harmful materials (chemicals, waste, harmful pesticides, etc.). In addition, suppliers are required to provide assurance of healthy soil preservation and the prevention of erosion. For this to work, increasing awareness and sense of urgency among a significant part of the supplier base is required.

All our suppliers are required to formally agree to abide by our Code of Conduct. All new product and service suppliers are screened according to their level of involvement with various sustainability programs, including environmental, social or ethical aspects. This includes certifications, documents or ratings from Sedex, the Sustainable Dairy Partnership (SDP), EcoVadis, Global Reporting Initiative (GRI) reports, Sustainability Accounting Standards Board (SASB) and any other platform designed to include aspects related to sustainability.

Based on this screening process, we created risk profiles for each supplier to assess their level of compliance with our sustainability standards. The aim is to prevent adverse consequences and improve their sustainability efforts. These risk profiles are frequently reviewed and can change positively because of improvements or negatively because of non-conformance with our sustainability standards.

8. EcoVadis

EcoVadis is the global standard for business sustainability ratings. The EcoVadis assessment evaluates 21 sustainability criteria across four core themes: Environment, Labor & Human Rights, Ethics and Sustainable Procurement. More than 85,000 companies globally have been rated by EcoVadis.

EcoVadis' business sustainability ratings are based on international sustainability standards such as the Ten Principles of the UN Global Compact, the International Labour Organization (ILO) conventions, GRI Sustainability Reporting Standards and the ISO 26000 standard. The ratings provide an evidenced-based analysis on performance and an actionable roadmap for continuous improvement.

APPENDIX FOR SUSTAINABILITY STATEMENTS

CO₂ FOOTPRINT 2024

	Year	2019 (baseline)			2023		2024	
	Units	t CO ₂ eq	t CO ₂ eq	% Reduction vs Baseline (2019)	t CO ₂ -eq	% Reduction vs Baseline (2019)	t CO ₂ -eq	% Reduction vs Baseline (2019)
Scope 1 GHG emissions								
Total Gross Scope 1 GHG emissions		0	0		0		0	
Scope 2 GHG emissions								
Total Gross Scope 2 GHG emissions		25	10,991	56.1%	11,130	55.5	10,992	56.1
Scope 3 GHG emissions								
Agricultural products		2,218,620	2,469,093	-11.3	2,855,073	-28.7	3,321,239	-49.7
Service (transport & warehouse)		13,966	15,478	-10.8	17,949	-28.5	21,024	-50.5
Workforce Mobility Emissions		313	232	25.8	253	19.0	524	-67.7
Total Gross indirect (Scope 3) GHG emissions]		2,232,899	2,484,802	-11.3	2,873,276	-28.7	3,342,788	-49.7
Total GHG emissions								
Total GHG emissions (tCO ₂ eq)		2,232,925	2,484,813	-11.3	2,873,287	-28.7	3,342,799	-49.7
Total GHG emissions/ MTproduct		8.17	8.20	-0.4	8.18	-0.1	8.12	0.6
Total GHG emissions tCO ₂ eq / EUR revenue		4.17	2.65	36.6	3.13	24.9	3.00	28.0

ENVIRONMENTAL OBJECTIVES

Major objectives

Nr.	Objective	Target & Approach
1	CO ₂ e Emissions Reduction for Lease Vehicles	<p>Target: Achieve a 100% reduction in CO₂e emissions from company lease vehicles by 2030, using 2019 as the baseline.</p> <p>Approach: Beginning in 2025, all new company vehicles will be either Electric Vehicles (EVs), Fuel Cell Vehicles (FCVs) or Fuel Cell Electric Vehicles (FCEVs) to ensure alignment with TCP requirements for transportation-related emissions.</p>
2	Emission Minimization for Head Office	<p>Target: Continuously identify possible emission reductions from Numidia offices to assure a reduction of 70% in 2030 (scope 2 emissions) based on 2019 baseline.</p> <p>Approach: Conduct period reviews to assess and identify opportunities for additional emission reductions in office facilities, focusing on energy efficiency, renewable energy integration, waste and sustainable office practices.</p>
3	Transport Emissions Reduction	<p>Target: By 2030, ensure 30% of Numidia's transport vendors adhere to TCP, comparable standards or requirements that support lower CO₂e emission impacts.</p> <p>Approach: Implement risk ratings or "Green Labels" to identify and engage with transport vendors with lower CO₂e emissions. Collaborate closely with vendors to meet the TCP-aligned standards for transportation emissions by 2030.</p>
4	Green Routing	<p>Target: Improve Green Routing by the end of 2030, enabling lower CO₂e footprint product purchasing.</p> <p>Approach: Implement "Green Labels" to identify and promote low-emission options throughout the supply chain, enabling customers to choose products with minimized CO₂e footprints. Regularly review and verify emissions data to maintain alignment with TCP targets and ensure transparency in our CO₂e reduction initiatives.</p>
5	Promotion of Sustainable Products and Customer Environmental Awareness	<p>Target:</p>

Major objectives

Nr.	Objective	Target & Approach
		<p>By 2035, ensure that 30% of total number of sales contract are CO₂e-neutral or incorporate verified “Green Routing” options across all supply chain stages, including transport, warehousing and production.</p> <p>Approach:</p> <p>To drive adoption of Green Routing in sales, Numidia will actively promote the environmental benefits of this option to customers through targeted marketing and awareness campaigns. This can include:</p> <ul style="list-style-type: none"> • Highlighting Environmental Impact: Use data on CO₂e reduction benefits to showcase the environmental impact of Green Routing, making it a compelling choice for sustainability-focused customers. • Customer Education: Engage customers, demonstrating how Green Routing supports their sustainability goals and aligns with broader environmental commitments. • Collaborative Sustainability Goals: Partner with key customers to integrate Green Routing as part of shared sustainability initiatives, aligning it with their corporate environmental goals to encourage uptake.
6	Implement a climate related-scenario and resilience analysis	<p>Target:</p> <p>Develop a scenario and resilience analysis to evaluate climate-related risks, opportunities and supply chain adaptability across Numidia’s operations, ensuring compliance with recognized standards.</p> <p>Approach:</p> <p>By Q3 of 2025, the analysis should be completed and be able to integrate in the 2025 CSRD report.</p>
7	Implement a transition plan	<p>Target:</p> <p>Numidia will develop and implement a climate transition plan aligned with TCP to achieve net-zero emissions by 2040.</p> <p>Approach:</p> <p>The plan will focus on reducing scope 1,2 and 3 emissions through supplier collaboration, transport optimization and automated CO₂ tracking while integrating high-quality carbon removals where needed.</p> <p>The transition plan will be finalized by Q3 2025, with clear reduction milestones for 2030 and 2040.</p>
8	Commit to The Climate Pledge (TPC)	<p>Target:</p> <p>Complete formal commitment to TCP, targeting net-zero emissions by 2040 through a comprehensive approach that includes measurement, decarbonization and carbon offsets.</p> <p>Approach:</p>

Major objectives

Nr.	Objective	Target & Approach
		<p>Numidia will establish and publish a clear emissions reduction roadmap by Q3 2025, covering at least 90% of scope 1, 2 and 3 emissions. The roadmap will outline milestones for 2030 and 2040.</p> <p>Annual third-party verification will be conducted through the ISO14001 CO₂ reduction management audit. Full compliance with TCP will be achieved by Q3 2025.</p>
9	An EcoVadis score of 81 or higher	<p>Target: Maintain a score of 81 or higher in EcoVadis by strengthening cooperation with both internal and external stakeholders.</p> <p>Approach: Focus our efforts on improving the Labor & Human Rights and Ethics areas, where Numidia received the lowest scores, by enhancing policies, practices and supplier engagement.</p>

GRI REFERENCE TABLE

Numidia has reported the information cited in this GRI content index for the period 01 January through 31 December 2024 with reference to the GRI Standards.

"For the Content Index – Advanced With Reference option Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting with reference to the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders."

GRI 1 used GRI 1: Foundation 2021

Applicable GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022

GRI Sector Standard(s)

GRI Standard	Disclosure	Reference to the location in the report and/or direct answers	GRI Sector standard Ref. No.
GRI 2: General Disclosures 2021	2-1 Organizational details	Organizational structure	
	2-2 Entities included in the organization's sustainability reporting	Consolidated companies About this report Consolidation method	
	2-3 Reporting period, frequency and contact point	1 January through 31 December 2024 (both sustainability & finance) Publication date: Annually If you have any questions or comments, please send an e-mail to: esg@numidia.nl	
	2-4 Restatements of information	First GRI report.	
	2-5 a assurance financial statements	Independent auditor's report	
	2-5 b assurance non-financial statements	About this section	
	2-6 Activities, value chain and other business relationships	Numidia at a glance Value Chain Value Creation Model	
	2-7 Employees	Employees	
	2-9 Governance structure and composition	Board of Directors	

2-13 Delegation of responsibility for managing impacts	Board of Directors Structure
2-14 Role of the highest governance body in sustainability reporting	Prioritize
2-15 Conflicts of interest	Board of Directors Structure
2-16 Communication of critical concerns	Undesirable Behavior Remediation and channels to raise concerns
2-19 Remuneration policies	Remuneration
2-22 Statement on sustainable development strategy	Message from the CEO
2-23 Policy commitments	Human and labor rights Business conduct policies
2-24 Embedding policy commitments	Business conduct policies
2-25 Processes to remediate negative impacts	Business conduct policies
2-26 Mechanisms for seeking advice and raising concerns	Business conduct policies
2-27 Compliance with laws and regulations	n/a
2-28 Membership associations	Sustainability Dairy Partnership
2-29 Approach to stakeholder engagement	Stakeholder Engagement Strategy
2-30 Collective bargaining agreements	Remuneration

Material topics

GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality and Stakeholders
	3-2 List of material topics	Material topics
	3-3 Management of material topics	Material topics

Diversity, equity & inclusion

GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Gender Diversity of Management Diversity, Equity & Inclusion	13.15.2
13.15 Non- discrimination and equal opportunity	Additional Sector Disclosures: Describe any differences in employment terms and approach to compensation based on workers' nationality or migrant status, by location of operations.	Remuneration	13.15.5
Climate Change			
GRI 201: Economic Performance 2016	Disclosure 201-2 Financial implications and other risks and opportunities due to climate change	Climate Change	
	201-2 Additional sector recommendation: Describe the climate change-related scenarios used for identifying the risks and opportunities posed by climate change.	Climate Change	13.2.2
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Climate Change	
	302-2 Energy consumption outside of the organization	Climate Change	
	302-4 Reduction of energy consumption	Environmental results	
	302-5 Reductions in energy requirements of products and services	Environmental results	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate Change	13.1.2
	305-1 Additional sector recommendation: When reporting on gross direct (Scope 1) GHG emissions in metric tons of CO ₂ equivalent, include land use change emissions.	Climate Change	13.1.2
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Change	13.1.3
	305-3 Other indirect (Scope 3) GHG emissions	Climate Change	13.1.4
	305-3 Additional sector recommendation: When reporting on gross other indirect (Scope 3) GHG emissions in metric tons of CO ₂ equivalent, include land use change emissions	Climate Change	13.1.4
	305-5 Reduction of GHG emissions	Environmental results	13.1.6

GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Hiring: 36 new Numidians	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health & safety policies	13.19.2
	403-6 Promotion of worker health	Healthy and safe work environment	13.19.7
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Metrics on learning and development	
	404-2 Programs for upgrading employee skills and transition assistance programs	Learning and development - Numidia Academy	
	404-3 Percentage of employees receiving regular performance and career development reviews	Learning and development - Numidia Academy	

Human rights in the value chain

GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainable sourcing policy	
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Product safety & quality

13.10 Food Safety	Additional Sector Disclosures: Report the percentage of production volume from sites certified to internationally recognized food safety standards, and list these standards.	Product suppliers	13.10.4
	Additional Sector Disclosures: Report the number of recalls issued for food safety reasons and the total volume of products recalled.	Non-conformity results	13.10.5

Healthy dairy products

GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Non-conformity results	
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Access to products

	Access to products	Access to products	
	Customers served	Access to healthy dairy products	

Delivery of products

Access to healthy dairy products

Community stewardship

Numidia Charity Foundation

Community stewardship

Net income spend

Financing and related requirements

Business ethics & conduct

GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Prevention and detection of corruption and bribery	13.26.2
	205-2 Communication and training about anti-corruption policies and procedures	Training programs	13.26.3
	205-3 Confirmed incidents of corruption and actions taken	0 incidents of corruption	13.26.4

Supply chain transparency

13.23 Supply Chain traceability	Additional Sector Disclosures: Describe the level of traceability in place for each product sourced, for example, whether the product can be traced to the national, regional, or local level, or a specific point of origin (e.g., farms, hatcheries, and feed mill levels).	Supply chain transparency	13.23.2
	Additional Sector Disclosures: Report the percentage of sourced volume certified to internationally recognized standards that trace the path of products through the supply chain, by product and list these standards	Traceability Product suppliers	13.23.3
	Additional Sector Disclosures: Describe improvement projects to get suppliers certified to internationally recognized standards that trace the path of products through the supply chain to ensure that all sourced volume is certified.	Product Suppliers	13.23.4

Animal welfare

13.11 Animal health and welfare	Additional Sector Disclosure: Report the percentage of production volume from sites of the organization certified to third-party animal health and welfare standards, and list these standards.	Animal health & welfare	13.11.2
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Financial statements



CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2024

(before profit appropriation)

In thousands of euros		31 December 2024	31 December 2023
Fixed assets			
Tangible fixed assets	(1)	7,951	4,034
Financial fixed assets	(2)	1,850	93
Current assets			
Inventories	(3)	50,911	70,805
Trade and other receivables	(4)	187,650	186,566
Cash and cash equivalents	(5)	237	169
		238,798	257,540
		248,599	261,667
Equity			
Shareholders' equity	(6)	43,284	57,081
Provisions	(7)	1,241	518
Non-current liabilities	(8)	3,445	1,685
Current liabilities	(9)	200,629	202,383
		248,599	261,667

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED PROFIT AND LOSS ACCOUNT FOR 2024

In thousands of euros		2024	2023*
Net turnover	(12)	1,099,736	914,381
Cost of sales		(1,090,817)	(867,220)
Gross margin on turnover		8,919	47,161
Selling and distribution expenses	(13)	(15,051)	(15,682)
General and administrative expenses	(14)	(4,055)	(3,545)
Total operation expenses		(19,106)	(19,227)
Other operating income	(17)	1,599	(158)
Net result on turnover		(8,588)	27,776
Interest receivable and similar income	(18)	193	424
Interest payable and similar charges	(19)	(8,314)	(5,441)
		(8,121)	(5,017)
Result before tax		(16,709)	22,759
Tax on result	(20)	4,330	(5,872)
Share of result from participating interests	(2)	(1,103)	(841)
Result after tax		(13,482)	16,046

The accompanying notes are an integral part of these consolidated financial statements.

* 2023 figures are adjusted compared to prior year.

CONSOLIDATED CASH FLOW STATEMENT FOR 2024

The cash flow statement has been prepared in accordance with the indirect method.

In thousands of euros	2024	2023
Net result on turnover	(8,588)	27,776
Adjusted for:		
Depreciation	(16) 482	465
Changes in provisions	(7) (377)	518
Changes in working capital	34,426	(7,350)
	34,531	(6,367)
Cash flow from business operations	25,943	21,409
Interest received	(18) 193	5
Interest paid	(19) (7,224)	(5,457)
Income tax paid	(2,271)	(10,225)
	(9,302)	(15,677)
Cash flow from operating activities	16,641	5,732
Investments in:		
Tangible fixed assets	(1) (4,398)	(543)
Financial fixed assets	(2) -	(1,800)
Disposals of:		
Tangible fixed assets	(1) (1)	(12)
Cash flow from investing activities	(4,399)	(2,355)

In thousands of euros	2024	2023
Take up of long-term debt	(8) 2,000	(986)
Repayment of long-term debt	(8) (90)	-
Take-up or (redemption) of credit facility	(9) (14,085)	7,234
Dividend paid	(26) -	(10,000)
Cash flow from financing activities	(12,175)	(3,752)
Net cash flow	67	(375)
Exchange rate and translation differences on cash and cash equivalents	1	3
Changes in cash and in cash equivalents	68	(372)
Cash and in cash equivalents start of year	169	541
Cash and in cash equivalents end of year	237	169
Changes in cash and in cash equivalents	68	(372)

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR 2024

In thousands of euros	2024	2023
Net result	(13,482)	16,046
Realized revaluation gain charged directly to equity	(349)	89
Translation differences on foreign operations	34	(6)
Total of direct movements in the equity as part of group equity (27)	(315)	83
Comprehensive income	(13,797)	16,129

The accompanying notes are an integral part of these consolidated financial statements.

Management report	Results	Value creation and strategy	Risk management	Sustainability statements	Financial Statements	Other information	Numidia Annual Report 2024 108				
Balance sheet	Profit and loss account	Cash flow statement	Statement of comprehensive income	Notes to the consolidated financial statements	Notes to the consolidated balance sheet	Notes to the consolidated P&L	Separate financial statements	Notes to the separate financial statements			

NOTES TO THE 2024 CONSOLIDATED FINANCIAL STATEMENTS

General

Numidia Holding B.V. ("the Company", "Numidia" or "the Group"), having its corporate seat in Roermond, is located at Boven de Wolfskuil 6 in Herten. Numidia Holding B.V. is a private limited liability Company under Dutch law and is listed under number 54253594 in the Trade Register. These financial statements contain the financial information of both the Company and the consolidated companies of the Company ("the Group"). The Company is a holding company. The main activities of the group of which the Company is the parent consist of trades in dairy goods on the worldwide dairy goods market and operate worldwide. Dairy goods are purchased and sold both within Europe and outside Europe. Shipments can either be on order (back-to-back) or on stock (temporary storage in external warehouses).

Financial reporting period

These financial statements cover the year 2024, which ended at the balance sheet date of 31 December 2024.

Basis of preparation

The financial statements have been prepared in accordance with Title 9, Book 2 of the Netherlands Civil Code. The accounting policies applied for measuring assets and liabilities and the determination of result are based on the historical cost convention, unless otherwise stated in the further principles.

Application of Section 402, Book 2 of the Netherlands Civil Code

The financial information of the Company is included in the consolidated financial statements. For this reason, in accordance with Section 402, Book 2 of the Netherlands Civil Code, the Company profit and loss account of the Company exclusively stated the share of the result of participating interests after tax and the general result after tax.

Going concern

The Tangible net worth (TNW) and Interest cover ratio (ICR) bank covenants have not been met per December 31, 2024 due to the negative result after tax. Furthermore, the ICR bank covenant has not been met per 31 March 2025. The negative results were caused by a combination of market conditions and commercial decisions made.

Management has taken the following measures and actions:

- An agreement has been signed with the banks on a waiver for the covenant breach and a covenant reset for 2025
- The risk management policy on trade risk has been tightened
- Committed purchase volumes have been decreased, resulting less trade risk exposure and more flexibility
- The organization has been further finetuned, resulting in lower SG&A expenses and better decision making

In agreement with the banks the requirement of the TNW bank covenant has been lowered to EUR 40 million. The requirement has to be met on a quarterly basis.

Additionally, in agreement with the banks, the requirement of the ICR bank covenant has been lowered for the remainder of 2025. Furthermore, the measurement period has been shortened. Specifically, the ICR covenant have been updated to:

- Interest cover ratio Q2'25: last 3-months measurement with a minimum of 1 and 1 exception allowed at < 1 but > 0;
- Interest cover ratio Q3'25: last 6-months measurement with a minimum of 1 and 1 exception allowed at < 1 but > 0;
- Interest cover ratio Q4'25: last 9-months measurement with a minimum of 1.
- Interest cover ratio (LTM) from 1 January 2026 onwards: 2:0

This shortened measurement period, in combination with the inherent uncertainty of the business, still imposes uncertainties. Management has assessed the headroom between the forecast and covenant requirements to determine whether the covenant requirements will be met. Based on the measures and actions taken and thereto related already visible results, management is confident that Numidia will be profitable and will meet the reset and adjusted bank covenants. This expectation is underpinned by:

- The latest order book and mark-to-market;
- The trade position;
- The strategic positioning and market trends;
- Recent results.

Therefore, management considers preparing the financial statements based on the going concern basis of accounting as appropriate.

Accounting policies

General

Assets and liabilities are measured at nominal value, unless otherwise stated in the further principles.

An asset is recognized in the balance sheet when it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the costs of the asset can be measured reliably. Assets that are not recognized in the balance sheet are considered as off-balance sheet assets. A liability is recognized in the balance sheet when it is expected to result in an outflow of resources embodying economic benefits and the amount of the obligation can be measured reliably. Provisions are included in the liabilities of the Company. Liabilities that are not recognized in the balance sheet are considered as off-balance sheet liabilities.

An asset or liability that is recognized in the balance sheet, remains on the balance sheet if a transaction (with respect to the asset or liability) does not lead to a major change in the economic reality with respect to the asset or liability. Such transactions will not result in the recognition of results. When assessing whether there is a significant change in the economic circumstances, the economic benefits and risks that are likely to occur in practice are taken into account. The benefits and risks that are not reasonably expected to occur are not taken into account in this assessment.

An asset or liability is no longer recognized in the balance sheet when a transaction results in all or substantially all rights to economic benefits and all or substantially all of the risks related to the assets or liability being transferred to a third party. In such cases, the results of the transaction are directly recognized in the profit and loss account, taking into account any provisions related to the transaction. If assets are recognized of which the Company does not have legal ownership, this fact will be disclosed.

Income is recognized in the profit and loss account when an increase in future economic potential related to an increase in an asset or a decrease of a liability has arisen, providing the size can be measured reliably. Expenses are recognized when a decrease in the economic potential related to a decrease in an asset or an increase of a liability has arisen, providing the size can be measured with sufficient reliability.

Revenues and expenses are allocated to the period to which they relate. Revenues are recognized when the Company has transferred the significant risks and rewards of ownership of the goods to the buyer.

The 2023 figures have been reclassified on 2 items:

- As the Result on futures has become a significant part of Numidia's core business it has been reclassified from Other operating income to Net turnover.
- In case Numidia has similar open sales and purchase contracts with the same counterparty, both parties can decide, in mutual agreement, to wash-out the contracts. In this case, the net difference in purchase and sales price is settled instead of exchanging goods. In 2023, these transactions had been accounted for at gross sales and purchase value. As there is no physical delivery of goods, the net result is reclassified to Other operating income.

The figures for 2023 have been reclassified in order to make them comparable to current year's presentation:

<i>In thousands of euros</i>	Net turnover	Cost of sales	Other operating Income
2023 before reclassification	917,087	(883,561)	13,477
Reclassification: Result on Futures	13,477	-	(13,477)
Reclassification: Result on wash-outs	(16,183)	16,341	(158)
2023 after reclassification	914,381	(867,220)	(158)

Functional and presentation currency

The financial statements are presented in euros (EUR), which is the Company's functional currency. All amounts have been rounded up or down to the nearest thousand.

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Use of estimates

The preparation of the financial statements requires the management to form opinions and to make estimates and assumptions that influence the application of principles and the reported values of assets and liabilities and of income and expenditure. Actual results may differ from these estimates. The estimates and the underlying assumptions are constantly assessed. Revisions of estimates are recognized in the period in which the estimate is revised and in future periods for which the revision has consequences.

Estimates are applied to the following positions:

- Fair value estimate of financial instruments.
- Net realizable value of the inventory based on available market price information per product group.
- Assessment of onerous contracts based on available market price information per product group.

Consolidation principles

The consolidated financial statements include the financial data of the Company, its subsidiaries in the group, other group companies and other companies over which the Company can exercise control or of which it conducts the central management. Subsidiaries are participating interests in which the Company (and/or one or more of its subsidiaries) can exercise more than half of the voting rights in the general meeting, or can appoint or dismiss more than half of the managing directors or supervisory directors. Group companies are participating interests in which the Company has a majority interest, or in which it can exercise decisive influence (control) by other means. In assessing whether its controlling interest exists, potential voting rights are taken into account that can be exercised in such a way that they will provide the Company with more or less influence.

Newly acquired participating interests are consolidated as from the date that decisive influence (control) can be exercised. Participating interest disposed of remain included in the consolidation until the date of loss of this influence.

Consolidation method

The consolidated financial statements are prepared by using uniform accounting policies for measurement and determination of result of the Group.

In the consolidated financial statements, intragroup shareholdings, debts, receivables and transactions are eliminated. Also, the results on transactions between group companies are eliminated to the extent that the results are not realised through transactions with third parties outside the group and no impairment loss is applicable.

Subsidiaries are consolidated in full, whereby the minority interest is presented separately within group equity. If losses to be allocated to the minority interest exceed the minority interest within equity of the consolidated entity, the difference, including any further losses, is fully charged to the majority shareholder, except to the extent that the minority shareholder has the obligation to, and is able to, make good the losses. The minority interest in the result is deducted from group result on a separate line item in the consolidated profit and loss account.

Principles for the translation of foreign currency

Transactions in foreign currencies

Transactions denominated in foreign currency are translated into the functional currency of the Company at the exchange rate applicable on the transaction date.

Monetary assets and liabilities denominated in foreign currency are translated at the balance sheet date into the functional currency at the exchange rate applicable on that date. Exchange differences resulting from the settlement of monetary items, or resulting from the translation of monetary items denominated in foreign currency, are recognized in the profit and loss account in the period in which they arise.

Non-monetary assets and liabilities denominated in foreign currency that are stated at historical cost are translated into euros at the exchange rates applicable on the transaction date.

Foreign operations

The assets and liabilities that are part of the net investment in a foreign operation are translated into euros at the exchange rate prevailing at the balance sheet date. The revenues and expenses of such a foreign operation are translated into euros at the exchange rate on the transaction date. Currency translation differences are recognized in the translation reserve within equity. A group Company that has received a loan from the parent recognises any translation differences in the profit and loss account, even if the loan is regarded by the parent as part of a net investment in a foreign operation. When a foreign operation is fully or partially sold, the corresponding cumulative amount is transferred from the translation reserve to the profit and loss account.

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Financial instruments

Financial instruments include investments in shares and bonds, trade and other receivables, cash items, loans and other financing commitments, derivative financial instruments, trade payables and other amounts payable. These financial statements contain the following financial instruments: trade and other receivables, cash items, loans, trade and other amounts payables and derivative financial instruments.

Financial and non-financial contracts may contain terms and conditions that meet the definition of derivative financial instruments. An embedded derivative in these contracts is separated from the host contract if its economic characteristics and risks are not closely related to those of the host contract. A separate instrument with the same terms and conditions as the embedded derivative would meet the definition of a derivative, and the combined instrument is not measured at fair value with changes in fair value recognized in the profit and loss account.

Derivatives separated from the host contract are, in accordance with the measurement policy for derivatives for which no cost price hedge accounting is applied, measured at cost or lower fair value.

Financial instruments are initially stated at fair value, including discount or premium and directly attributable transaction costs. However, if financial instruments are subsequently measured at fair value through profit and loss, then directly attributable transaction costs are directly recognized in the profit and loss account at the initial recognition. After initial recognition, financial instruments are valued in the manner described below.

Financial assets and liabilities are recognized in the balance sheet at the moment that the contractual risks or rewards with respect to that financial instrument originate. Financial instruments are derecognized if a transaction results in a considerable part of the contractual risks or rewards with respect to that financial instrument being transferred to a third party. Financial instruments (and individual components of financial instruments) are presented in the consolidated financial statements in accordance with the economic substance of the contractual terms. Presentation of the financial instruments is based on the individual components of financial instruments as a financial asset, financial liability or equity instrument.

Trade and other receivables

Trade and other receivables are carried at amortized cost on the basis of the effective interest method, less impairment losses.

Non-current and current liabilities and other financial commitments

Non-current and current liabilities and other financial commitments are stated after their initial recognition at amortized cost on the basis of the effective interest rate method. Redemption payments regarding non-current liabilities that are due next year are presented under current liabilities.

Derivatives

After their initial recognition, FX forward and swap contracts are carried at the lower of cost or market value, except if the cost price model for hedge accounting is applied. Purchases and sales of financial assets that belong to the category derivatives are accounted for at the transaction date."

Commodity future and option contracts are carried after their initial recognition at fair value.

Cost price hedge accounting

If the cost model for hedge accounting is applied, then no revaluation of the derivative instrument takes place, as long as the derivative hedges the specific risk of a future transaction (in the case the derivative transaction is being related to financial assets or liabilities) that is expected to take place. As soon as the expected future transaction leads to recognition in the profit and loss account, then the profit or loss that is associated with the derivative is also recognized in the profit and loss account.

If the hedged position of an expected future transaction results in the recognition in the balance sheet of a non-financial asset or a non-financial liability, then at initial recognition the cost of this asset or liability is adjusted for the hedge results that have not yet been recognized in the profit and loss account.

If the hedged position of an expected future transaction results in the recognition in the balance sheet of a financial asset or a financial liability, the hedging results not yet recognized in the profit and loss account are recognized in the profit and loss account in the period(s) that the acquired asset or liability incurred affected profit or loss.

If forward exchange contracts are concluded to hedge monetary assets and liabilities in foreign currencies, cost hedge accounting is applied. This is done to ensure that the gains or losses arising from the translation of the monetary items recognized in the profit and loss account are offset by the changes in the value of forward exchange contracts arising from the difference between the exchange spot rates as at inception of the contract and the exchange spot rates as at the reporting date. The difference between the exchange spot rate at the inception of the contract and the forward rate is amortized via the profit and loss account over the term of the contract.

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When a derivative expires or is sold, the accumulated profit or loss that has not yet been recognized in the profit and loss account prior to that time is included as a deferral in the balance sheet until the hedged transactions take place, consistent with the accounting policy of the initial hedged transaction in the profit and loss. If the transactions are no longer expected to take place, then the accumulated profit or loss is transferred to the profit and loss account.

If a derivative no longer meets the conditions for hedge accounting, but the financial instrument is not sold, then the hedge accounting is also terminated. Subsequent measurement of the derivative instrument is then at the lower of cost or market value.

To hedge the foreign exchange risk resulting from transactions in foreign currencies, Numidia uses derivative financial instruments such as forward foreign-exchange (FX) contracts. In addition, Numidia uses commodity forward and future contracts to offset their risk from fluctuations in commodity prices.

Numidia applies cost price hedge accounting in order to prevent an accounting mismatch in the income statement. The hedge results for the foreign-exchange (FX) contracts are recognized in the income statement within the Cost of sales.

Cash flow hedge accounting

If cash flow hedge accounting is used, the effective portion of the fair value changes of the derivatives is initially recognized in the revaluation reserve. As soon as the expected future transactions lead to the recognition of gains or losses in the profit and loss account, the respective amounts are transferred from the revaluation reserve to the profit and loss account.

If a hedged position in respect of an expected future transaction leads to the recognition in the balance sheet of a non-financial asset or a non-financial liability, the Company adjusts the cost of this asset or this non-financial liability by the hedging results. This is done through a transfer from the revaluation reserve of the results that have been deferred in this reserve until such time.

If the hedged position of an expected future transaction results in the recognition in the balance sheet of a financial asset or a financial liability, the hedging results not yet recognized in the profit and loss account are recognized by a transfer from the revaluation reserve to the profit and loss account in the period(s) that the acquired asset or liability incurred affected profit or loss.

If a derivative no longer meets the conditions for hedge accounting, expires or is sold, or if the Company has decided to no longer apply hedge accounting, the hedging relationship is terminated. The deferred gains or losses recognized at the time of the termination of the hedging relationship remain in equity until the expected future transaction takes place in the profit and loss statement. If the transaction is no longer expected to take place, the deferred gain or loss on the hedge recognized in equity is transferred to the profit and loss account.

The hedge results of the commodity forward and future contracts are recognized in the income statement within the Other operating income.

All transactions of hedged commodities contracts will be settled within a period of 1 to 12 months. There are no transactions for which previously hedge accounting was used, but will no longer be expected to occur.

Conditions for hedge accounting

The Company documents its hedging relationships in generic hedging documentation and regularly checks the effectiveness of the hedging relationships by establishing whether the hedge is effective or that there is no over-hedging.

At each balance sheet date, the Company assesses the degree of ineffectiveness of the combination of the hedge instrument and the hedged position (the hedging relationship). The degree of ineffectiveness of the hedging relationship is determined by comparing the critical features of the hedging instrument against the hedged position.

If the critical features, assessed in the context of the hedging relationship, match (or matched) each other, there is (or was) no ineffectiveness. If the critical features, assessed in the context of the hedging relationship, do not (or did not) match each other, there is (or was) ineffectiveness. In that case, the degree of ineffectiveness is determined by comparing the fair value change of the hedging instrument with the fair value change of the hedged position.

If there is a cumulative loss on the hedging relationship for FX Derivatives (cost price hedge accounting) over the period between initial recognition of the hedging instrument and the balance sheet date, the ineffectiveness (loss) is directly recognized in the profit and loss account.

Losses and gains on the hedging relationship for FX Derivatives (cash flow hedge accounting) over the period between initial recognition of the hedging instrument and the balance sheet date, the ineffectiveness (loss) is directly recognized in the profit and loss account.

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Offsetting financial instruments

A financial asset and a financial liability are offset when the entity has a legally enforceable right to set off the financial asset and financial liability and the Company has the firm intention to settle the balance on a net basis, or to settle the asset and the liability simultaneously.

If there is a transfer of a financial asset that does not qualify for derecognition in the balance sheet, the transferred asset and the associated liability are not offset.

Impairment of financial assets

A financial asset that is *not* stated (1) at fair value with value changes reflected in the profit and loss account, or (2) at amortized cost or lower market value, is assessed at each reporting date to determine whether there is objective evidence that it is impaired. A financial asset is impaired if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset, with negative impact on the estimated future cash flows of that asset, which can be estimated reliably.

Objective evidence that financial assets are impaired includes significant financial difficulty of the issuer or obligor, breach of contract such as default or delinquency in interest or principal payments, granting to the borrower a concession that the Company would not otherwise consider, indications that a debtor or issuer will enter bankruptcy or other financial restructuring, the disappearance of an active market for that financial asset because of financial difficulties or observable data indicating that there is a measurable decrease in the estimated future cash flow, including adverse changes in the payment status of borrowers or issuers, indications that a debtor or issuer is approaching bankruptcy, and the disappearance of an active market for a security. Indicators for subjective evidence are also considered together with objective evidence of impairments, such as the disappearance of an active market because an entity's financial instruments are no longer publicly traded, a downgrade of an entity's credit rating or a decline in the fair value of a financial asset below its cost or amortised cost.

The entity considers evidence of impairment for financial assets measured at amortized cost (loan and receivables) both individually and on a portfolio basis. All individually significant assets are assessed individually for impairment. Those individually significant assets found not to be individually impaired and assets that are not individually significant are then collectively assessed for impairment by grouping together assets with similar risk characteristics.

In assessing collective impairment, the Company uses historical trends of the probability of default, the timing of collections and the amount of loss incurred, adjusted for by the management's judgement on whether current economic and credit conditions are such that the actual losses are likely to be greater or lesser than suggested by historical trends.

An impairment loss in respect of a financial asset stated at amortized cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate.

Losses are recognized in the profit and loss account and reflected in an allowance account against loans and receivables. Interest on the impaired asset continues to be recognized by using the asset's original effective interest rate.

When, in a subsequent period, the amount of an impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognized, the decrease in impairment loss is reversed through profit or loss (up to the amount of the original cost).

Tangible fixed assets

Office equipment and buildings are stated at cost, less accumulated depreciation and impairment losses. Land is stated at cost, less impairment losses.

The costs are comprised of the price of acquisition plus, if applicable, other costs that are necessary to get the assets to their location and the conditions for their intended use.

Depreciation is recognized in profit or loss on a straight-line basis over the estimated useful lives of each item of the tangible fixed assets. Depreciation starts as soon as the asset is available for its intended use and ends at decommissioning or divestment.

- For all office equipment, a depreciation rate of 20% - 33% is applied.
- For buildings, a depreciation rate of 3% is applied.
- Land is not depreciated.

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Impairments of fixed assets

Tangible fixed assets are assessed at each reporting date to see whether there is any indication of an impairment. If any such indication exists, the recoverable amount of the asset is estimated. The recoverable amount is the higher of value in use and net realisable value. If it is not possible to assess the recoverable amount for an individual asset, the recoverable amount is assessed for the cash-generating unit to which the asset belongs.

When the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, an impairment loss is recognized for the difference between the carrying amount and the recoverable amount. If there is an impairment loss for a cash-generating unit, the loss is first allocated to goodwill and then allocated to the cash-generating unit. Any residual loss is allocated to the other assets of the unit pro rata to their book values.

Subsequently, at each reporting date, the entity assesses whether there is any indication that an impairment loss that was recorded in previous years has decreased. If any such indication exists, then an estimate is made on the recoverable amount of the asset or cash-generating unit.

Reversal of a previously recognized impairment loss only takes place when there is a change in the assessment used to determine the recoverable amount since the recognition of the last impairment loss. In such a case, the carrying amount of the asset (or cash-generating unit) is increased to its recoverable amount, but not higher than the carrying amount that would have applied (net of depreciation) if no impairment loss had been recognized in previous years for the asset (or cash-generating unit).

Financial fixed assets

Participating interests

Participating interests where significant influence can be exercised over the business and financial policy are valued according to the equity method on the basis of net asset value. If measurement at net asset value is not possible because the information required for this cannot be obtained, the participating interest is measured according to the visible equity.

"If the Company transfers an asset or a liability to a participating interest that is measured according to the equity method, the gain or loss resulting from this transfer is recognised to the extent of the relative interests of third parties (in the transferred assets or liabilities) in the participating interest (proportionate determination of result). A loss arising from an intercompany transfer of assets may indicate an impairment for the (participating) entity, such as an impairment of fixed assets or a lower net realisable value of inventories.

The proportional elimination of intercompany results (profit or loss) leads to eliminating the part of the result that has not yet been realised. The entity realises the unrecognised portion of the intercompany result upon transfer, if and to the extent that the entity (in an upstream sale) or the subsidiary (in a downstream or sidestream sale) has transferred the asset or liability to a third party. Recognition in the income statement of the unrecognised portion is also triggered in full or in part upon the complete or partial sale of the acquiring subsidiary (in a downstream or sidestream sale).

Unrealised profits on transactions with participating interests that are accounted for at net asset value are eliminated to the extent of the Company's share in the participating interest. This elimination is allocated to the same line item as the intercompany transaction has been recognised (downstream sale) and share of the result from participating interest (upstream or side stream sale). In the balance sheet, the elimination amount is recognised as part of the participating interest/ accrued liability (select the one that is applicable)

If the Company transfers an asset or a liability to a participating interest that is measured according to the equity method, the gain or loss resulting from this transfer is recognized to the extent of the relative interests of third parties in the participating interest (proportionate determination of result). Any loss that results from the transfer of current assets or an impairment of fixed assets is fully recognized. Results on transactions involving transfer of assets and liabilities between the Company and its participating interests and mutually between participating interests are eliminated to the extent that these cannot be regarded as having been realised.

Participating interests with a negative net asset value are valued at nil. This measurement also covers any non-current receivables on the participating interests that are, in substance, an extension of the net investment. This particularly relates to loans for which settlement is neither planned nor likely to occur in the foreseeable future. A share in the profits of the participating interest in subsequent years will only be recognized if and to the extent that the cumulative unrecognized share of loss has been absorbed. If the Company fully or partially guarantees the debts of the relevant participating interest, or if it has the constructive obligation to enable the participating interest to pay its debts (for its share therein), then a provision is recognized accordingly to the amount of the estimated payments by the Company on behalf of the participating interest.

Joint ventures

Participating interests where the Company exercises control along with other participants, such as in joint ventures, are valued according to the equity method on the basis of net asset value. In case of contribution in or sale of assets by the Company to a joint venture, the Company recognizes the part of the result in the profit and loss account that corresponds to the relative share of the other participants in the joint venture. No result is recognized if the non-monetary assets contributed by the participants approximately equal each other in terms of type, use (same business

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activity) and fair value. Any unrecognized results are charged to the net asset value of the joint venture. Any losses on current assets or impairments of fixed assets are recognized immediately and in full. In case of sale of assets by the joint venture to the Company, the Company recognizes its share in the profit or loss of the joint venture on that sale in its profit and loss account only when the asset is (re)sold to a third party. However, the Company immediately recognizes its share in losses on current assets or impairments of fixed assets.

Inventories

Goods available for sale are carried at cost of purchase or lower net realisable value. The costs of purchase include the purchase price and additional expenditure, such as import duties, transportation, and other costs directly attributable to the acquisition of inventory.

Net realisable value is based on the most reliable estimate of the amount the inventories would generate at the most, less costs still to be made.

Trade discounts, rebates and indemnities (to be) received in connection with purchasing are deducted from the costs of purchase.

Trade and other receivables

The accounting policies applied for the valuation of trade and other receivables are described under the heading 'Financial instruments'.

Cash and cash equivalents

Cash and cash equivalents are stated at nominal value and includes bank balances. If cash is not freely disposable, this is taken into account in the valuation. Cash and cash equivalents denominated in foreign currencies are translated at the balance sheet date in the functional currency at the exchange rate applicable at that date. Reference is made to the accounting policies for foreign currencies.

Shareholders' equity

Financial instruments that are designated as equity instruments by virtue of the economic reality are presented under shareholder's equity. Payments to holders of these instruments are deducted from the shareholder's equity as part of the profit distribution.

Financial instruments that are designated as a financial liability by virtue of the economic reality are presented under liabilities. Interest, dividends, income and expenditure with respect to these financial instruments are recognized in the profit and loss as financial income or expense.

Non-current liabilities

The valuation of non-current liabilities is explained under the heading 'Financial instruments'.

Current liabilities

The valuation of current liabilities is explained under the heading 'Financial instruments'.

Leasing

The Company may enter into financial and operating leases. A lease agreement under which the risks and rewards of ownership of the leased object are carried entirely or almost entirely by the lessee are classified as finance leases. All other leases are classified as operating leases. For lease classification, the economic substance of the transaction is considered conclusive rather than the legal form. At the inception of an arrangement, the Company assesses whether a lease should be classified as a finance lease or operating lease.

Operating leases

If the Company acts as lessee in an operating lease, the leased property is not capitalised. Benefits received as an incentive to enter into an agreement are recognized as a reduction of rental expense over the lease term. Lease payments and benefits regarding operating leases are recognized on the profit and loss account on a straight-line basis over the lease term, unless another systematic basis is more representative of the time pattern of the benefits from the use of the leased asset.

The Company did not enter into any financial lease agreements.

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Revenue recognition

The Company usually recognizes revenue at the level of separate contracts. If it is necessary to reflect economic reality, revenue is recognized at the level of a group of contracts, for example where the Company has entered into several separate contracts, which have been negotiated as a total, separating the individual contracts in terms of pricing and profit margin that are closely related and are performed simultaneously or immediately after each other. Amounts that the Company receives for its own account (as principal) are recognized as revenue. Amounts that the Company receives for third parties (as an agent) are not recognized as revenue. Revenues only include the gross increases in economic potential that the Company has received or has receivable for its own account.

The Company recognizes revenue for the amount to which the Company expects to be entitled in exchange for transferring promised goods or services, which is the transaction price. This amount excludes amounts received on behalf of third parties. The transaction price may consist of a fixed fee, a variable fee or a combination thereof. When determining the transaction price, the Company does not take credit risk into account. Any write-downs as a result of the credit risk are charged to the profit and loss account. In determining the transaction price, the Company assumes that the goods or services will be provided in accordance with the relevant agreement and that this agreement will not be cancelled, extended or otherwise modified. The Company measures a non-monetary consideration at fair value. When determining the transaction price, the Company takes into account, among other things, the effects of :

- Variable fees, due to discounts, returns, refunds, price concessions, performance bonuses, penalties or other similar elements that may vary in size. The Company estimates the amount of variable compensation as part of the total compensation and applies the prudence principle in doing so;
 - Major financing components, where the Company adjusts the transaction price for the effects of the time value of money. In doing so, the Company applies an interest rate that is determined at the generally applicable interest rate for a comparable financing instrument of an issuer with a comparable credit rating or an interest rate that, when discounting the transaction price, results in the current spot selling price of the goods and services; and
 - Payments to buyers of goods and services, which are accounted for as a reduction in the transaction price and therefore as a reduction in revenue, unless the payment to the buyer is made in exchange for a distinct good or service.
- The impact of these effects is limited as it is not common practice to apply these kind of arrangements.

No revenue is recognized for all amounts received – or receivable – to which the Company does not expect to be entitled. The Company treats these received – or receivable – amounts in these cases as a repayment obligation . For the goods that are expected to be returned, the Company recognises a return asset, which is presented as an accrual.

Sale of goods

Revenue from the sale of goods is accounted for in net turnover at the fair value of the consideration received or receivable, net of returns and allowances. Revenue from the sale of goods is recognized in the profit and loss account when the significant risks and rewards of ownership have been transferred to the buyer, the amount of the revenue can be determined reliably, recovery of consideration is probable, the associated costs and possible return of goods can be estimated reliably, and there is no continuing involvement with the goods.

The transfer of risks and rewards varies according to the conditions of the relevant sales contract. For the sale of dairy products, transfer of risk and rewards usually occurs upon shipment of the products to the customer's warehouse. For certain international shipments transfer of risk and rewards occurs upon receipt by the customer. Cost price of the goods is allocated to the same period as the related turnover.

The Company does not recognise revenue from services rendered.

Commissions

Revenue from transactions is recognised for the amounts received by the Company on its own account. Amounts received by the Company on behalf of third parties are not recognised as revenue. When the group acts in a transaction in the capacity of an agent rather than of a principal, the revenue recognised in the profit and loss account is the net amount of commission received by the group in respect of the transaction.

Cost of sales

Cost of sales consist of the purchase costs of goods available for sale, commission fees, transportation costs, storage and other costs. All these costs are directly attributable to the goods sold.

Selling expenses, and general and administrative expenses

Selling expenses and general and administrative expenses comprise of costs incurred during the financial year and are not directly attributable to the cost of the goods sold.

Employee benefits

Employee benefits are charged to the profit and loss account in the period in which the employee services are rendered and, to the extent not already paid, as a liability on the balance sheet. If the amount already paid exceeds the benefits owed, the excess is recognized as a current asset to the extent that there will be a reimbursement by the employees or a reduction in future payments by the Company.

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For benefits with accumulating rights, sabbatical leave, profit-sharing and bonuses, the projected costs are taken into account during the period of employment. An expected payment resulting from profit-sharing and bonus payments is recognized if the obligation for that payment has arisen on or before the balance sheet date and a reliable estimate of the liabilities can be made.

If a benefit is paid in the case of non-accumulating rights (e.g. continued payment in the case of sickness or disability), the projected costs are recognized in the period in which such benefit is payable.

Pension plan

The basic principle is that the pension charge to be recognized for the reporting period is equal to the pension contributions payable to the pension provider over the period. Insofar as the payable contributions have not yet been paid as at the balance sheet date, a liability is recognized. If the contributions already paid at the balance sheet date exceed the payable contributions, a receivable is recognized to account for any repayment by the fund or settlement with contributions payable in future.

If there are adjustments to rights accrued as at the balance sheet date arising from future salary increases that are already committed to at the balance sheet date and which shall be paid by the Company, a provision is recognized.

In addition, a provision is included as at the balance sheet date for existing additional commitments to the fund and the employees, provided that it is probable that there will be an outflow of funds for the settlement of the commitments and it is possible to reliably estimate the amount of said commitments. The existence or non-existence of additional commitments is assessed on the basis of the administration agreement concluded with the fund, the pension agreement with the employees and other (explicit or implicit) commitments to the employees. The provision is stated as a best estimate of the present value of the anticipated costs of settling the commitments as at the balance sheet date. The pre-tax discount rate reflects the market interest rate at the balance sheet date of high-quality corporate bonds/yield on government bonds. Risks that have already been taken into account in estimating future expenditure are not included in the discount rate. As at the balance sheet date, no such additional commitment exists.

For any surplus at the pension provider as at the balance sheet date, a receivable is recognized if the Company has the power to withdraw this surplus, if it is likely that the surplus will flow to the Company and if the receivable can be reliably determined.

Interest receivable, similar income and interest payable, and similar charges

Interest income is recognized in the profit and loss account on an accrual basis, using the effective interest rate method. Interest expenses and similar charges are recognized in the period to which they belong.

Premium, discount and redemption premiums are recognized as interest expense in the period to which they belong. The allocation of these interest expenses and the interest income on the loan is the effective interest rate that is recognized in the profit and loss account. On the balance sheet, the amortized value of the debt(s) is recognized (on balance). The amounts of the premium that are not yet recognized in the profit and loss account and the redemption premiums already recognized in the profit and loss account are recognized as an increase in the debt(s) to which they relate. Amounts of the discount that are not yet recognized in the profit and loss account are recognized as a reduction of the debt(s) to which they relate.

Additional costs associated with the use of more than customary supplier credit are recognized as an interest expense.

Taxation

Corporate income tax comprises the current and deferred corporate income tax payable and deductible for the reporting period. Corporate income tax is recognized in the profit and loss account, except to the extent that it relates to items recognized directly to equity, in which case it is recognized in equity, or to business combinations.

Current tax comprises the expected tax payable or recoverable on the taxable profit or loss for the financial year, calculated using tax rates enacted or substantively enacted at the reporting date, and any adjustments to tax payable in respect of previous years. If the carrying amount of assets and liabilities for financial reporting purposes differ from their values for tax purposes (tax base), this results in temporary differences.

For taxable temporary differences, a provision for deferred tax liabilities is recognized.

For deductible temporary differences, available tax losses and unused tax credits, a deferred tax asset is recognized, but only to the extent that it is probable that future taxable profits will be available for set-off or compensation. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

The measurement of deferred tax liabilities and deferred tax assets is based on the tax consequences following from the manner in which the Company expects, at the balance sheet date, to realise or settle its assets, provisions, debts and accrued liabilities. Deferred tax assets and liabilities are measured at nominal value.

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Share in result of participating interests

The share in the result of participating interests consists of the share of the group in the results of these participating interests, determined on the basis of the accounting principles of the group. Results on transactions where the transfer of assets and liabilities between the group and the non-consolidated participating interests, and mutually between the non-consolidated participating interests themselves, are not recognized as they can be deemed as not realised.

Cash flow statement

The cash flow statement is prepared using the indirect method. Cash flows in foreign currency are translated into euros using the weighted average exchange rates at the dates of the transactions. Receipts and payments of interest, receipts of dividends and income taxes are presented within the cash flows from operating activities

Cash flows from derivative financial instruments that are accounted for as fair value hedges or cash flow hedges are classified in the same category as the cash flows from the hedged balance sheet items. Cash flows from derivative financial instruments from which hedge accounting is no longer applied are classified in accordance with the nature of the instrument, from the date at which the hedge accounting ended.

Determination of fair value

The fair value of a financial instrument is the amount for which an asset can be sold or a liability settled, involving parties who are properly informed of the matter, willing to enter into a transaction and independent of each other.

- The fair value of listed financial instruments is determined on the basis of the exit price.
- The fair value of non-listed financial instruments is determined by discounting the expected cash flows to their present value and applying a discount rate that is equal to the current risk-free market interest rate for the remaining term, plus credit and liquidity surcharges.
- The fair value of derivatives involving the exchange of collateral is determined by discounting the cash flows to present value. This is done using the (Eonia) swap curve, because the credit and liquidity risk is mitigated by the collateral exchange.
- The fair value of derivatives that do not involve an exchange of collateral is determined by discounting the cash flows to present value, taking into account its own and counterparty spread.

Related parties

Transactions with related parties are disclosed if they have not been entered into at arm's length. To be disclosed are the nature and amounts involved with such transactions, and other information deemed necessary for an insight into the transactions.

Subsequent events

Events that provide further information on the actual situation at the balance sheet date and that appear before the financial statements are prepared are recognized in the financial statements.

Events that provide no information on the actual situation at the balance sheet date are not recognized in the financial statements. When those events are relevant for the economic decisions of users of the financial statements, the nature and estimated financial effects of the events are disclosed in the financial statements.

NOTES TO THE CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2024

1. tangible fixed assets

In thousands of euros	Office Equipment	Land	Building	Total
Balance as at 1 January 2024				
- Purchase price	2,683	601	2,964	6,248
- Accumulated depreciation and impairment	(1,661)	-	(553)	(2,214)
- Carrying amount	1,022	601	2,411	4,034
Changes in carrying amount:				
- Investments	630	-	3,768	4,398
- Depreciation	(384)	-	(98)	(482)
- Translation differences	1	-	-	1
- Balance	247	-	3,670	3,917
Balance as at 31 December 2024				
- Purchase price	3,322	601	6,732	10,655
- Accumulated depreciation and impairment	(2,053)	-	(651)	(2,704)
- Carrying amount	1,269	601	6,081	7,951
	%	%	%	
Depreciation rates	20 - 33	0	3	

Land and building have been pledged in full to the mortgage loans under note 8.

2. financial fixed assets

In thousands of euros	Participating interests	Long term loans	DTA	Total
Balance as at 1 January 2024	3	90	-	93
Creation deferred tax asset	-	-	1,760	1,760
Result participating interest	(1,103)	-	-	(1,103)
Reported under provisions (accumulated losses)	1,100	-	-	1,100
Balance as at 31 December 2024	-	90	1,760	1,850

The provision relates to 50% share in the negative equity position of NV Vonk Culinary Cheese.

The group has the following capital interests:

Name	Seated	Country	Shareholding
NV Vonk Culinary Cheese	Zonhoven	Belgium	50% interest

The participation in NV Vonk Culinary Cheese is classified as a joint venture in light of the cooperative agreement that the Company has concluded with the other shareholder of NV Vonk Culinary Cheese. In this joint venture, the Company is entitled to 50% of the profits and losses. No zero floor has been applied to the valuation of the participating interest as an construction obligation is assumed based on management's intend and investments made in 2023. The participating interest has now been reported under note 7.

The long term loan had been provided to a certificate holder for a tenure of 10 years. 3.5% interest is being charged on this loan. No collateral has been provided.

A deferred tax has been recorded in 2024. This is related to the following 2 items in the Dutch fiscal unity:

- The Dutch earningsstripping regulation, which limits the deduction of interest expenses for the fiscal income. This results in a tax credit which is carried forward: EUR 1.5 million. This carry forward has no expiration date and it is expected to be utilized and settled with future profits.
- Temporary difference on recognition of unrealized income on financial instruments: EUR 0.3 million.

3. inventories

In thousands of euros	31-12-2024	31-12-2023
Goods for sale	52,054	71,229
Less: Provision for devaluation	(1,143)	(424)
	50,911	70,805

Goods for sale are pledged to credit institutions for the amount of EUR 16 million (2023: EUR 27 million). The pledged amount to credit institutions is determined by the pledging conditions of the asset-based facility. For disclosure of the debt to credit institutions reference is made to note 9 on the Company financial statements.

The cost of inventories recognised as an expense in the profit and loss account, amounts to EUR 1,062 million (2023: EUR 842 million).

In thousands of euros	Provision for inventory devaluation
Balance as at 1 January 2024	(424)
Additions	(719)
Release to income statement	-
Balance as at 31 December 2024	(1,143)

4. trade and other receivables

In thousands of euros	31-12-2024	31-12-2023
Trade receivables	136,813	117,577
Receivables from related parties	4,235	5,905
Prepayments and accrued income	701	624
Collateral at brokers	11,659	20,372
Unrealized gain on commodity derivatives	26,635	37,550
Other receivables	7,607	4,538
	187,650	186,566

All trade and other receivables are due within one year.

The carrying values of the recognised receivables approximate their respective fair values, given the short maturities of the positions and the fact that allowances for doubtful debts have been recognised, if necessary.

Trade receivables EUR 41 million (2023: EUR 44 million) have been pledged as collateral for current liabilities to credit institutions as part of the asset-based facility. The pledged amount to credit institutions is determined by the pledging conditions of the asset-based facility. For disclosure of the debt to credit institutions reference is made to note 9 on the Company financial statements.

StoneX, Marex, Macquarie, Rabobank and Cargill are the Company's brokers for commodity futures, options and over-the-counter instruments. In order to eliminate the variability of cash flows in commodity contracts, the Company hedges its exposures with the aforementioned derivatives. (Cash flow hedge accounting is applied.) The amount included in the current account serves as collateral for margin calls.

Numidia B.V. has a credit insurance agreement with Credendo as a coverage for non-payment by customers. With this insurance, 90% of the risk with debtors is covered.

Other receivables

In thousands of euros	31-12-2024	31-12-2023
VAT	2,906	2,942
Security deposits	154	135
Claim receivables	325	-
Unrealized currency revaluation	108	237
Prepayments	1,049	1,224
Income tax	3,065	-
	7,607	4,538

5. cash and cash equivalents

In thousands of euros	31-12-2024	31-12-2023
Credit balances on bank accounts	237	169

All credit balances on bank accounts are at the free disposal of the Company. The Company maintains a minimum cash position, as the asset-based facility allows the Company to withdraw from the amount available within the facility.

6. shareholders' equity

For disclosure of the shareholders' equity reference is made to note 27 on the Company financial statements.

7. provisions

In thousands of euros	Provision for onerous contracts	Participating Interest	Total
Balance as at 1 January 2024	518	-	518
Release to income statement	(518)	-	(518)
Additions	141	1,100	1,241
Balance as at 31 December 2024	141	1,100	1,241

The provision for onerous contracts is recognised for the negative difference between the value of the performance to be received from third parties after reporting date and the value of the performance to be delivered by the Company after the reporting date. The provision is determined based on the expected and unavoidable costs that will have to be incurred at a minimum to settle the related sales agreements. All related sales agreement are due within 1 year.

Reference is made to note 2 for the additions on Participating interests.

8. non-current liabilities

In thousands of euros	31-12-2024	31-12-2023
Subordinated loan Nilina Holding B.V.	250	250
Subordinated loan Loma Holding B.V.	250	250
Subordinated loans	-	-
Mortgage loan	2,945	1,185
	3,445	1,685
Outstanding principal amount as at 1 January	1,775	2,865
Take up mortgage loan	2,000	-
Repayment mortgage loan	(90)	(90)
Repayment subordinated loan	-	(1,000)
Outstanding principal amount as at 31 December	3,685	1,775
Current as at 31 December	240	90
Non-current as at 31 December	3,445	1,685

Subordinated loans

Nilina Holding B.V. and Loma Holding B.V. are the shareholders of Numidia Holding B.V. Repayment of the subordinated loans totalling EUR 500 thousand will commence from 29 September 2026 linear onwards over a period of ten years. 4.5% interest is being charged on this loan. No security has been provided. The loans are subordinated to the ING Bank.

Mortgage loans

In 2016, the Company entered into a mortgage agreement with ING Bank for the financing of the Company building, located at Boven de Wolfskuil 6 in the Netherlands. The building and land will act as security for this mortgage. The loan consists out of 2 components of EUR 900 thousand each.

Repayment of the mortgage loan began on 1 March 2018 and will continue up to 1 August 2026. Repayment will be made through monthly instalments of EUR 7,500 thousand and a one-time repayment of the remaining debt (EUR 1,042 thousand) on 1 August 2026. 2.46% interest is being charged on the first part of this loan. The fixed interest rate period on the second part expired in August 2023. 5.58% interest has been charged from August 2023 up to July 2024. As of August 2024, the interests rate has been changed to 4.08%.

In 2024, the Company entered into another mortgage agreement with the ING Bank for financing of the new Company's building, located at Boven de Wolfskuil 8 in the Netherlands. The building and land will act as security for this mortgage. The loan has principal amount of EUR 2 million. Repayment will be made through monthly instalments of EUR 12,461 thousand and a one-time repayment of the remaining debt (EUR 667 thousand) on 1 December 2033. 4.08% interest is being charged.

For the disclosure of repayment schedule reference is made to note 11 to the Company financial statements.

9. current liabilities

In thousands of euros	31-12-2024	31-12-2023
Debts to credit institutions	57,048	71,133
Short-term part of long-term loans	240	90
Accounts payables to suppliers and trade creditors	106,843	84,492
Payables to related parties	8	20
Income tax liability	-	1,780
Other taxes and social security contributions due	407	521
Customer prepayments	1,289	1,182
Unrealized loss on commodity derivatives	32,177	38,567
Accruals and deferred income	2,617	4,598
	200,629	202,383

The current liabilities all have a remaining term shorter than 1 year.

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The carrying values of the recognised current liabilities approximate their respective fair values, given the short maturities of the positions.

Debt to credit institutions

On 9 October 2023, the Company amended and extended the working capital financing facility with Deutsche Bank and ING Bank. Rabobank participates as a new lender in the amended facility. The amended and extended facility has a tenure of 4 years (up to August 2027) and consists of:

- A committed asset-based lending facility of EUR 180 million, of which EUR 30 million conditional.
- A bilateral bank guarantee facility of EUR 10 million.

The credit facility bears an effective interest rate of 5.3% per 31 December 2024. The effective interest rate is calculated on the one-month EURIBOR (for EUR utilisations), SOFOR (for USD utilisations) or SONIA (for GBP utilisations) plus a fixed mark-up.

In connection with the asset-based facility, the following securities are provided:

- Joint and several liability.
- Pledge of accounts receivable amounting to EUR 41 million (2023: EUR 44 million).
- Pledge of stocks amounting to EUR 16 million (2023: EUR 27 million).
- Security by Intercreditor Agreement with Numidia Holding B.V. Numidia B.V., Cheese and More B.V., Deutsche Bank AG, ING Commercial Finance and Coöperatieve Rabobank U.A.

At year-end, 2 debt covenants were not met: the Interest Coverage Ratio (ICR) and the Tangible Net Worth (TNW). A waiver has been provided by the lenders and covenants have been reset for 2025. Based on the latest outlook from management, the reset covenants will be met. Reference is made to the Financial results section for further details on the outlook.

Accruals and deferred income

In thousands of euros	31-12-2024	31-12-2023
Accrual for leave hours and holiday pay	544	397
Employee bonus	1,233	2,560
Audit fee	155	153
Credit and transport insurances	333	750
Unrealized currency revaluation	-	237
Other	352	501
	2,617	4,598

10. off-balance sheet assets and liabilities

Rental commitments for immovable property

The Company has entered into a long-term financial commitment with regard to the rental of business premises. The rental costs are recognised on a straight-line basis in the profit and loss account over the lease period. The remaining term can be specified as follows:

Overview of movements in rental commitments

In thousands of euros	
< 1 year	340
1 - 5 year	663
> 5 year	-

Lease commitments with regard to movable property

The Company has entered into long-term financial commitments with regard to lease cars, printers and office supplies. The related costs are recognised on a straight-line basis in the profit and loss account over the lease period. The remaining term can be specified as follows:

Remaining term lease commitments

In thousands of euros

< 1 year	238
1 - 5 year	393
> 5 year	-

The Company does not make any use of contingent lease payments.

In addition to this, bank guarantees in the form of performance and payment bonds were issued to customers at year-end 2024, on behalf of consolidated participating interests, for 3.5 EUR million (2023: EUR 2.7 million).

11. financial instruments

General

During the normal course of business, the Company uses various financial instruments that expose it to market, currency, interest, cash flow, credit, and liquidity risks. To control these risks, the Company has instituted a policy, including a code of conduct and procedures, that are intended to limit the risks of unpredictable adverse developments in the financial markets and thus for the financial performance of the Company.

The Company uses derivatives, including forward, future and option commodity contracts and forward exchange contracts, to control its risks.

Currency risk

The Company is exposed to currency risk on sales and purchases that are denominated in a currency other than Euro. The main currencies in which these transactions are denominated are USD, GBP and NZD. The net currency position (EUR) as of 31 December 2024 is presented below:

2024

In thousands of euros	Assets	Liabilities	Hedging Instruments	Forecasted transactions hedged	Net position
USD	75,996	(81,138)	(22,296)	31,273	3,835
GBP	4,048	(2,877)	(1,313)	2,332	2,190
NZD	1,503	-	-	-	1,503
	81,547	(84,015)	(23,609)	33,605	7,528

2023

In thousands of euros	Assets	Liabilities	Hedging Instruments	Forecasted transactions hedged	Net position
USD	75,721	(82,362)	(35,377)	57,485	15,467
GBP	1,827	(98)	(4,752)	985	(2,038)
NZD	1,421	(2,907)	-	-	(1,486)
	78,969	(85,367)	(40,129)	58,470	11,943

The contracted transactions that have been hedged cover the period 1 January 2025 – 23 December 2025.

In the case of the exchange rate of the Euro against USD, GBP and NZD strengthening by 10% and leaving all other variables constant, the pre-tax result as of 31 December 2024 would be EUR 684 thousand higher.

In the case of the exchange rate of the Euro against USD, GBP and NZD weakening by 10% and leaving all other variables constant, the pre-tax result as of 31 December 2024 would be EUR 836 thousand lower.

As per 31 December 2024 the outstanding foreign exchange contracts are:

	Bought	Sold	Net	EUR 1)	Fair value 2)
	£/\$ 000	£/\$ 000	£/\$ 000	€ 000	€ 000
GBP forwards	1,186	(2,272)	(1,086)	(1,313)	2
USD forwards	9,746	(32,823)	(23,077)	(22,296)	(1,678)
					(1,676)

1) Contract values

2) Delta Fair Value FX contracts per currency per end of year

All outstanding foreign exchange contracts have a remaining duration of less than one year and mature in 2025.

Commodity risk: futures and options

Numidia uses future and option commodity contracts in order to hedge the risk of commodity price fluctuations on commodity purchase contracts. The fair value of these commodity contracts is negative EUR 1,139 thousand (2023: positive EUR 8,490 thousand) as a result of less advantageous commodity market prices than agreed upon with the derivative commodity contracts. Future and option commodity contracts for which no hedge accounting is applied have a total fair value of negative EUR 1,089 thousand (2023: positive EUR 8,192 thousand) and are fully accounted for in the profit and loss account. This accounts for 96% of the net position (2023: 96%).

The total fair value of the futures and option contracts for which hedge accounting is applied amounts negative EUR 50 thousand (2022: positive EUR 299 thousand). There are no contractual provisions that affect the value, timing and certainty of future cash flows.

The mark-to-market of FX derivatives and commodity derivatives are calculated based on observable market date (on the reporting date) for the derivatives, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

2024

In thousands of euros	Hedged	Unhedged	Net position
CME	-	2,251	2,251
EEX	(50)	(4,581)	(4,631)
SGX	-	1,241	1,241
	(50)	(1,089)	(1,139)

Credit risk

Credit risk arises principally from the receivables presented under trade and other receivables, cash, and the positive fair value of derivatives. The Company has drawn up guidelines for limiting the credit risk associated with each financial institution and debtor. The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, the management also considers the demographics of the Company's customer base, including the default risk of the industry and country in which those customers operate, as these factors may have an influence on credit risk. There is no concentration of credit risk.

The company has a risk management policy under which each new customer is analysed individually for creditworthiness before the Company's standard payment and delivery terms and conditions are offered. The Company's review includes external ratings, when available, and in some cases bank references. Purchase limits are established for each customer, which represent the maximum open amount without requiring approval from the management, and these limits are reviewed every quarter. Customers who fail to meet the Company's benchmark of creditworthiness may only transact with the Company on the basis of prepayment.

The maximum amount of credit risk that the Company incurs is 4.0% of trade receivables. The other 96% of trade receivables are covered by: credit insurance, open letters of credit, documentary collection and/or reverse factoring. Numidia B.V. has a credit insurance agreement with Credendo to cover non-payment by customers. This insurance covers 90% of the risk with debtors and 95% of the political risk.

Interest rate and cash flow risks

The Company runs an interest rate risk on interest bearing liabilities and on the refinancing of existing loans. For liabilities with variable interest rate agreements, the Group runs a risks of future cash flows and for fixed interest rate loans, a fair value risk. This fair value risk is assessed as limited, considering the amount of fixed rate interest payments. The Company does not use any interest rate derivatives to reduce the interest risk of variable interest rate loans. The interest rate risk is presented by the interest payment schedule presented below:

In thousands of euros	Base amount	1 year or less	1-3 years	3-5 years	Total position
Fixed interest rate loans payable	500	23	36	30	89
Variable interest rate credit facility	57,048	3,035	6,070	6,070	15,175
Fixed interest rate mortgage	3,185	116	205	169	490
Net interest position	60,733	3,174	6,311	6,269	15,754

In the case of interest rates rising by 1% as of 31 December 2024 and assuming all other variables are constant, interest expenses would rise by EUR 571 thousand in 2023 (2023: EUR 712 thousand).

Liquidity risk

The Company monitors its cash position by using successive liquidity budgets. The management ensures that the cash position is sufficient to meet the Company's financial obligations towards creditors and to stay within the limits of its loan covenants. The loan covenants apply to the working capital financing facility with Deutsche Bank, ING Bank and Rabobank.

The financial obligations as at 31 December 2024 are:

In thousands of euros	1 year or less	1 - 2 years	2 - 5 years	More than 5 years
Loans	-	162	-	338
Mortgage	240	240	719	1,987
Lease obligations	297	203	118	-
Rental obligations	382	910	(212)	-
Trade and other payables	199,100	-	-	-
Guarantees	3,487	-	-	-
Total	203,506	1,515	625	2,325
Trade and other receivables	185,900	-	-	-
Cash and cash equivalents	237	-	-	-
Total	186,137	-	-	-
Net amount as at 31 December 2024	17,369	1,515	625	2,325

Of trade receivables, EUR 10.0 million is not freely available to the Company due to collateral obligations at the Company's brokers for commodity futures and options. This obligation consists of security for possible future negative value developments outside the agreed bandwidth (initial margin) and coverage for actual negative value developments outside the agreed bandwidth at year end (maintenance margin).

The Company shall ensure that sufficient balances are available to cover the expected operational costs, including meeting its financial obligations. The potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters, are not taken into account. In addition, the Company has a working capital credit facility of EUR 180 million, of which the Company used EUR 57.0 million as per 31 December 2024.

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Fair value

The fair value of most of the financial instruments stated on the balance sheet, including receivables, cash and cash equivalents, long term liabilities and current liabilities, is approximately equal to their carrying amount. The fair value of derivatives that do not involve an exchange of collateral is determined by discounting the cash flows to present value, applying the relevant swap curve, and making our own and counterparty value adjustments.

NOTES TO THE CONSOLIDATED PROFIT AND LOSS ACCOUNT FOR 2024

12. net turnover

In thousands of euros	2024	2023*
Revenues from sale of goods	1,095,977	900,904
Other revenues	3,759	13,477
	1,099,736	914,381

Other revenues consist of the results on the sale and purchase of derivative contracts.

12. sale of goods - segmentation by region

In thousands of euros	2024	2023*
EMEA	726,799	560,648
Asia Pacific	123,711	126,514
Americas	245,467	213,742
	1,095,977	900,904

12. sale of goods - segmentation by product

In thousands of euros	2024	2023*
Fat	219,868	157,266
Powders	604,762	559,047
Cheese	222,944	174,254
Liquids	48,403	10,336
	1,095,977	900,904

13. selling and distribution expenses

The selling and distribution expenses include expenses relating to trade and logistical employees, travelling and representation expenses, fair expenses and other publicity expenses.

14. general and administrative expenses

The general and administrative expenses include expenses related to finance and support employees. Operating costs are distributed between selling and general expenses according to the nature of the costs.

15. personnel expenses

During the financial year 2024, the average number of staff employed in the group, converted to full-time equivalents amounted to 112.4 FTE (2023: 96.3 FTE), of which 22 (2023: 21) were employed outside the Netherlands. This increase was mainly caused by further growth of the company. This staffing level (average number of staff) can be divided into the following staff categories:

Average number FTE

FTE	2024	2023
Trade	38.6	34.1
Logistics	50.3	43.3
Finance	11.2	9.9
Support	12.4	9.0
	112.5	96.3

* 2023 figures are adjusted compared to prior year.

Wages and salaries

Wages and salaries are included in selling and distributions expenses and general and administrative expenses.

In thousands of euros	2024	2023
Wages and salaries	9,227	9,769

Social security and pension charges

In thousands of euros	2024	2023
Social security charges	1,091	875
Pension charges	1,028	825
	2,119	1,700

Emoluments of statutory directors

In thousands of euros	2024	2023
Board Remuneration	1,728	1,812

The emoluments, including pension costs as referred to in Section 2:383(1) of the Netherlands Civil Code, charged in the financial year to the Company amounted to EUR 1,685 thousand (2023: EUR 1,812 thousand) for statutory directors. There were no loans, advances or guarantees granted by the Company to the statutory directors. The Company does not have a Supervisory Board.

16. Depreciation on tangible fixed assets

In thousands of euros	2024	2023
Office Equipment	384	368
Building	98	97
	482	465

17. other operating income

In thousands of euros	2024	2023*
Settlement fee received	2,319	-
Result on wash-outs	(720)	(158)
Total	1,599	(158)

The settlement fee relates to a settlement fee for contract cancellation.

The results on wash-outs relates to the net-result of settling purchase and sales contracts, with the same counterparty, without physical delivery of products.

18. interest receivables and similar income

In thousands of euros	2024	2023
Interest	193	5
Result on FX	-	419
	193	424

* 2023 figures are adjusted compared to prior year.

19. interest payable and similar charges

In thousands of euros	2024	2023
Bank charges	334	338
Interest on Subordinated loans	23	28
Interest on debt to credit institutions and debt on mortgage loan	6,867	5,071
Result on FX	1,090	-
Other financial expenses	-	4
	8,314	5,441

20. tax on result

In thousands of euros	2024	2023
Result before tax	(16,709)	22,759
Tax effect of:		
- Results under the participation exemption	(1,103)	(841)
- Tax allowance for investments	-	(12)
- Non-deductible expenses	28	27
Taxable amount	(17,784)	21,933
Tax rate abroad	11	14
Tax rate 15%	-	59
Tax rate 25.8%	(4,341)	5,799
Income tax expense	(4,330)	5,872
The applicable weighted average tax rate	26.0%	25.8%

In thousands of euros	2024	2023
Tax expense for current financial year	(457)	5,957
Effect of deferred tax movements	(1,760)	-
Adjustment for prior periods	(2,113)	(85)
Income tax expense	(4,330)	5,872

Future tax profits can be compensated with deductible tax credits for an amount of EUR 1.8 million (2023: EUR 0).

The safe harbor exception is applied for Pillar II. This exception is applied based on the simplified ETR test.

21. transactions with related parties

Transactions with related parties are assumed when a relationship exists between the Company and a natural person or entity that is affiliated with the Company. This includes the relationship between the Company, its shareholders, and affiliated companies, among others. Transactions are transfers of resources, services or obligations, regardless of whether anything has been charged.

There were no transactions with related parties that were not on a commercial basis. On a commercial basis, there were the following transactions with related parties:

In thousands of euros	2024	2023
Subordinated loan Nilina Holding B.V.	(250)	(250)
Subordinated loan Loma Holding B.V.	(250)	(250)
Subordinated loans	1,300	1,300
Receivables as at 31-12	4,235	5,905
Payables as at 31-12	(8)	(20)
Sales	3,555	8,794
Purchases	29,534	25,249

The remuneration of the managing directors is included in note 15.

22. auditor's fees

The following fees were charged by KPMG Accountants N.V. to the Company, its subsidiaries and other consolidated companies, as referred to in Section 2:382a(1) and (2) of the Netherlands Civil Code.

The fees mentioned in the table for the audit of the financial statements 2024 (2023) relate to the total fees for the audit of the financial statements 2024 (2023), irrespective of whether the activities were performed during the financial year 2024 (2023).

In thousands of euros	KPMG Accountants N.V.	Other KPMG network	Total KPMG
2024			
Audit of the financial statements 2024	288	-	288
	288	-	288
2023			
Audit of the financial statements 2023	264	-	264
	264	-	264

23. subsequent events

For the disclosure of subsequent events reference is made to note 31 to the Company financial statements.

SEPARATE BALANCE SHEET AS AT 31 DECEMBER 2024

(before profit appropriation)

In thousands of euros		31 December 2024	31 December 2023	In thousands of euros		31 December 2024	31 December 2023
Fixed assets				Shareholders' equity	(27)		
Financial fixed assets	(24)	47,611	58,623	Issued capital		36	36
Current assets				Share premium reserve		583	583
Trade and other receivables	(25)	3,755	285	Other reserves		56,142	40,096
Cash and cash equivalents	(26)	47	88	Revaluation Reserve		(50)	299
		3,802	373	Foreign currency translation reserve		55	21
		51,413	58,996	Unappropriated profit		(13,482)	16,046
						43,284	57,081
				Provisions		1,100	-
				Non-current liabilities		-	-
				Current liabilities	(28)	7,029	1,915
						51,413	58,996

The accompanying notes are an integral part of these separate financial statements.

SEPARATE PROFIT AND LOSS ACCOUNT FOR 2024

In thousands of euros		2024	2023
Share of result of participating interests after tax	(29)	(13,557)	15,857
Other result after tax		75	189
Net result		(13,482)	16,046

The accompanying notes are an integral part of these separate financial statements.

24. financial fixed assets

Participating interests and long term loans

In thousands of euros	Consolidated companies	Other participating interests	Long term loans	DTA	Total
Balance as at 1 January 2024	58,530	3	90	-	58,623
Share in result of participating interests	(12,454)	(1,103)	-	-	(13,557)
Impact hedge accounting	(349)	-	-	-	(349)
Recognition deferred tax asset	-	-	-	1,760	1,760
Currency translation	34	-	-	-	34
Reported under provisions (accumulated losses)	-	1,100	-	-	1,100
Balance as at 31 December 2024	45,761	-	90	1,760	47,611

Reference is made to In thousands of euros of the consolidated financial statements for the additions on Participating interests.

The deferred tax asset relates to tax positions within the Dutch fiscal unity. The DTA is fully accounted for under Numidia Holding B.V. as head of the fiscal unity.

Consolidated companies:

Name	Seated	Country	Shareholding
Numidia Holding B.V.	Roermond	Netherlands	100% interest
Numidia B.V.	Roermond	Netherlands	100% interest
Numidia Services B.V.	Roermond	Netherlands	100% interest
Cheese and more B.V.	Roermond	Netherlands	100% interest
Numidia Charity foundation	Roermond	Netherlands	100% interest
Numidia Americas S.A.	Montevideo	Uruguay	100% interest
Numidia Inc.	Dallas	USA	100% interest
Numidia Singapore Ltd. Pte.	Singapore	Singapore	100% interest

Other participating interest:

Name	Seated	Country	Shareholding
NV Vonk Culinary Cheese	Zonhoven	Belgium	50% interest

Pursuant to Section 2:403 of the Netherlands Civil Code, a liability declaration has been issued by Numidia Holding B.V. regarding the following companies:

- Numidia B.V.
- Numidia Services B.V.
- Cheese and more B.V.

25. trade and other receivables

In thousands of euros	31-12-2024	31-12-2023
Income tax	3,087	-
Accounts Receivable from Numidia B.V.	-	274
Prepaid Costs	223	11
Receivable from Related Party	445	-
	3,755	285

All trade and other receivables are due within one year.

The carrying values of the recognised receivables approximate their respective fair values, given the short maturities of the positions and the fact that allowances for doubtful debts have been recognised, if necessary.

26. cash and cash equivalents

In thousands of euros	31-12-2024	31-12-2023
Credit balances on bank accounts	47	88

All credit balances on bank accounts are at the free disposal of the Company.

27. shareholders' equity

In thousands of euros	Issued capital	Share Premium Reserve	Other reserves	Revaluation reserve	FX translation reserves	Unappropriated result	Total
Balance as at 1 January 2023	36	583	29,285	388	27	20,811	51,130
Charges in financial year 2023							
- Dividend	-	-	(10,000)	-	-	-	(10,000)
- Appropriation of result	-	-	20,811	-	-	(20,811)	-
- Translation differences	-	-	-	-	(6)	-	(6)
- Result for the year	-	-	-	-	-	16,046	16,046
- Release to income statement *	-	-	-	(1,505)	-	-	(1,505)
- Gain (loss) on derrivate financial instrument*	-	-	-	1,416	-	-	1,416
Balance as at 31 December 2023	36	583	40,096	299	21	16,046	57,081
Charges in financial year 2024							
- Dividend	-	-	-	-	-	-	-
- Appropriation of result	-	-	16,046	-	-	(16,046)	-
- Translation differences	-	-	-	-	34	-	34
- Result for the year	-	-	-	-	-	(13,482)	(13,482)
- Release to income statement *	-	-	-	321	-	-	321
- Gain (loss) on derrivate financial instrument*	-	-	-	(670)	-	-	(670)
Balance as at 31 December 2024	36	583	56,142	(50)	55	(13,482)	43,284

Issued capital

The Company's authorised capital, amounting to EUR 90 thousand (2023: EUR 90 thousand), consists of 90,000 ordinary shares of EUR 1 each. As at 31 December 2024, 36,270 ordinary shares were issued and fully paid-up (2023: 36,270).

The share premium concerns the income from the issuing of shares in so far as this exceeds the nominal value of the shares (above par income).

Revaluation reserve

Cash flow hedge accounting is applied for the Company commodity derivatives. The effective portion of the fair value changes of the derivatives is initially recognized in the consolidated revaluation reserve. As soon as the expected future transactions lead to the recognition of gains or losses in the profit and loss account, the respective amounts are transferred from the consolidated revaluation reserve to the consolidated profit and loss account. As at 31 December 2024, the consolidated revaluation reserve amounts to negative EUR 50 thousand (2023: positive EUR 299 thousand).

Appropriation of profit from 2023

The 2023 financial statements were adopted on 22 April 2024. In accordance with the shareholders' resolution of 22 April 2024, EUR 16,046 thousand was added to the other reserves.

Foreign currency translation reserve

Exchange gains and losses arising from the translation of the functional currency of foreign operations to the reporting currency of the parent company are accounted for in this statutory reserve. In the case of the sale of a participating interest, the associated accumulated exchange differences are taken to other reserves.

The foreign currency translation legal reserve of EUR 55 thousand positive (2023: EUR 21 thousand positive) relates to the Company's foreign investments.

Proposal for result appropriation

The General Meeting will be proposing to deduct the result after tax for 2024, of negative EUR 13,482 thousand, from the other reserves. The 2024 result after tax is presented as unappropriated result in shareholders' equity.

28. current liabilities

In thousands of euros	31-12-2024	31-12-2023
Accounts payables to Numidia BV	6,944	-
Income tax liability	-	1,763
Accruals and deferred income	85	152
	7,029	1,915

The carrying values of the recognised current liabilities approximate their respective fair values, given the short maturities of the positions.

Numidia Holding B.V. is the head of a fiscal unity for income tax with:

- Numidia B.V.
- Numidia Services B.V.
- Cheese and more B.V.

The income tax position therefore includes the tax liability of the whole fiscal unity.

29. result in group companies

In thousands of euros	31-12-2024	31-12-2023
Result fiscal year Cheese and more B.V.	11	81
Result fiscal year Numidia B.V.	(12,465)	16,603
Result fiscal year Numidia Charity Foundation	-	-
Result fiscal year Numidia Uruguay SA	-	15
Result fiscal year Numidia Services B.V.	-	-
Result fiscal year NV Vonk Culinary Cheese	(1,103)	(841)
	(13,557)	15,858

30. number of fte's

During the 2024 financial year, the average number of staff employed in the company, converted in to full-time equivalents, amounted to 3 FTE (2023: 3 FTE).

31. subsequent events

No events occurred after the balance sheet date that required an adjustment or disclosure.

Roermond, 3 July 2025

The statutory Board of Directors:

A. Mahnin

M.H.G. Daamen

J.A.H. van Hagen

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INDEPENDENT AUDITOR'S REPORT

To: the General Meeting of shareholders of Numidia Holding B.V.

Report on the audit of the financial statements included in the annual report

Our opinion

We have audited the financial statements 2024 of Numidia Holding B.V. ('the Company'), based in Roermond.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Numidia Holding B.V. as at 31 December 2024 and of its result for 2024 in accordance with Part 9 of Book 2 of the Dutch Civil Code.

The financial statements comprise:

1. the consolidated and separate balance sheet as at 31 December 2024;
2. the consolidated and separate profit and loss account for 2024;
3. the consolidated cash flow statement for 2024;
4. the consolidated statement of comprehensive income for 2024;
5. and the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Numidia Holding B.V. in accordance with the 'Wet toezicht accountantsorganisaties' (Wta, Audit firms supervision act), the 'Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

We designed our audit procedures in the context of our audit of the financial statements as a whole and in forming our opinion thereon. The information in respect of fraud and non-compliance with laws and regulations and going concern was addressed in this context, and we do not provide a separate opinion or conclusion on these matters.

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information in support of our opinion

Audit response to the risk of fraud and non-compliance with laws and regulations

In the chapter 'Risk Management' of the Management report, the Board of Directors describes its procedures in respect of the risk of fraud and non-compliance with laws and regulations.

As part of our audit, we have gained insights into the Company and its business environment and the Company's risk management in relation to fraud and non-compliance. Our procedures included, among other things, assessing the Company's Staff Handbook, which contains the Code of Conduct and the whistleblowing policy, and the Company's Risk Management Policy which contains the Company's assessment of and responses to the identified fraud risks.

Furthermore, we performed relevant inquiries with the Board of Directors and other relevant functions such as the compliance manager. We have also incorporated elements of unpredictability in our audit, such as changing our criteria for high-risk journal entries which were subject to further testing.

As a result from our risk assessment, we identified the following laws and regulations as those most likely to have a material effect on the financial statements in case of non-compliance:

- anti-bribery and corruption laws;
- anti-money laundering laws and regulations;
- and consumer product law, including product safety regulations.

Our procedures did (as reported below) result in the identification of a reportable risk of material misstatement in respect of non-compliance with laws and regulations.

Based on the above and on the auditing standards, we identified the following fraud and non-compliance risks that are relevant to our audit, including the relevant presumed risks laid down in the auditing standards, and responded as follows:

Management override of controls (a presumed risk)

Risk:

The Board of Directors is in a unique position to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.

Responses:

- We evaluated the Company’s policies and procedures and the design and the implementation of controls regarding journal entries.
- We made inquiries of individuals involved in the financial reporting process about inappropriate or unusual activity relating to the processing of journal entries and other adjustments.
- As part of the fraud risk assessment, we performed a data analysis of the journal entries population to determine if high-risk criteria for testing apply . Where we identified instances of unexpected journal entries or other risks through our data analysis, we performed additional audit procedures to address each identified risk. These procedures also included testing of transactions back to source documentation.
- We identified and selected journal entries and other adjustments made at the end of the reporting period for testing.

- We evaluated key estimates and judgments for bias by the Board of Directors, such as the valuation of derivatives, the valuation of inventories and the assessment of onerous contracts.

Revenue recognition (a presumed risk)

Risk:

We identified a fraud risk in relation to the recognition of revenue. This risk inherently includes the fraud risk that the Board of Directors deliberately overstates revenue, in the cut off period before balance sheet date, as the Board of Directors may feel pressure to achieve the planned results for the current year.

Responses:

- We evaluated the design and implementation of the controls set up by the Board of Directors surrounding the determination of the transfer of control at year-end (cut-off procedures implemented by the Board of Directors).
- We used data analytics to identify unexpected “account pairings” in the revenue journal entries and inspected the underlying accounting records to evaluate the appropriateness of these journal entries.
- We performed test of details on revenues before year-end (cut-off) by tracing revenues back to underlying details, which included invoices, contracts, customer orders and shipping documents, to ensure that revenue was recognized in the appropriate period.
- We assessed if there were material credit notes recognized after year-end related to sales transactions recognized in the financial year under audit to ensure that revenue was recognized in the appropriate period.

Fraud risk on bribery and corruption

Risk:

We have identified a fraud risk on bribery and corruption due to the combination of transactions in jurisdictions that are perceived as potentially unethical or higher risk coupled with the use of third party agents in these jurisdictions. Additionally, in case of possible non-compliance with the anti-bribery and corruption laws and regulations, the Company could be subject to material fines and penalties.

- We evaluated the Company’s policies and procedures and the design and implementation of internal controls regarding the use of agents.
- We made inquiries of the Board of Directors and other individuals involved in the agent process about inappropriate or unusual activities related to the use of agents.
- We performed a data analysis of high-risk journal entries related to unusual entries regarding commission fees.
- We have assessed the agent commission fees’ percentage and compared them to prior years.
- We performed audit procedures over selected commission fees and payments to agents, among others, by testing transactions back to source information and assessing the due diligence procedures performed by the Company.
- We evaluated written representations, from the Board of Directors, that all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements, have been disclosed.

We communicated our risk assessment, audit responses and results to the Board of Directors.

Our audit procedures did not reveal indications and/or reasonable suspicion of fraud and non-compliance that are considered material for our audit.

Audit response to going concern

As explained in the 'Going concern' section on page 108 of the financial statements, the Board of Directors identified going concern risks related to the breach of bank covenants as per year-end 2024. The Board of Directors concluded that these risks have been sufficiently mitigated by way of the disclosed measures. In order to conclude on the adequacy of the Board of Directors' going concern assessment and the adequacy of the related disclosure, we have performed, inter alia, the following procedures:

- we considered whether the Board of Directors' assessment of the going concern risks contains all relevant indicators that could identify going concern risks of which we are aware as a result of our audit;
- we inspected the financing agreement and the covenant reset in terms of conditions that could lead to going concern risks, including the term of the agreement and any covenants;
- we assessed the Board of Directors' measures taken to limit risks and exposure from trading;
- we assessed the budgeting process and compared actuals with budgets to evaluate the reliability of the Board of Directors' forecast;
- we assessed the assumptions – including the market value of the Company's open order position - underlying the Board of Directors' forecast;
- we evaluated the extent to which the expected outcome of the plans and measures are included adequately in the forecasts, including compliance with the adjusted debt covenants;
- in making our assessment we consulted with professionals with specific knowledge and experience in auditing going concern assessments; and
- we assessed if the going concern risks and related mitigating measures are adequately disclosed in the 'Going concern' section on page 108 of the financial statements.

The outcome of our procedures support the Board of Directors' conclusion on the application of the going concern basis of accounting. We also find the disclosure in the 'Going concern' section on page 108 of the financial statements to be adequate.

Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information.

Based on the following procedures performed, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements;
- contains all the information regarding the Management report and the other information as required by Part 9 of Book 2 of the Dutch Civil Code.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of Part 9 of Book 2 of the Dutch Civil Code and the Dutch Standard 720. The scope of the procedures performed is less than the scope of those performed in our audit of the financial statements.

The Board of Directors is responsible for the preparation of the other information, including the Management report, in accordance with Part 9 of Book 2 of the Dutch Civil Code, and other information as required by Part 9 of Book 2 of the Dutch Civil Code.

Description of the responsibilities for the financial statements

Responsibilities of the Board of Directors for the financial statements

The Board of Directors is responsible for the preparation and fair presentation of the financial statements in accordance with Part 9 of Book 2 of the Dutch Civil Code. Furthermore, the Board of Directors is responsible for such internal control as the Board of Directors determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board of Directors should prepare the financial statements using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so. The Board of Directors should disclose events and circumstances that may cast significant doubt on the Company's ability to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not have detected all material errors and fraud during our audit.

Misstatements can arise from fraud or errors and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to errors or fraud, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from errors, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors;
- concluding on the appropriateness of the Board of Directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company ceasing to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and

- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We are responsible for planning and performing the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the financial statements. We are also responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We bear the full responsibility for the auditor's report.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Maastricht-Airport, 3 July 2025

KPMG Accountants N.V.

M.E.H. Smeets RA

PROFIT APPROPRIATION PROVISIONS IN THE ARTICLES OF ASSOCIATION

Pursuant to Article 19 of the articles of association, the profit is at the disposal of the General Meeting of Shareholders. This article reads as follows:

- The profit is at the free disposal of the general meeting.
- The Company can only make distributions to the shareholders and other persons entitled to the profit available for distribution insofar as the equity exceeds the paid up and called up portion of the capital increased by the reserves required to be held in accordance with the law.
- Distributions from the profit shall take place after the adoption of the annual accounts showing that they are permitted.
- Shares held by the Company in its own capital do not count for the purpose of calculating the profit allocation.
- Depositary receipts held by the Company or to which the Company has a limited right on the basis of which it is entitled to the profit distribution likewise do not count for calculating the profit allocation.
- The Company can only make interim distributions if the requirements of subsection 2 have been met.