
Dr. Suwelack
The brand behind your brand
Quality meets sustainability
REPORT 2025

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Foreword

Dear readers,
dear colleagues, partners and stakeholders,

For more than 140 years, Dr. Suwelack has combined tradition, innovation and entrepreneurial responsibility. Our success has always been built on the trust of our customers, employees, suppliers and partners. This trust obliges us to balance economic performance with environmental and social responsibility.

With our second Sustainability Report, we aim to demonstrate how we view and continuously develop sustainability as an integral part of our corporate strategy. For us, sustainability is neither a standalone project nor a short-term initiative – it is an ongoing transformation process that shapes our daily actions and forms the foundation of our company's long-term viability.

We made significant progress during the 2025 reporting year. Despite substantial growth in production volumes, we successfully advanced key sustainability topics. These include the continued reduction of our greenhouse gas (GHG) emissions over the long term, the successful implementation of numerous efficiency measures in the areas of energy, water and resource management, and a significant reduction in food waste. At the same time, we strengthened and further developed our high standards in occupational health and safety, food safety and sustainable corporate governance.

We are particularly proud to have been awarded the EcoVadis Gold Medal, which recognises our commitment to environmental performance, labour and human rights, ethics, and sustainable procurement. We see this recognition as an incentive to continue on our chosen path with determination.
Our sincere thanks go to all employees who bring our sustainability goals to life through their daily commitment and dedication. We would also like to thank our customers, suppliers and business partners for their trust, collaboration and open dialogue.

We invite you to use this report to learn more about our progress, our ambitions and the challenges we face along the way. Sustainability thrives on transparency, credibility and shared responsibility. We look forward to continuing this journey together in the years ahead

Florian Ney
Spokesman of the Executive Management / CEO

Frank Hußmann
Managing Director / CFO

1 About this report: Voluntary Sustainability Report

B1

Through this second Sustainability Report, Dr. Otto Suwelack Nachf. GmbH & Co. KG provides a comprehensive overview of its sustainability strategy, as well as the related initiatives, progress and achievements.

This report covers the 2025 financial year, from 1 January to 31 December 2025, and applies exclusively to our site in Billerbeck, Germany. It has been prepared on a voluntary basis in line with the recommendation of the European Commission of 30 July 2025 on a standard for the voluntary sustainability reporting of small and medium-sized undertakings[1]. The report follows the Voluntary Sustainability Reporting Standard for non-listed SMEs (VSME Standard), which is intended for small and medium-sized enterprises with up to 1,000 employees.

The core contents of this report have also been reviewed within a separate *Sustainability Statement* by the German Sustainability Code (DNK) as part of its VSME plausibility check. The review assesses consistency, coherence, comprehensibility and formal completeness. By reporting in accordance with both the Basic Module and the Comprehensive Module, we are preparing for the requirements of the Corporate Sustainability Reporting Directive (CSRD), which is expected to apply to large companies (more than 1,000 employees and net turnover exceeding EUR 450 million) from the 2027 financial year onwards.

Confidential or commercially sensitive business information is not disclosed in this report. This applies in particular to the balance sheet total B1, key business relationships C1 and detailed material flow data for used materials B7.

Table 1 provides general information about the company. During the reporting year, the focus of our business activities shifted, resulting in the company now being classified under the NACE category Grain Mill Products (NACE 10.61). The disclosure requirements of the VSME Standard, including the Basic Module disclosures B1–B11 and the Comprehensive Module disclosures C1–C9, are referenced under the relevant chapter headings throughout the report. A complete overview and mapping of the disclosure requirements to the respective report sections can be found in the Appendix.

Table 1 // General Information

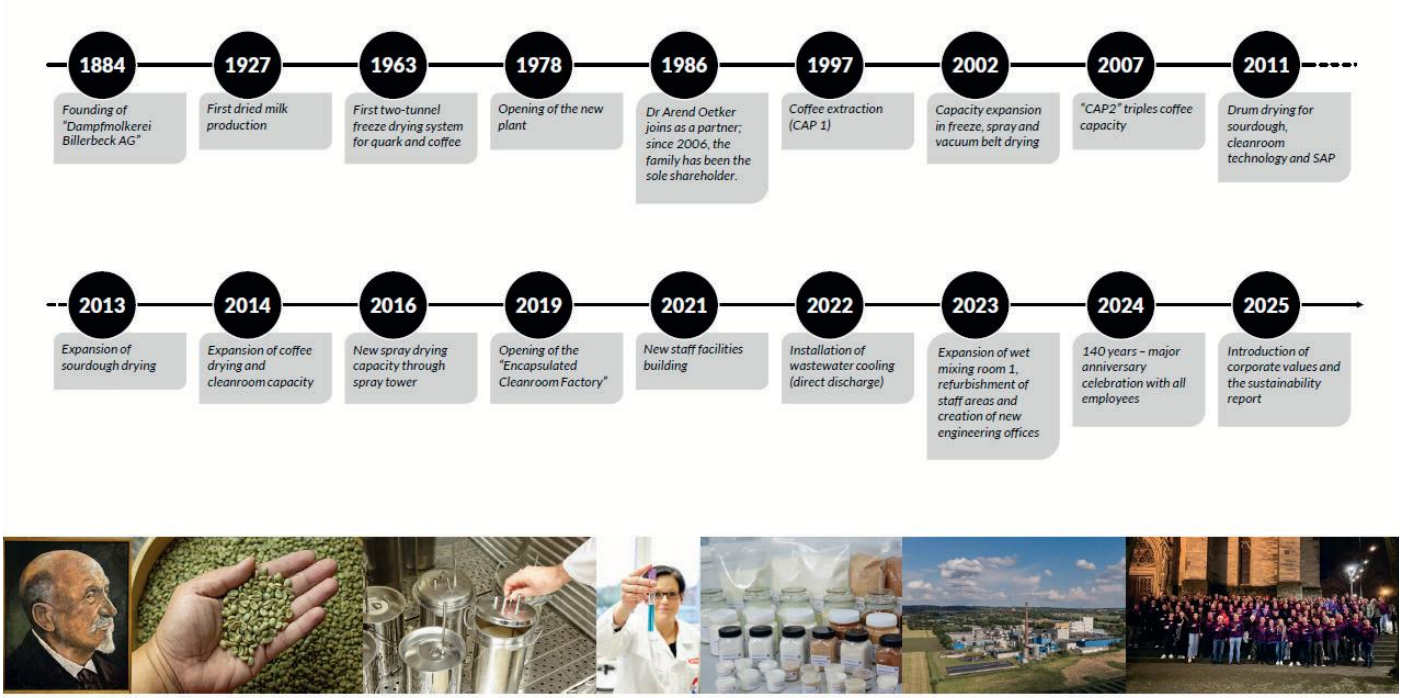
Description	
Legal form	Dr. Otto Suwelack Nachf. GmbH & Co. KG
NACE classification	10.61 Grain Mill Products
Turnover	€ 133,000,000
Number of employees	473
Counting methodology	Cut-off date, analysis, end of reporting period
Unit of measure	Headcount
Geolocation	Josef-Suwelack-Straße 1, 48727 Billerbeck, GER 51.98557929164375°N, 7.264287497175866°E

[1] *Commission Recommendation (EU) 2025/1710 of 30 July 2025 on a voluntary sustainability reporting standard for small and medium-sized undertakings*

SUSTAINABILITY IS NEITHER AN ISOLATED PROJECT NOR A SHORT-TERM INITIATIVE FOR US. IT IS AN ONGOING PROCESS OF TRANSFORMATION.

2 Company history

From steam dairy to global technology partner – 140 years of pioneering spirit, quality and technological progress



3 Central responsibility

C9

Dr. Otto Suwelack Nachf. GmbH & Co. KG is represented by its managing directors, Florian Ney (CEO) and Frank Hußmann (CFO). With three additional members, the management team specializes in different corporate functions, thus ensuring targeted control.

Figure 1 // Organisational structure



The governance body consists of five members in total, comprising one woman and four men. The gender ratio within the governance body is 0.25 (female-to-male ratio).

4 Our business model

4.1 What we stand for

C1

At Dr. Otto Suwelack Nachf. GmbH & Co. KG, we refine coffee, bakery ingredients, dairy products and speciality ingredients through fermentation, extraction and drying processes. Our purpose is clear: to process food ingredients with care and make them reliably available for other brands. To this day, we see ourselves as ***the brand behind your brand*** – a specialised partner that operates behind the scenes while making a significant contribution to the success of our customers' products.

Our business model combines decades of process expertise with highly specialised, modern technology. We remain firmly focused on quality, food safety and product excellence. As a family-owned business, we deliberately build on our strengths: flexibility, agility, innovation and a strong commitment to doing things with care and responsibility.

Our products

The cornerstone of our drying technology is the gentle processing of high-quality raw materials. Our aim is to preserve natural properties, flavour and functionality as effectively as possible, while providing efficient and commercially viable solutions for the food manufacturing industry. Figure 2 illustrates the breadth and diversity of our product portfolio.

Figure 2 // Scope of application of our drying technology



BAKERY	COFFEE	MILK	CUSTOM SOLUTIONS
• *Sourdoughs* • *Florentina*	*Freeze dried coffee/ Liquid coffee & concentrates*	• *Yoghurt powder* • *Dairy Originals* • *Caramilk®* • *Vegan*	*Drying services for partners*

The key advantage of our drying technology is its ability to extend shelf life while preserving the functional properties of the product. For raw materials that would otherwise be highly perishable, we can achieve shelf lives of up to 18 months. As a result, our business activities make a meaningful contribution to reducing food waste across the food industry. At the same time, the lower moisture content reduces transport weight, helping to lower both logistics costs and CO_2 emissions.

Our markets

As ***the brand behind your brand***, we operate exclusively in the B2B market. Our customer portfolio is international and includes leading global corporations, strong mid-sized businesses and numerous regional market players


CIP-Reinigung
CIP-Reinigung
CIP-Reinigung
CIP-Reinigung

('local heroes'). This broad positioning enables us to identify global trends at an early stage while responding effectively to local market requirements.

Our key end markets include the confectionery and chocolate industry, as well as the bakery ingredients and ice cream sectors, particularly in the areas of snacks, biscuits, ready-to-eat products and convenience foods. In addition, we are active in the beverage, cereal and functional nutrition markets, including the growing sports nutrition segment.

Our business relationships

The diversity of our markets reflects not only our industry expertise but also our commitment to developing market-oriented solutions together with our customers across the food value chain. Long-term partnerships are at the heart of our business. We place great importance on providing expert, personal support to our customers while maintaining active and transparent communication with our suppliers. We also regard close collaboration with industry associations, research institutions and public bodies, including local authorities and regulatory agencies, as an important part of our business relationships.

4.2 Our sustainability program

B1, B2, C2

To remain a reliable partner for our customers in a dynamic and constantly changing environment, we take a long-term view of business success that goes beyond short-term results. As a family-owned company with a long history, our values shape the way we think and act, forming the foundation of responsible and sustainable corporate governance.


We treat each other with respect


We stand for expertise and passion


We are constantly evolving


We take responsibility

We understand sustainable corporate governance as acting in line with our values, while respecting planetary boundaries, embracing social responsibility and safeguarding the long-term viability of our business. On this basis, we give equal consideration to environmental, social and economic aspects and systematically integrate them into strategic decisions, investments and the development of resilient business areas. In doing so, we take account of both current and future developments, including climate change, digitalisation and societal change. We are convinced that sustainable business success and long-term resilience can only be achieved when environmental, social and economic considerations remain in balance.

Our sustainability management system is an integral part of our existing management structures and is not currently subject to a separate certification scheme. The effectiveness of the system is assessed annually through an external *EcoVadis-Ratings*. The assessment covers 21 sustainability criteria



across four key areas: Environment, Labour and Human Rights, Ethics, and Sustainable Procurement. Through the award of the EcoVadis Gold Medal, we are currently ranked among the top 5 % of all companies assessed by EcoVadis during the 12 months preceding the award. In addition, our established management systems certified to FSSC 22000, DIN ISO 50001 and DIN ISO 45001, together with regular SMETA audits, support the structured implementation of key sustainability topics.

Table 2 // Certification

Certification	Topic	Last Audit/Rating	Valid until
EcoVadis	Sustainability Rating	04/10/2026 Gold, Nr. VJ949459 https://recognition.ecovadis.com/iLFEsxPAEEuWw0EvuL-TPQ	04/10/2027
FSSC 22000	Food safety management system	08/06/2024	08/05/2027
DIN ISO 45001	Occupational health and safety management	02/12/2024	02/11/2027
DIN ISO 50001	Energy management system	12/13/2025	12/12/2028
SMETA 7.0 4-Pillars-Audit	Employees' rights, health and safety at work, the environment, business ethics	04/26/2024 ZC1087010	11/25/2027

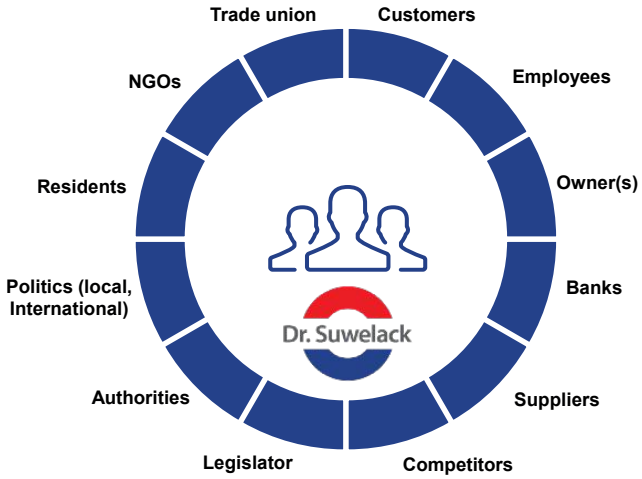
4.2.1 Team and organisation

functions. Against this backdrop, sustainability is firmly embedded within the organisational structure of Dr. Otto Suwelack and is actively supported by the Executive Management Team, central functions and specialist departments. The Sustainability Core Team is responsible for the overall management and continuous development of our sustainability strategy. It comprises members of the Executive Management Team, the coordinating Sustainability & Environment department and the heads of key central functions. The active involvement of both Managing Directors, Florian Ney (CEO) and Frank Hußmann (CFO), underlines not only the commitment of senior management but also the strategic importance of sustainability to the long-term direction of the company.

The Sustainability & Environment department is responsible for overseeing and coordinating the implementation of our long-term sustainability strategy. Through its specialist expertise, it supports operational delivery and continuously works to integrate sustainability considerations into business processes, process improvement activities and project planning. Our aim is to embed sustainability systematically and pragmatically into day-to-day operations and our corporate culture. A particular area of focus is the further development of systematic sustainability performance monitoring and the strengthening of both internal and external dialogue. Existing engagement formats, including training, topic-specific workshops, regular dialogue with internal and external stakeholders, and participation in professional networks, will be maintained and further enhanced. This enables us to identify emerging requirements and developments at an early stage and to incorporate them into the ongoing development of our sustainability strategy.

4.2.2 Double materiality analysis

Figure 3 // Dr. Suwelack's stakeholders

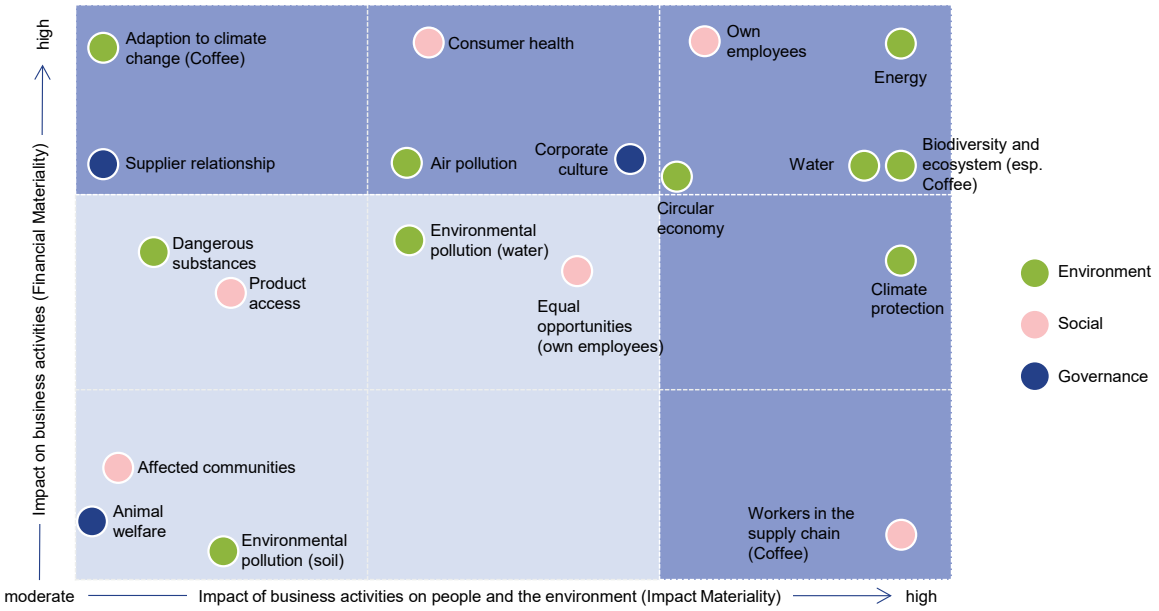


To ensure that our strategic direction reflects the expectations and needs of those affected by our activities, we seek to understand and engage with our stakeholders, both internal and external. We value open dialogue, particularly with our customers, suppliers and employees. We also maintain close relationships with public authorities and policymakers. The concerns, expectations and insights gathered through this engagement were systematically assessed as part of a double materiality assessment conducted in accordance with the principles of the European Sustainability Reporting Standards (ESRS). From this dual perspective, we identified and assessed both material impacts on the environment and society (inside-out perspective) and sustainability-related financial risks and opportunities (outside-in perspective). The assessment was carried out in 2024 with the involvement of internal experts, external specialists and relevant external stakeholders. The following factors were also taken into account:

- Existing and emerging regulatory requirements (e.g. the Corporate Sustainability Reporting Directive (CSRD), the EU Deforestation Regulation (EUDR) and the Packaging and Packaging Waste Regulation (PPWR))
- International standards, including the UN Global Compact and the ILO Core Labour Standards
- Industry-specific frameworks and guidance

The assessment considered the scale, likelihood and time horizon of potential impacts, risks and opportunities across the short, medium and long term. The primary focus was on our own operations at the Billerbeck site as well as our upstream and downstream value chain, particularly Tier 1 suppliers. To ensure that existing impacts, risks and opportunities continue to be monitored and that new developments are incorporated, the double materiality assessment is reviewed and updated at least every three years.

Figure 4 // Double materiality matrix, areas shown in dark colours are material topics

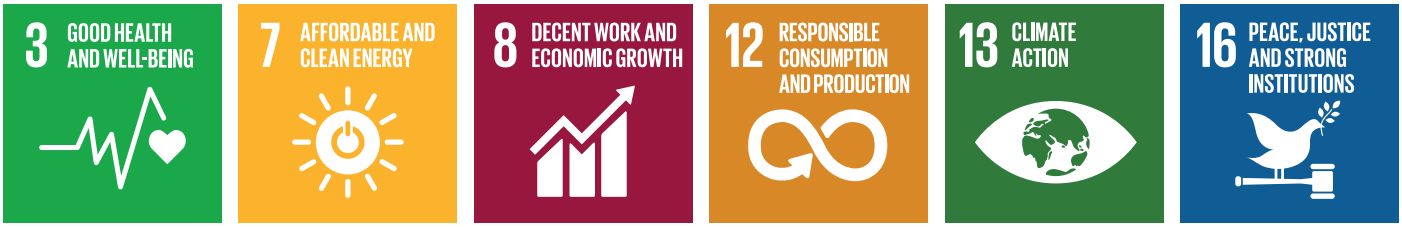


Overall, we identified 32 material impacts, risks and opportunities (IROs) across all sustainability sub-topics assessed. Based on this analysis, we have prioritised the following overarching sustainability themes:

- Energy and climate
- Water
- Biodiversity and ecosystems
- Circular economy
- Own workforce

These sustainability priorities reflect the key topics typically considered material within the food manufacturing sector[2].

Based on these material topics, we contribute to the 17 United Nations Sustainable Development Goals (SDGs). The SDGs provide an internationally recognised framework for guiding, assessing and further developing our sustainability activities. Through our corporate strategy, we contribute in particular to SDG 8 – Decent Work and Economic Growth by driving innovation and continuously improving our processes through continuous improvement initiatives. In addition, our material areas of action contribute to several other relevant Sustainable Development Goals, particularly SDGs 3, 7, 12, 13 and 16.



The SDGs have been translated into both long-term strategic objectives (more than five years) and medium-term operational objectives (up to five years), supported by targeted and effective initiatives. Specific practices, projects and programmes are described in the relevant thematic sections of this report. Progress is monitored through a structured performance monitoring process and reviewed annually to ensure that objectives, measures and priorities remain aligned with evolving requirements and developments.

4.3 Policies

We implement our corporate strategy through a unified corporate policy. Within this policy, we commit ourselves to our corporate values, our food safety culture, ethical conduct, and environmentally and socially responsible business practices. In addition to setting out our mission statement, the policy defines strategic objectives in the following areas: Quality and food safety, Environment and energy, Labour and human rights, Sustainable procurement, Business conduct, Digital whistleblowing system.

We have also adopted a dedicated anti-corruption policy and an IT security policy. All of the above policies and guidelines are binding for all employees. Clear responsibilities and accountable roles have been defined for their implementation and oversight. We also require our suppliers to sign and comply with our Supplier Code of Conduct. Our policies are readily accessible to all employees. Customers and suppliers may obtain copies upon request. The topic-specific policies referenced above are presented and explained in greater detail in the corresponding sections of this report.

[2] *ECOVADIS, 2025.*

OVER THE PAST FIVE YEARS, WE HAVE REDUCED OUR SCOPE 1 AND SCOPE 2 EMISSIONS BY A TOTAL OF 25%.

Our approach to environmental protection is guided by a forward-looking strategy that goes well beyond legal compliance requirements. Our objective is to minimise site-specific environmental impacts through efficient processes while strengthening the long-term resilience of our business.

5 Climate Change – Energy and greenhouse gas emissions



Through initiatives aimed at improving energy efficiency and reducing energy consumption in our production processes, we contribute to the sustainable use of energy and the reduction of energy-related environmental impacts.

Climate change and energy consumption are closely interconnected. The combustion of fossil fuels generates greenhouse gas (GHG) emissions, meaning that the choice of energy source directly influences climate impacts. As food drying is inherently an energy-intensive process, energy has been identified as a highly material topic, both because of its environmental impacts and its significance as a cost factor.

5.1 Climate strategy and policy

B3

Dr. Suwelack operates energy-intensive manufacturing processes which, despite high technological standards, generate climate-relevant emissions. We acknowledge our responsibility to contribute to climate action. Reducing energy consumption and greenhouse gas (GHG) emissions is therefore one of our key areas of action.

Against this backdrop, we adopted a Climate Strategy in 2022, which forms an integral part of our Corporate Policy. In line with the objectives of the 2015 Paris Climate Agreement, we are pursuing the long-term goal of achieving climate neutrality by 2050. Since 2019, we have measured our annual Corporate Carbon Footprint for Scope 1 and Scope 2 emissions in accordance with the Greenhouse Gas (GHG) Protocol. Wherever available, we prioritise primary data from our suppliers and supplement it with secondary data from recognised databases, including UBA, Agribalyse, Ecoinvent and CarbonCloud. This systematic approach provides the basis for the transparent management of our GHG emissions and the development of effective reduction measures. To establish science-based and verifiable emission reduction targets, we joined the Science Based Targets initiative (SBTi) in 2023. During the reporting period, our climate targets were successfully validated and approved by the SBTi. Through this commitment, we undertake to systematically reduce our CO_2 emissions across the entire value chain and further strengthen our sustainability strategy. The primary objective of our climate strategy is to continuously reduce energy consumption and decrease our dependence on fossil fuels. We focus on three key action areas:

1. ***Optimising existing production processes and operations*** through process improvements, automation and the utilisation of waste heat.
2. ***Improving energy efficiency***, esp. in steam generation and refrigeration systems.
3. ***Gradually increasing the share of renewable energies***

A key element of our decarbonisation pathway is the implementation and continuous improvement of our energy management system in accordance with DIN ISO 50001. Through this framework, we identify, assess and evaluate technology-neutral opportunities to transform and replace fossil energy sources, implementing economically and environmentally viable measures in a step-by-step manner.

Given the current geopolitical environment, a structured energy procurement strategy is also essential for ensuring security of supply and strengthening organisational resilience. In addition, we systematically identify and leverage opportunities arising from energy- and efficiency-related legislation, such as the Energy Financing Act (EnFG) and the Energy Efficiency Act (EnEfG), to ensure compliance while delivering additional climate benefits.

5.2 Greenhouse gas reduction targets and climate transition

C3

Reducing energy demand is a top priority at Dr. Otto Suwelack. Our energy and climate targets are closely aligned with the strategic pillars of our corporate governance and are structured across short-, medium- and long-term time horizons.

Our Science Based Targets (SBTi)

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Overall Net-Zero Target
We aim to achieve net-zero greenhouse gas emissions across the value chain by 2050 (base year: 2021).

Long-term
We aim to achieve climate neutrality in our production operations (Scope 1 and 2) by 2045.

Medium-term
We aim to reduce absolute Scope 1 and Scope 2 greenhouse gas emissions by 23% by 2030 compared with the 2021 base year.

Additional Energy and Climate Targets

Long-term
Since 2023, we have sourced 100% of our electricity from renewable energy sources.

Medium-term (by 2030)
We aim to reduce energy consumption per tonne produced by 13% in each business area by 2030 compared with 2021.

Short-term (by 2027)
By 2027, we will reduce natural gas consumption by 0.5% and electricity consumption by 0.4% per tonne of finished product compared with 2025.
At the same time, we aim to establish a robust Scope 3 greenhouse gas inventory and Product Carbon Footprints (PCFs) for selected products by 2027.

As a manufacturing company, the majority of our emissions arise from Scope 3 sources. Due to the diversity of our products, the complexity of our production facilities and our heterogeneous energy supply structure, we have not yet been able to calculate reliable Scope 3 emissions or product-specific emissions data, such as Product Carbon Footprints (PCFs). For this reason, we have so far refrained from publishing estimated values. However, we recognise the strategic importance of these metrics. We are therefore continuing to invest significant effort in the transparent quantification, collection, validation and allocation of both Scope 3 emissions and product-level emissions. To support this work, we are collecting both primary and secondary data across the organisation through an interdisciplinary approach involving multiple functions and areas of expertise[3].

C3

A climate transition plan as defined by Commission Delegated Regulation (EU) 2023/2772 for undertakings with significant climate-related impacts is not yet in place. We intend to establish such a plan no later than 1st January 2030. We face the challenge that the full electrification of our site is not feasible in the medium term due to local political and infrastructure constraints. Nevertheless, we remain committed to our long-term climate neutrality objective and prioritise tangible decarbonisation measures over market-based instruments wherever possible.

5.3 Metrics

The implementation of our climate strategy is firmly data-driven and aligned with the targets defined in the previous section. The key performance indicators used to monitor progress are our GHG-emissions (Scope 1 and 2) and our energy consumption.

Table 3 // Total energy consumption

		2024	2025
Energy consumption from fossil fuels	***MWh***	***154,890.6***	167,334.7
Natural gas	MWh	154,639.2	167,122.7
Heating fuels	MWh	251.4	212.0
Share of total energy consumption	%	85,5	85,9
Energy consumption from renewable energies			
Electricity	MWh	26,240.4	27,269.6
Share of total energy consumption	%	14.5	14.1
Total	MWh	181,132.3	194,817.2

[3] *We adhere to DIN ISO 14067, the GHG Protocol and other scientific standards.*

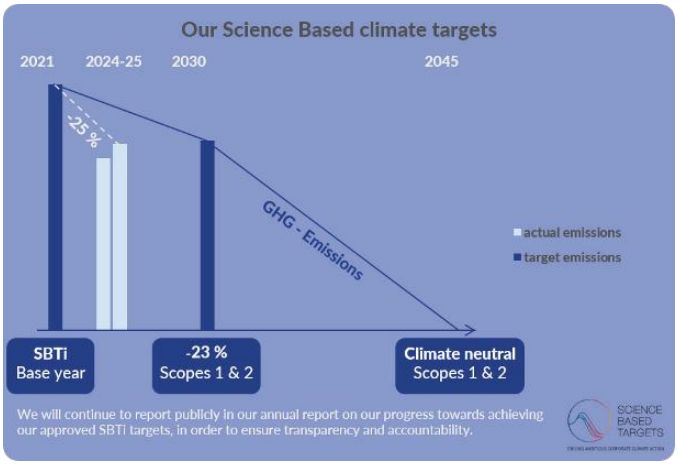


Table 4 // Corporate Carbon Footprint, base GHG-Protocol[4]

		Gross-emissions	
		2024	2025
Greenhouse gas emissions			
Scope 1	t CO_2 eq	35,814.4	38,681.9
Scope 2			
location-based	t CO_2 eq	9,525.3	9,376.6
market-based	t CO_2 eq	0.0	0.0
Total			
location-based	t CO_2 eq	45,339.7	48,058.5
market-based	t CO_2 eq	35,814.4	38,681.9
GHG intensity			
location-based	t CO_2 eq / Mio. EUR turnover	348.8	360.0
market-based	t CO_2 eq / Mio. EUR turnover	275.5	289.9

The performance indicators show that total energy consumption was 8 % higher than the previous year during the reporting period. This increase was driven by an 8 % rise in production volumes and changes in the product mix compared with the previous year. As natural gas continues to be a key component of our energy supply, this resulted in higher Scope 1 emissions. In contrast, our market-based Scope 2 emissions remained at 0 t CO_2 eq, as all of our electricity demand is met through certified renewable electricity, with its origin verified through guarantees of origin. Despite these short-term fluctuations, the long-term trend remains positive. Over the past five years, we have reduced our combined Scope 1 and Scope 2 emissions by 25 %, meaning that we have already achieved our medium-term target. A similar trend can be observed in our efficiency indicators. Our energy intensity has decreased significantly since the base year, falling from 10.55 MWh/t in 2021 to 6.94 MWh/t in 2025. However, this indicator has only limited significance, as it does not account for the changes in product mix described above. Consequently, as outlined in our targets, we aim to further develop our reporting by disclosing energy performance indicators at the individual business segment level.

Figure 5 // Our climate roadmap in line with SBTi



[4] *Due to an update to the emission factors from the GHG Protocol, the Scope 1 emissions reported in the 2024 Sustainability Report do not match those stated here.*

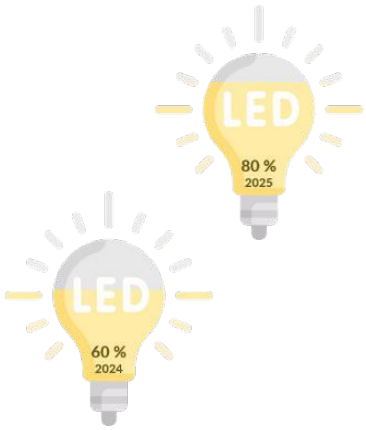
5.4 Actions

Over the past four years, we have reduced 36% of our Scope 1 and 2 Corporate Carbon Footprint (CCF) at the site through a range of efficiency and optimisation measures. The largest contribution came from the switch to renewable electricity in 2023, which accounted for around 20%. As a result, renewable energy now makes up 15% of our total energy consumption.

Our progress is driven by an integrated approach that combines energy efficiency improvements, process optimisation and the long-term transformation of our energy supply. During 2025, we focused in particular on the following initiatives:

Improving Energy Efficiency in Production

- Heat recovery from exhaust air and steam streams to preheat process energy (saving approximately 1,000 MWh of natural gas per year)
- Optimisation of equipment utilisation and process parameters through adjustments to cycle times, batch sizes and cleaning processes
- Implementation of smart maintenance practices to reduce set-up times and unplanned downtime through more effective maintenance management
- Continued replacement of lighting systems with energy-efficient LED technology



Increasing the Share of Renewable Energy

We continuously pursue the transition towards a sustainable energy supply, while remaining open to different technologies. At present, the full electrification of our site is not feasible in the medium term due to local political and infrastructure constraints. As the largest employer in Billerbeck, we therefore maintain an active dialogue with local policymakers and network operators to help advance a resilient and future-proof energy infrastructure that benefits all stakeholders.

Nevertheless, our objective remains to balance security of supply, economic viability and climate action, thereby supporting the long-term success of the energy transition at Dr. Suwelack. For new investments, we take a future-oriented approach and deliberately focus on flexible energy solutions. The burners used in our refrigeration and steam generation systems are hydrogen-ready and can also be converted to biofuels with minimal effort. In addition, we continuously assess innovative solutions as part of our transformation strategy and explore intelligent ways to combine existing and emerging technologies. Alongside wind, hydro and solar energy, we also consider energy storage technologies, geothermal energy, biomass and other emerging solutions, provided they are both environmentally and economically viable. For example, since 2008 we have operated two on-site combined heat and power plants powered by biogas, which generated 12,000 kWh of electricity in 2025. The fuel source consists of biogas produced during the coffee extraction process, enabling the efficient utilisation of internal by-products. Once support under the German Renewable Energy Sources Act (EEG) expires in 2028, the electricity generated will be used entirely for self-consumption, making a modest contribution towards greater energy independence. In addition, more than 60 % of our company vehicle fleet already consists of hybrid or fully electric vehicles.

Data-Driven Management and Digitalisation

We recognise that, due to the complexity of our production facilities, savings cannot always be attributed to individual measures. We are therefore investing in the monitoring and digitalisation of operational and energy performance indicators to improve transparency and strengthen management capabilities. Current projects include:

- Digitalisation of metering and utility data collection
- Implementation of an Energy Management System (EnMS) software solution
- Definition and implementation of operational performance indicators focused on loss-based optimisation to improve process stability, including absenteeism rates, product deviations, material utilisation, and energy and performance-related Overall Equipment Effectiveness (OEE) metrics

Additional Measures

We offer our employees sustainable mobility solutions, including:

- Free use of charging stations for electric cars and e-bikes on company premises
- Company bicycle leasing schemes

We also actively participate in networks and initiatives that promote the regional transition towards sustainable energy and business practices:

- Scale Hydrogen Valley hydrogen initiative
- ReNET-EV (Regional Grid-Supportive Energy Networks in Commercial Areas)
- Institute for Sustainable Value Creation (INW), Coesfeld
- Innovationsforum Münsterland

5.5 Climate related risks

C4

Climate-related hazards and transition risks were identified as part of our climate risk assessment through the Double Materiality analysis.

Table 5 // Location-related risks (5-year timeframe)

Exposure	Potential negative impact	Climate change adaption actions
Increasing frequency of drought periods and associated long-term water availability risks		
Medium physical risk	medium	Risk assessment and water security measures (see chapter water resources)
Extreme weather events (storms, lightning strikes, hail, snow load, freezing rain, frost and heat)		
low physical risk	low	Emergency response and incident management plans management of environmental, occupational and operational risks through emergency preparedness and response procedures

Table 6 // Risks in the upstream value chain (10-year timeframe)

Exposure	Potential negative impact	Climate change adaption actions
Rising temperatures, changing precipitation patterns, droughts and extreme weather events may threaten yields, product quality and supply reliability		
Resource availability: high physical risk Supply reliability: high transition risk	high	Assessment as part of the double materiality assessment risk-based long-term sourcing strategies and supplier sustainability assessment programme


Hauptmenü
verriegelt
50 %
Tunnel 3
11
10
9
8
7
15AW-M1
15AW-M2
Abluft-
wasser-
Station
100 %
96 %
-3 mbar
0,311 mbar
-P4
-P12
-M08.2
Lüfter
Details
100 %
98 %
-G5
-M23
-G4
Kondens.

WITH THE ECOVADIS GOLD MEDAL, WE ARE CURRENTLY RANKED AMONG THE TOP 5% OF ALL ASSESSED COMPANIES.

6 Water resources



Through forward-looking water management, we are helping to safeguard groundwater supplies in the long term and building resilience to climate change.

B6

The abstraction of water from our on-site wells may potentially affect local groundwater levels and, consequently, the surrounding ecosystems. This creates a particular risk for nearby sensitive natural habitats, such as the Berkel Natura 2000 site. At the same time, the use of our own water resources provides opportunities to enhance security of supply and to optimise water consumption and treatment processes in a targeted manner.

6.1 Strategy and policy

Our operational site is located outside designated water protection areas within the Hamern industrial estate in Billerbeck. The Berkel Natura 2000 site is situated in close proximity to our operations. This protected area is recognised for its ecological importance, and its biodiversity has to be preserved.

We operate four on-site wells that supply groundwater for drinking water, service water and process water at our facility. The extracted groundwater undergoes extensive treatment according to its intended use. Our comparatively high-water consumption is primarily attributable to steam generation, as well as the stringent hygiene standards and associated cleaning processes required in food production. Our water strategy aims to secure long-term water availability while minimising potential impacts on the environment and water resources. To achieve this, we apply a risk-based approach to assessing our water abstraction activities and their potential effects on surrounding ecosystems and competing water uses. The reuse of water is a key component of our approach to responsible resource management. This includes reducing water consumption, minimising wastewater volumes, and increasing the application of water recycling and reuse solutions within our production processes.

Based on independent external expert assessments, no significant impacts of our groundwater abstraction on the surrounding environment or local water users have been identified to date. Our water strategy seeks to ensure the long-term renewal of our groundwater abstraction permit. By 2030, we aim to reduce both water abstraction and wastewater generation by 10% compared with 2024 levels.

6.2 Metrics and actions

Table 7 // Water withdrawal, consumption and wastewater

		2024	2025
Total water withdrawal	m^3	548,544	603,176
From areas with high water stress	m^3	–	–
Water discharge / (treated) wastewater	m^3	416,510	455,533
Total water consumption	m^3	132,034	147,643

During the reporting year, the reported metrics were approximately 10 % higher than in the previous year. On the one hand, production volumes rose by +8 % compared with the previous year. On the other hand, changes in the product mix, the production sequencing and the batch size are also influencing factors. Due to the complexity of our production facilities, it is not possible to quantify the precise relationship between these factors and water consumption.

Nevertheless, the long-term availability of groundwater resources remains secure. We remain well below the permitted annual abstraction limit. As a result, although the increase in water abstraction is contrary to our reduction target, it does not pose an immediate environmental risk. To identify and address potential adverse impacts at an early stage, our groundwater abstraction activities are subject to a monitoring programme agreed with the relevant authorities. Monthly inspections of our wells are complemented by a risk-based approach in accordance with the German Drinking Water Catchment Areas Ordinance (TrinkwEGV).

At regular intervals, Dr. Suwelack assesses the long-term security of both groundwater and surface water resources through comprehensive hazard assessments, risk analyses and continuous internal and external monitoring of drinking water quality. In 2019, an external scenario analysis was conducted for the first time to evaluate the potential impacts of climate change on water availability through to 2050. The assessment identified no significant risks for our site. This approach is further supported by an annual independent evaluation of the impact of groundwater abstraction on agricultural yields in the surrounding area.

To reduce water demand, we continuously identify and implement water-efficiency opportunities, ranging from small-scale improvements to major optimisation projects. Particular emphasis is placed on water recovery and recirculation within production processes, as well as the use of water-saving and, where feasible, water-free technologies and operating procedures.

In recent years, we have implemented a range of technical and organisational measures, particularly relating to cleaning processes and the recovery of steam-related resources:

- Reduction of Cleaning-in-Place (CIP) cycle times
- Optimisation of cleaning intervals through adjustments to production sequencing and batch sizes
- Recovery and recirculation of condensate to steam boiler systems within coffee production operations

7 Pollution of air and water



By systematically reducing air and water pollutants, we lower environmentally harmful emissions and proactively minimise environmental and health risks for employees, local communities and the environment.

B4

Certain production processes, particularly refrigeration and steam generation, as well as extraction and drying processes, are associated with air emissions. In addition, high product quality and hygiene standards lead to increased water consumption and wastewater streams, the discharge of which into a sensitive ecosystem (Natura 2000 protected area) may have environmental impacts. This creates regulatory, environmental and reputational risks related to emissions and water pollution, while also presenting opportunities to improve environmental performance through further reductions in emissions and wastewater discharges.

7.1 Strategy and policy

We are committed to safe and environmentally responsible production and actively work to protect air and water quality. Our objective is to comply fully with all relevant legal requirements and permit limits at all times. Beyond compliance, we aim to outperform these standards through the use of best available technologies and continuous process improvements. As in previous years, our target for 2026 is to record no exceedances of limit values for either air or water pollutants.

Our contribution to reducing air emissions: In practical terms, this means avoiding high-risk energy sources in new investments in order to reduce greenhouse gas (GHG) emissions and air pollutants. We aim to reduce our air pollutant emissions (NO_2 and CO) by 10% by 2030 compared with the 2024 baseline.

Our contribution to reducing water pollutants: A key element of our protection strategy is the detailed monitoring of wastewater treated and discharged from our on-site treatment plant. Our ongoing objective is to ensure that the treated water does not negatively affect the quality of the River Berkel and instead helps to maintain or even improve its ecological status.

7.2 Metrics and actions

The monitoring of air and water emissions is based on a comprehensive measurement and reporting system. Our reportable pollutant loads for the 2024 and 2025 reporting years are presented below:

Table 8 // Annual emissions into air

Air pollutants		2024	2025
Carbon monoxide (CO)	kg	5,094.23	3,790.51
Nitrogen oxides (NO_x/NO_2)	kg	107,478.26	52,266.70
Formaldehyde (CH_2O)	kg	11.18	13.05
Sulfur oxide (SO_x/SO_2)	kg	867.39	970.76
Total organic carbon (TOC, Total-C, COD)	kg	4,988.26	5,240.80

Due to a 8 % increase in production volumes compared with the previous year, combined with a different product mix, the absolute quantities of measured sulphur oxides (SO_x/SO_2) and total organic carbon (TOC, total carbon, COD) increased. Nevertheless, overall performance in relation to air pollutants showed a very positive trend, with significant reductions in the key emissions controlled by management: carbon monoxide (CO) decreased by 26 % and nitrogen oxides (NO_x/NO_2) by 52 %. As a result, the target set has already been achieved.

To reduce air pollutant emissions, we rely on a combination of technical measures and continuous process optimisation. State-of-the-art bio-scrubbers and exhaust air filtration systems are installed at all emission sources. Regular emissions monitoring confirms the effectiveness of our processes and helps identify areas for further improvement. Over the past three years, a major focus has been the technical upgrade of the burners used in our refrigeration systems in response to stricter emission limits. As part of a multi-year modernisation programme, all dual-fuel burners were replaced, with the final upgrade completed in September 2025. To ensure security of supply, we continue to use dual-fuel burners, which can operate on both natural gas and heating oil in the event of a gas shortage. This modern technology not only improves performance in relation to carbon monoxide and nitrogen oxide emissions, but also reduces gas consumption, thereby enhancing the energy efficiency of our operations.

Table 9 // Annual emissions into water

Water pollutants		2024	2025
Water discharge / (treated) wastewater	***m³***	***416,510***	***455,533***
Nitrogen oxides (NO_x/NO_2)	kg	941.36	1060.81
Total organic carbon (TOC, Total-C, COD)	kg	4711.09	4987.65
Total phosphorous	kg	124.46	136.66
Ammonium ions (NH_4^+)	kg	82.97	91.11
Total nitrogen	kg	1660.41	1530.46

Nearly all wastewater-related parameters were 5-12 % higher than in the previous year. This increase is directly linked to a 9 % rise in production volumes and wastewater generation, which is discussed in more detail in the Water section. Wastewater from Dr. Suwelack is treated in our on-site wastewater treatment plant through several stages of purification before being discharged under controlled conditions into the adjacent Natura 2000 protected area. The treatment process is designed proactively to ensure that legal discharge limits are not only met but significantly undercut. Regular monitoring of key parameters enables potential exceedances to be identified at an early stage and addressed immediately through targeted corrective measures. To support this approach, a buffer system is maintained, allowing flexible wastewater management. For sensitive ecosystems, the temperature of discharged water is another critical factor. To address this, an additional wastewater cooling system was commissioned in 2022. Alongside daily monitoring, wastewater and surface water quality assessments are carried out at regular intervals by independent experts to identify potential impacts on biodiversity at an early stage and take appropriate action.

In addition, we maintain close dialogue with the relevant regulatory authorities, ensuring continuous compliance with all applicable requirements. All statutory and permit-related limit values were met throughout the reporting period.

8 Location-based biodiversity and ecosystems



By protecting sensitive ecosystems, we minimise the impact on natural habitats at the site.

B5

Dr. Suwelack prioritises biodiversity across its value chain. Nevertheless, our operations also influence the ecosystem surrounding our site. Our 8.48 ha premises are located within the Hamern industrial area and border the 728 ha Berkelaue nature reserve. In total, 64 km of the River Berkel and its watercourses are protected under nature conservation and landscape protection regulations. The Berkel is one of the few rivers in the Münsterland region that still flows through sections of its natural riverbed.

The direct discharge of treated wastewater into the River Berkel presents an opportunity to contribute positively to water quality and local biodiversity in line with the principle of ecological improvement. Our approach to water management is described in more detail in the Pollution of air and water section.

We also recognise the potential of our unsealed land areas to support ecological diversity. Dr. Suwelack actively avoids unnecessary land sealing on its premises. In addition, a 3,000 m² wildflower meadow was established in 2018, providing valuable habitat for honeybees, bumblebees, butterflies and many other insect species.

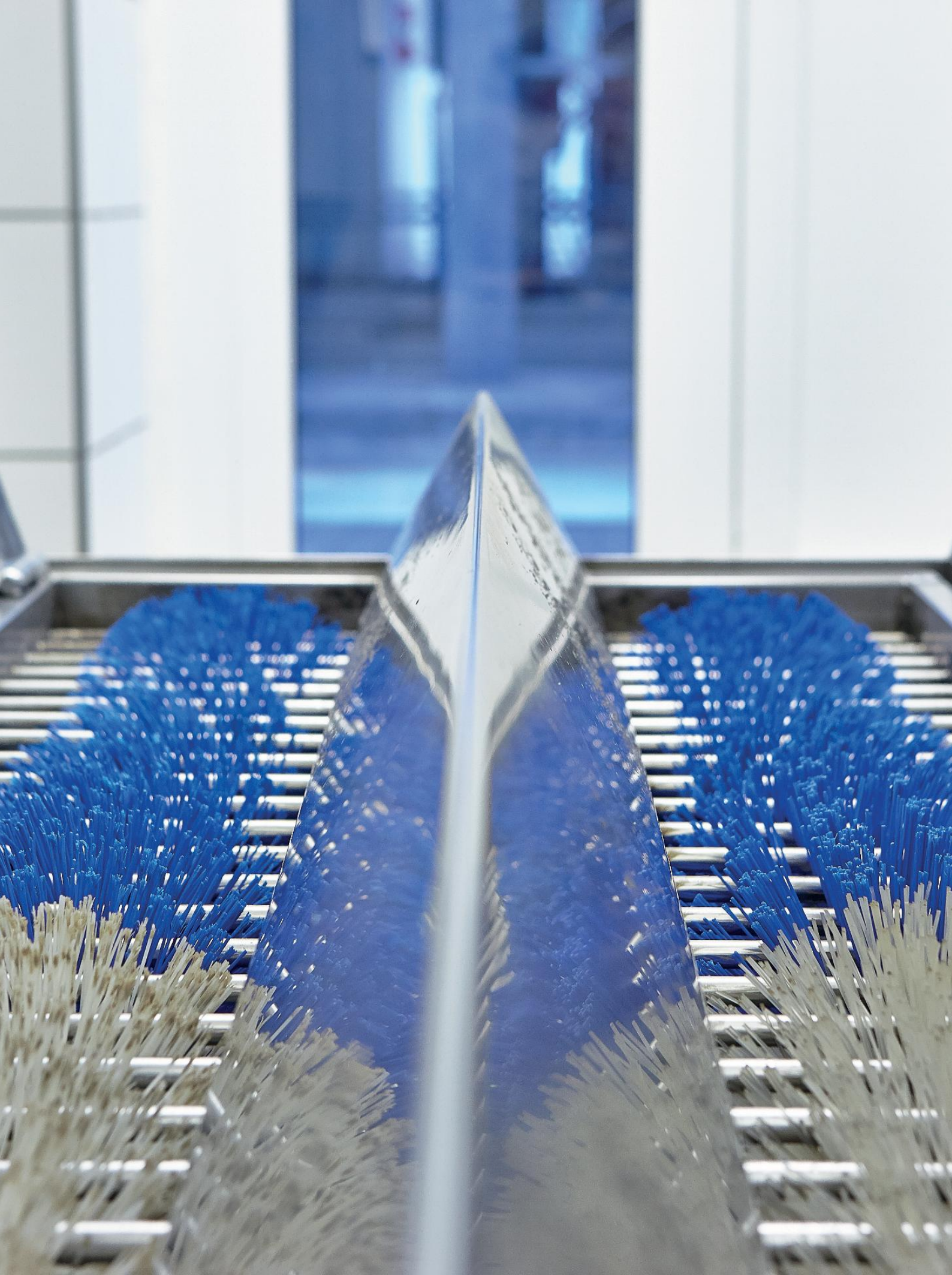
Table 10 // Land use by Dr. Suwelack, no change from the previous year

Land use type	area	
Total sealed area	8.48	ha
Natural area on site within the company premises	1.71	ha
Natural area on site outside the company premises	7.10	ha
Total area	***17.30***	***ha***

Our business depends on a reliable supply of raw materials. As a food manufacturer, a significant share of our environmental impact arises from raw material cultivation. For this reason, we have specifically included this stage of the value chain in our double materiality assessment.

From an environmental perspective, the raw materials used across our business units present similar risk profiles. Rising temperatures, changing rainfall patterns, droughts and extreme weather events can reduce both yields and quality. Intensive land use through monocultures, together with the use of pesticides and fertilisers, contributes to biodiversity loss. In addition, agricultural irrigation in water-scarce growing regions increases the risk of water shortages.

For milk as a raw material, soybean cultivation for animal feed is a key area of concern. For cereals, and particularly for coffee, the environmental impacts of raw material cultivation itself are the primary focus.



9 Resource use, circular economy and waste management

Through the responsible management of materials, packaging and waste, we promote recycling and conserve natural resources.

B7

Due to the nature of our operations and production processes, larger quantities of coffee grounds, sewage sludge, food waste and packaging waste cannot be completely avoided. In particular, Dr. Suwelack relies on single-use packaging such as plastic sacks and wooden pallets for export business, resulting in additional waste streams.

Risks arise from the generally stringent legal requirements for food packaging, which significantly restrict the use of recycled materials. Although recycled content would represent an environmentally beneficial solution, the current Regulation on recycled plastic materials and articles intended to come into contact with foods (EU Regulation 2022/1616) permits their use only under very specific conditions. Our opportunities lie in making multiple use of waste as a valuable resource and further developing the circular economy for food waste, process residues and packaging materials. For food and process waste, the focus is on strengthening recovery and valorisation options. In the packaging sector, potential improvements can be achieved through increased sales of bulk packaging formats and participation in established collection and recycling schemes within the domestic market.

9.1 Strategy and policy

The aim of our circular economy strategy is to systematically reduce resource consumption throughout the entire product life cycle. We follow the waste hierarchy set out in the German Circular Economy Act, consistently prioritising waste prevention over reuse, recycling and recovery. Our approach is holistic, covering both upstream and downstream stages of the value chain to close material loops and minimise environmental impacts.

Figure 6 // Our waste hierarchy



To implement this strategy, we pursue clear objectives. We aim to reduce the total volume of hazardous and non-hazardous waste by 10 % by 2027 compared with the 2024 baseline. A particular focus is placed on preventing food waste, with a further reduction targeted for 2026. To support this, food waste prevention measures are embedded within our production processes. At the same time, we seek to increase our waste separation rate from 96 % in 2024 to 98 % by 2027 in order to further support the recycling of materials[5]. We are also aligning our packaging with circularity principles in preparation for the European Packaging and Packaging Waste Regulation (PPWR). Our goal is to achieve a recyclability rate of at least 70 % for all packaging used by 2030.

[5] *As the calculation methodology has been adjusted since the reference year, a higher waste separate rate has already been recorded. This exceeded the defined target value at that time, meaning that the original target can now be considered outdated.*

9.2 Metrics

Table 11 // Annual waste generation

		2024	2025
Total waste generated	t	11,220.6	10,182.7
Total quantity of hazardous waste	t	26.6	44.0
Total quantity of non-hazardous waste	t	11,194.0	10,138.7
Separate collecting rate	%	99.8	99.8

Table 12 // Waste broken down by waste type and code

Non-hazardous waste that is diverted to recycling or reuse		2024	2025
Waste from shaping and from the physical and mechanical surface treatment of metals and plastics	t		6.5
Paper and cardboard packaging	t	243.7	241.8
Plastic packaging	t	119.9	95.5
Wooden packaging	t	19.0	21.5
Mixed packaging	t	207.3	223.9
Glass packaging	t		0.2
Components removed from discarded equipment other than those mentioned in 16 02 15	t	0.3	
Aqueous liquid waste	t		47.4
Mixtures of concrete, bricks, tiles and ceramics other than those mentioned in 17 01 06	t	14.2	34.1
Plastic	t	1.3	0.8
Copper, bronze, brass	t	0.2	1.6
Aluminium	t	1.1	
Iron and steel	t	28.9	297.4
Mixed metals	t	44.8	25.7
Cable	t	0.7	35.8
Insulation materials	t		31.6
Mixed construction and demolition waste	t	0.2	4.0
Sludge from the biological treatment of industrial wastewater	t	2087.3	2265.6
Sludge from other industrial wastewater treatment processes	t	3009.6	3110.4
Paper and cardboard	t	1.7	1.1
Separately collected fractions – metals	t	4.5	
Garden and park waste – biodegradable waste	t	6.2	5.7
Market waste	t		2.3
Street-cleaning residues – total number of operation		43	43
Sludge from washing. cleaning. peeling. centrifuging and separation processes	t	323.0	93.6
Waste from the preparation and processing of coffee, the production of yeast and yeast extract – materials unsuitable for consumption or processing	t	323.0	93.6

		2024	2025
Metal oxides	t	0.3	0.2
Waste from mechanical shaping processes and physical and mechanical surface treatment of metals and plastics	t	5.8	
Non-hazardous waste diverted to disposal			
Waste not otherwise specified	t	13.1	25.8
Hazardous waste that is diverted to recycling or reuse			
Wastes from the manufacture, formulation, supply and use of acids – other acids	t		0.04
Waste paint and varnish containing organic solvents or other hazardous substances	t	0.03	
Aqueous rinsing liquids containing hazardous substances	t	7.8	23.5
Packaging containing residues of hazardous substances or contaminated by hazardous substances	t	0.9	4.7
Other solvents and solvent mixtures	t	0.9	0.1
Packaging containing residues of hazardous substances or contaminated by hazardous substances	t	3.6	3.9
Absorbents and filter materials (including oil filters not otherwise specified), wiping cloths and protective clothing contaminated by hazardous substances	t	8.4	5.5
Discarded equipment containing hazardous components	t	0.2	
Gases in pressure containers (including halons) containing hazardous substances	t	0.03	0.05
Laboratory chemicals consisting of or containing hazardous substances	t	0.02	0.003
Waste containing other hazardous substances	t	0.8	
Glass, plastic and wood containing or contaminated with hazardous substances	t	0.1	
Insulation materials containing or consisting of hazardous substances	t		1.7
Fluorescent tubes and other mercury-containing waste	t	0.5	0.3
Discarded equipment containing CFCs	t	1.1	0.7

In the 2025 reporting year, total waste generation was reduced by around 9 % compared with 2024. This was primarily driven by a significant reduction in the volume of food waste sent for disposal. Rather than achieving the targeted 10 % reduction in 2026, food waste was already reduced by 37 % in 2025. Overall, we are therefore well on track to meet our goal of reducing total waste generation by 10 % by 2027. At the same time, an increase in hazardous waste was recorded. This was caused by aqueous rinsing solutions generated during a major overhaul of the utility systems. However, as hazardous waste continues to represent only a small proportion of total waste generation, its overall significance remains limited.

9.3 Actions

Reduce

Our priority in reducing waste is prevention, as waste not only has environmental impacts but also represents a direct cost factor. We focus particularly on food waste, packaging materials and operating consumables.

To prevent food waste, we target improvements directly within production. During the reporting year, the share of food waste was reduced from 6.5 % in 2024 by a further 2.5 %-points. Production runs and batch sizes are planned carefully to minimise product residues wherever possible. We also systematically assess opportunities to reuse off-specification products and returned goods, provided there is no risk of compromising quality. In addition, measurable technical improvements were achieved through our continuous improvement process:

- Reduced product side streams in roller drying by around 300 tonnes per year (approximately 6% of food waste).
- Reduced product losses and cleaning cycles through technical optimisation of cleanroom technology, saving 1,000 litres of caustic solution and 168 m^3 of water per year.

We also systematically identify opportunities to reduce packaging materials. Material usage is reviewed continuously and reduced wherever possible. Examples of measures implemented in 2025 include:

- Improved stretch properties and reduced film thickness, lowering film consumption for in-house semi-finished products by around 30 %.
- Replaced bleached carton board with unbleached kraft board.

A further lever for conserving resources is the digitalisation of our processes. The introduction of a company-wide Document Management System (DMS) at the end of 2026 will provide the foundation for a more paper-efficient organisation and streamlined workflows. Following system selection in 2025, the first pilot processes can now be implemented.

Reuse

Food residues that cannot be avoided are directed towards beneficial uses wherever possible. Product residues generated during the drying process are collected separately and prioritised for use as valuable animal feed before material or energy recovery options are considered. Additional recovery opportunities, such as for coffee grounds, are continuously evaluated to unlock further value-retention potential.

Recycling

Unavoidable waste is systematically prepared for high-quality recovery. To achieve this, we separate waste into around 40 fractions. In 2025, we achieved a source-separation rate of 99.8 %, significantly exceeding our target of increasing this rate to 98 % by 2027. However, we did not achieve our objective of establishing a verified recycling rate through our waste management providers. Extensive discussions with our disposal partners highlighted that current recovery routes are not yet sufficiently transparent to allow reliable traceability.

Organic residual materials that cannot be reused as former food products are recovered as material resources. Coffee grounds in particular are utilised in biogas plants.

A key focus is the continued development of packaging with improved recyclability. In preparation for the Packaging and Packaging Waste Regulation (PPWR), we have been working intensively since 2023 to process mono-material films on our vertical form-fill-seal packaging lines. The first customer is already benefiting from this new packaging solution, and further roll-outs are now possible. In 2026, a new packaging line is scheduled for installation to ensure the material can be processed reliably and efficiently over the long term. While we prefer the new alternative, we continue to offer customers solutions that incorporate barrier layers where required.



Beyond production, we strengthen material circularity together with our partners. For packaging without direct food contact, we actively use recycled materials and participate in take-back systems:

- Use of FSC-certified cardboard packaging
- Participation in the REPASACK system (Interzero) for the return and recovery of paper packaging with PE liners
- Participation in specialised recycling hubs that enable 100 % regranulation of Big Bags



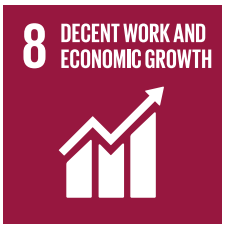
Disposal

Organic residual materials that cannot be materially recovered are used for energy recovery. In particular, sewage sludge is utilised in combined heat and power plants. We also recover energy from the process gases generated during coffee extraction in our own on-site combined heat and power plant.

IN THE 2025 REPORTING YEAR, TOTAL WASTE GENERATION WAS REDUCED BY AROUND 9% COMPARED WITH 2024.

As a company operating in the food industry, we recognise our responsibility towards people throughout our entire value chain. This responsibility extends in particular to the wellbeing of our employees, working conditions within our supply chain, and the safety of our products for consumers and end users.

10 Own workforce



Through fair and safe working conditions, performance-based remuneration, personal development opportunities, and compliance with labour and social standards, we promote a safe, fair and motivating working environment.

10.1 Strategy and politics

C6

Creating fair, attractive and future-proof working conditions is a core element of our sustainable corporate governance approach. Our aim is to provide a working environment built on appreciation, equal opportunities and the long-term retention of employees. We deliberately go beyond legal requirements and promote a workplace culture that strengthens motivation, performance and personal development. Our corporate values provide the foundation for responsible and forward-looking people and organisational development. They support a safe, respectful and fair working environment. The health and safety of our employees are fundamental principles of our people strategy. The practical implementation and management of these topics are embedded within our systematic occupational health and safety management system (see chapter 10.5).

Our approach is guided by internationally recognised standards and clearly defined corporate policies, including:

- Conventions of the International Labour Organization (ILO)
- The UN Guiding Principles on Business and Human Rights
- Applicable national laws and regulations

In addition, our Supplier Code of Conduct sets out our commitment to environmentally responsible and socially responsible business practices. These requirements apply equally to our own operations and to our business partners. The Code of Conduct addresses topics including human trafficking, forced labour, child labour, discrimination, equal opportunities, living wages, and corruption, including fraud, conflicts of interest and money laundering.

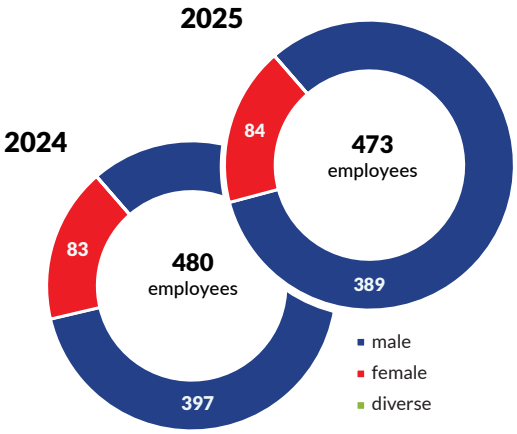
Respect for human rights is supported in particular through our Works Council. If labour or human rights violations are identified, employees can report breaches of laws, policies or other requirements through an internal anonymous whistleblowing system. An external reporting office has also been established through the Federal Office of Justice. Reporting a concern: Please use the following web address whistleblowing system or the *'Whistleblowing System'* link available in the imprint section of the Dr. Suwelack website. All reports are treated confidentially, anonymised where appropriate, and whistleblowers are protected from retaliation.

C7

To date, no incidents relating to human rights have been confirmed or identified within our own workforce.

To promote greater transparency in ethical business practices and support the continuous improvement of social and environmental standards, we have been a member of the SEDEX platform since 2009. Since then, audits have been successfully completed in accordance with the internationally recognised SMETA Standard 4-Pillar (Sedex Members Ethical Trade Audit) standard or equivalent company-specific audit standards.

Figure 7 // Total number of employees



10.2 Metrics relating to our workforce

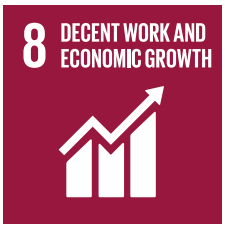
B8, C5

Figure 7 and Table 13 present key indicators relating to the structure and development of our workforce during the reporting period. The workforce continues to be characterised by a relatively high proportion of male employees, which is primarily attributable to the nature of our industrial and technical occupational areas.

Table 13 // Characteristics of the workforce

	Unit	2024	2025
Employee turnover	***%***	***8.0***	***1.9***
Types of workforces			
Self-employed without personnel	Total number	0	0
Temporary workers	Total number	15	19
Female-to-male ratio at senior management	***%***	***35,4***	***29,2***

10.3 Remuneration and collective bargaining



We e actively support training and professional development initiatives and recognise our employee's professional expertise by paying fair wages in line with collective agreements.

B10

Table 14 // Remuneration and collective bargaining

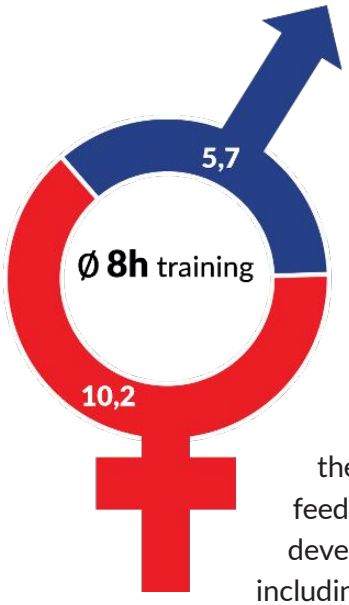
	Unit	2024	2025
Pay gap between female and male employee	***%***	***-9,7 %***	***-12,9 %***
Collective bargaining coveage	***%***	***78 %***	***74 %***
Type of employment contract			
Temporary contract	Total number	57	31
Permanent contract	Total number	423	442

We promote equality and diversity: At Dr. Suwelack, people of different nationalities, native languages and cultural backgrounds work together. Diversity and equal opportunities are integral parts of our corporate culture and are reflected in our employment and pay structures. We deliberately offer permanent employment contracts and provide fair and transparent remuneration models for our employees. Collective bargaining agreements cover 75 % of our workforce at a stable level, while the management team is excluded. Regardless of contract type or role, our company collective agreement provides pay rates that are significantly above the statutory minimum wage[6]. The negative gender pay gap indicates that female employees, on average, earn higher salaries than their male colleagues. This distribution is due to the structure of our workforce: most female employees work in administrative roles that are assigned to higher collective pay grades. Remuneration is fundamentally non-discriminatory and is based solely on job responsibilities in accordance with collective bargaining provisions.

As part of our annual collective bargaining reviews, we assess whether our pay levels continue to exceed the living wage threshold and adjust them where necessary. Our aim is to provide remuneration that remains fair, competitive and sufficient to support a decent standard of living. In addition, our employees receive further benefits, including holiday pay and Christmas bonuses.

10.4 Training and expertise

B10



In the 2025 reporting year, the indicator for training hours was recorded for the first time. Apparently, women appear to receive more training. The higher figures for female employees are due to their greater representation in roles with higher training requirements. However, in operational functions in-house training predominates, and this is not captured in the metric. Personal development is systematically supported regardless of gender.

Project work: Cross-departmental projects help employees develop both technical and methodological skills. Regular project updates enhance transparency, knowledge sharing and collaboration.

Performance reviews and feedback culture: A newly designed appraisal system supports the development of an active feedback culture by combining top-down and bottom-up feedback. In its first cycle, 90 % of employees received an individual performance and career development review. The process is now being extended to additional employee groups, including apprentices and employees in their probation.

Leadership development: Since 2025, we have been building a structured training and development programme based on the principle that 'leaders shape culture, decision-making and change'. The programme is designed to strengthen leadership capabilities and embed our company values throughout the organisation.

Workplace-based skills development: We encourage independent working by gradually transferring selected responsibilities, such as basic maintenance tasks, to machine operators within project settings. The works council uses the suggestion scheme to encourage entrepreneurial thinking and behaviour, new ideas and constructive feedback.

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[6] According to WageIndicator 2026, Germany's statutory minimum wage is higher than the current living wage (source: (Source: https://wageindicator.org/de-de/arbeiten-in-deutschland/existenzsichernde-lohne/)


Tetra Pak

We support future professionals in the industry by:

- Various school partnerships (company visits, work placements, participation in Girl's and Boy's Day)
- Apprenticeships in the following trades (m/f/d): Specialist for Food Technology, Industrial Clerk, Machine and Plant Operator, Mechatronics Technician, Dairy Laboratory Technician, Electronics Technician for Industrial Engineering
  - Orientation activities such as induction days and joint events for our apprentices
  - In 2025, our apprentices launched the Instagram and TikTok channel suwelack.nextgen as a voluntary, self-managed project to showcase the company and support the recruitment of new apprentices.
- Networking with young professionals from universities, colleges and partner companies as part of company visits or final-year projects

10.5 Occupational health and safety



Through proactive occupational health and safety management, we ensure a safe working environment and actively protect the health of our staff.

B9

Within our workforce, we identify potential occupational health and safety risks and continuously work to eliminate them. In addition, our shift-working system may represent a potential health burden for our employees.

10.5.1 Occupational health and safety strategy

Occupational health and safety are an integral part of our corporate management and are governed through a systematic management system.

For us, health and safety at work are not merely a legal obligation but an essential part of our corporate culture. Our vision is 'Vision Zero'. Even a single accident is one too many. We are committed to preventing workplace accidents and protecting the health of our employees. We promote a culture of shared responsibility in which everyone actively contributes to a safe working environment.

We therefore take a holistic approach to prevention. Health and safety are managed through an occupational health and safety management system in accordance with DIN ISO 45001, with clearly defined responsibilities and binding processes. Health and safety requirements are systematically integrated into the planning of new facilities, operations and maintenance activities. Implementation is reviewed and continuously improved as part of our commitment to ongoing improvement.

The effectiveness of the management system is also confirmed through the SMETA 4-Pillars audit, which includes a detailed assessment of occupational health and safety standards.

Our strategic objectives are aligned with the Vision Zero approach and remain unchanged from the previous year. For the target period up to 2026, we have defined the following objectives:

- Ongoing maintenance of the DIN ISO 45001 management system
- Zero reportable workplace accidents in 2026
- Zero deliberate breaches of occupational health and safety requirements in 2026
- 100 % participation in accident prevention regulation (UVV) training in 2026

10.5.2 Metrics and actions

Table 15 // Reportable workplace accidents

	2024	2025
Number of recordable work-related accidents	19	13
Rate of recordable work-related accidents (per 100 full-time employees)	4.25	2.95
Number of fatalities from work-related injuries and illnesses	0	0

During the reporting year, the number of reportable workplace accidents was reduced by 32%, from 19 to 13 compared with the previous year. Accordingly, the accident rate fell from 4.25 to 2.95 per 100 full-time employees, placing it below the industry average[7]. Legal requirements are regularly reviewed in occupational health and safety and environmental committee meetings and were fully complied with during the reporting year. Participation in mandatory training was almost 100%. To ensure full achievement of our targets, the Human Resources department will further intensify its monitoring of training participation in 2026.

Our efforts are delivering results.

'Occupational health and safety is communicated intensively by department and team managers, and the safety mindset is becoming increasingly ingrained in our employees' mind' (Martin van Wüllen, Manager Occupational Health and Safety).

The positive progress towards 'Vision Zero' is attributable to consistent preventive measures:

- The STOP principle as a foundation: technical and substitution-based solutions take priority over organisational measures and instruction
- Consistent use of personal protective equipment (PPE)
- Immediate measures following workplace accidents range from analysis and safety improvements to briefing the person involved
- Mandatory training and safety briefings strengthen safety awareness.
- Targeted awareness campaigns (e.g. stair safety, hearing protection and hazardous substances) encourage safe working practices.
- Driver safety training actively supports safety when travelling to and from work.

During the reporting year, we also analysed workplace accidents from the previous three years to identify and mitigate recurring patterns and risk areas. Moreover, we switched to disposable scraper blades in our roller-drying process. despite higher resource consumption, the risk of injury was significantly reduced thanks to faster and safer blade changes, and productivity was increased.



A visible demonstration of our commitment is the occupational health and safety award presented by BGN. For the eighth year running, this award recognises our proactive commitment to preventive measures, occupational safety, health, ergonomics, and road and transport safety.

[7] *DEUTSCHE GESETZLICHE UNFALLVERSICHERUNG E.V. (DGUV): Arbeitsunfallgeschehen 2024. Statistik. Berlin. 2025.*

10.5.3 Health

We place great importance on the long-term health of every individual. In addition to safe and ergonomic workplaces and mandatory occupational health assessments, we offer all employees voluntary health screenings and support long-term financial security through an occupational pension scheme.



To specifically improve the health situation, an overarching programme to reduce the sickness absence rate was launched in 2024. Since then, the absence rate has already been reduced by 1.5 %-points from 10.7 % through structured measures focusing on prevention, transparency and leadership. These include:

- Regular analysis and communication of sickness absence rates.
- Structural improvements in the handling of medical certificates for sickness absence.
- Training for managers on conducting return-to-work discussions following illness.
- Workplace health initiatives, such as the annual flu vaccination programme, combined with a €10 donation to the Billerbeck Community Foundation for each vaccination administered.

To support a better work–life balance, we offer flexible working time models in both production and administration. In operational areas, existing shift models are regularly reviewed and adapted to meet changing needs. For the past two years, we have successfully piloted part-time working models supported by software that optimises shift planning. In administrative functions, flexitime arrangements and home-working options enable employees to organise their working hours according to their needs.

We also promote healthy lifestyles beyond the workplace through the introduction of the JobBike scheme. As in the previous year, the Dr. Suwelack team once again took part in the STADTRADELN cycling campaign organised by the municipality of Billerbeck. We proudly achieved second place: 28 cyclists completed 620 journeys over 21 days, covering a total distance of 8,024 kilometres.



10.6 Employer Branding

We do a great deal to ensure we remain an attractive employer for our staff in the long term. In addition to the measures already described above, we recognise the commitment and loyalty of our workforce not only on special occasions such as Christmas parties, long-service award ceremonies and retirements, but also in day-to-day working life through attractive corporate benefits, free drinks and freshly baked bread every day.

These efforts are reflected in our low employee turnover rate of 1.9 % during the reporting period. Many colleagues have been part of our team for decades, and it is not uncommon for several generations of the same family to work with us.

11 Sustainable Procurement



We strengthen climate resilience, preserving biodiversity and supporting decent working conditions throughout the value chain by protecting sensitive ecosystems and promoting socially responsible labour practices in our countries of origin. In doing so, we help ensure sustainable consumption.

Our business relies on a stable and reliable supply of raw materials. As a result, procurement give rise to significant environmental and socio-economic impacts and business risks, particularly in the agricultural production of raw materials in the regions of origin. For this reason, procurement was specifically included in the double materiality assessment.

Key environmental drivers include climate-related changes such as rising temperatures, shifting precipitation patterns, droughts and an increasing frequency of extreme weather events. These factors can threaten crop yields, raw material availability and product quality. Intensive land use through monoculture farming, together with the use of pesticides and fertilisers, contributes to biodiversity loss. In addition, certain regions face heightened risks associated with further deforestation and water scarcity resulting from agricultural irrigation systems.

Socio-economic risks are particularly linked to low incomes, limited social protection and restricted access to education and healthcare. The often precarious conditions of smallholder farming structures, combined with political instability in some regions due to corruption, bribery and fraud, can make it more difficult to uphold social standards and fair-trading practices.

These environmental and socio-economic impacts are particularly pronounced in the coffee sector, as many sourcing countries are located in climatically vulnerable regions, are characterised by smallholder farming structures and, in some cases, have weaker regulatory frameworks. Raw milk and grain are sourced from the intra-European market. Due to the harmonised regulatory environment, the associated impacts are less significant. The main exception is milk production, where the cultivation of soya used in animal feed may present a deforestation-related risk.

FOOD WASTE
HAD ALREADY BEEN
REDUCED BY 37%
BY 2025.

11.1 Strategy and policy

We take a multi-dimensional approach to reducing environmental and socio-economic impacts and ensuring a responsible long-term supply of raw materials. This approach specifically addresses risks related to environmental and resource protection, labour and human rights, and governance issues within the value chain.

- Binding instruments:
  - Supplier Code of Conduct for all suppliers
  - Recognised product and raw material certifications to promote fair, environmentally responsible and transparent sourcing
  - Assessment of sustainability criteria during supplier approval processes
  - Supplier audits
- Long-term partnerships: Building and maintaining stable supplier relationships to jointly advance sustainability standards
- Innovation and development: Close collaboration between internal specialist teams and external research institutes to develop new applications, alternative raw materials and resource-efficient solutions throughout the product life cycle.

The recognition of relevant risks and our commitment to responsible business conduct are firmly embedded in our corporate policy under 'Sustainable Procurement' and in our Supplier Code of Conduct. Through these documents, we commit to environmentally responsible and socially responsible behaviour throughout the entire value chain and expect our suppliers and business partners to uphold the same principles. To further strengthen this commitment, we have refined the target set last year of achieving 100 % coverage of a Supplier Code of Conduct. While 65 % of raw material suppliers have already signed the Supplier Code of Conduct, we will extend this requirement to include evidence of an equivalent document. Our goal is to ensure that 100 % of raw material suppliers have provided a formal commitment by the end of the year.

If labour or human rights violations are identified, employees and business partners (including suppliers and customers) can report breaches of laws, policies or other requirements through the internal *whistleblowing system. Click* for more information.

To date, no incidents relating to human rights have been confirmed or identifie within the value chain.

11.2 Metrics and actions

Transparency is essential for assessing environmental and social risks throughout the supply chain. To strengthen sustainable and collaborative sourcing, we are systematically developing our supplier self-assessment process. Our aim is to fully integrate environmental and social sustainability criteria by the end of 2026 and embed them permanently within supplier approval procedures.

Recognised raw material and product certifications remain a key tool for mitigating risk (see Table 16). We are committed to increasing the proportion of certified raw materials. However, within our Milk business, we continue to face challenges due to the limited availability of certified raw materials and higher costs across the supply chain. We therefore maintain close dialogue with both customers and suppliers to develop practical solutions together and to progressively strengthen sustainable supply chains over the long term.

Table 16 // Our certificates in the business units relating to raw materials and finished goods

	Coffee	Bakery	Milk	Vegan
DE-ÖKO-001	•	•	•	•
BIOSUISSE ORGANIC		•		
JAS Kiwa BCS Öko-Garantie	•			
FAIRTRADE	•			
Rainforest Alliance People & Nature	•			
Certified Sustainable Palm Oil RSPO 9-0117-12-100-00		•	•	

Coffee

The global sourcing structure presents increased social and environmental risks. We therefore prioritise the coffee bean supply chain over our other business areas and implement the following measures:

- ***Higher yield:*** Our product already contributes to resource efficiency. Through highly efficient extraction processes, we achieve a significantly higher coffee yield (approximately 2.4 times that of filtered coffee). As a result, fewer resources are required in the countries of origin without compromising the full coffee flavour.
- ***Certified product portfolio*** (Rainforest Alliance, Fairtrade, EU-Bio, JAS-Bio (Japan)): We support fair remuneration structures, sustainable farming and agroforestry systems, and the well-being of local farming communities. Certified coffee beans currently account for 36 % of our total raw bean volume.

In addition, we are preparing for the requirements of Regulation (EU) 2023/1115 on deforestation-free products (EUDR). The regulation establishes mandatory requirements for commodities such as green coffee and palm oil, as well as certain products derived from them. Under the latest draft legislation[8], soluble coffee is now also covered. This decision reinforces our past and ongoing efforts to achieve full compliance with the EUDR.

At the same time, we continue to develop our coffee business. A key element is the development of a liquid coffee extract, which was launched in the German market under well-known brands in spring 2026. By eliminating the energy-intensive drying process, this innovation delivers additional energy savings. We are also working on regional coffee alternatives to strengthen long-term supply security and reduce dependence on imports.

We are also an active member of the German Coffee Association (Deutscher Kaffeeverband e.V.). Through our participation in the Sustainability Working Group, we contribute directly to the transformation of the coffee value chain. The association's professionalism and impact are reflected in its recognition as 'Association of the

[8] *As of May 2026*

Year 2024' in the sustainability category.

Milk

Unlike coffee, which is sourced globally, we obtain the majority of our dairy products from Germany and neighbouring EU countries. This helps ensure compliance with high regulatory standards, particularly in relation to animal welfare and deforestation-free feed requirements under the European Union Deforestation Regulation (EUDR).

Most of our milk is sourced from conventional dairy farming. However, we also offer EU Organic-certified products. The fact that conventional farming can also be sustainable is demonstrated by our 'QM-Milch' certified dairy producers. Since 2017, the Foundation has worked with the German Dairy Industry Association (Milchindustrieverband, MIV e.V.) on a scientifically supported sustainability programme. The programme assesses the environmental, animal welfare and social performance of conventional dairy farms and identifies opportunities for improvement. In total, around 12,000 dairy producers participated in the initiative, representing approximately one in four German dairy farms and one in three dairy cows. The interim conclusion following the project's completion in 2025 is encouraging: many dairy farms are already well positioned. Looking ahead, the sustainability module, which has so far operated as a project-based initiative, is being developed into a permanently integrated platform. We are therefore proud, as a member of the association, to play an active role in supporting the sustainable transformation of the dairy sector.

Our vegan product range complements our portfolio with dairy-free alternatives based on oats, rice and millet. These products offer the same versatile application possibilities as our dairy-based range. We are committed to responding flexibly to individual customer requirements and helping to expand the use of more resource-efficient product solutions[9].

Bakery

Like our dairy products, we source the majority of our cereal and grain-milling products from Germany and neighbouring European markets, where stringent European legislation supports environmental and social sustainability. In addition, our EU Organic and BIOSUISSE ORGANIC-certified product ranges contribute to sustainability beyond statutory requirements. Within the Florentina range, we continue to offer customers the full breadth of product options, including products containing palm oil. To promote more sustainable palm oil production, we exclusively use palm oil and palm-derived ingredients certified by the Roundtable on Sustainable Palm Oil (RSPO).

We are also actively involved in both the German Baking Ingredients Association (Backzutatenverband e.V.) and the international federation fedima, supporting industry-wide efforts to advance the sustainable sourcing of cereal and grain-milling products.

[9] CHAI ET AL. (2019): Which Diet Has the Least Environmental Impact on Our Planet? A Systematic Review of Vegan, Vegetarian and Omnivorous Diets. Sustainability, 11(15), 4110.





12 Quality and food safety

Through our proactive quality management system, we ensure consistently high-quality products that safeguard consumer health and safety while meeting customer expectations and maintaining customer satisfaction.

As a global food company, product safety and quality are the foundation of everything we do. Our most important contribution is ensuring that the products we supply pose no risk to consumer health. Any shortcomings in product quality or food safety could undermine customer trust, damage our reputation and result in financial losses. The consistent implementation of the Food Safety System Certification (FSSC) 22000 standard and a proactive risk management approach help to safeguard product integrity, strengthen our market position and foster long-term customer loyalty.

12.1 Strategy and policy

Our overarching goal is to develop and manufacture high-quality, safe products that meet the highest standards of taste, naturalness and product safety. Quality and food safety are integral to our business strategy and are firmly embedded in our corporate policy. As a foundation, Dr. Suwelack has implemented a comprehensive quality and food safety management system certified to the FSSC 22000 standard. This system fully complies with applicable legal requirements and the food safety management requirements of the Global Food Safety Initiative (GFSI). In addition to maintaining certification, key elements of our strategy include:

- Continuously improving customer satisfaction through quality, service and innovation.
- Ensuring high standards of quality and safety through a strong food safety culture.
- Meeting all applicable regulatory requirements.

A tangible expression of our commitment to quality is our aim, as in the previous year, to record zero complaints from official food safety authorities or product recalls.

The effectiveness of our strategy is built on a well-established food safety culture that guides the daily actions of our employees. It promotes responsible behaviour in the handling of products, processes and risks and forms the basis for sustainable quality assurance. Ongoing competence development through regular training and open communication are therefore central elements of this culture. For 2026, we once again aim to achieve a 100 % participation rate in training on food safety and hygiene guidelines.

12.2 Metrics and actions

Ensuring the highest standards of food safety is a core element of our corporate responsibility. To support the integration of our existing management systems for energy, health and safety, we transitioned from IFS Food certification to the internationally recognised FSSC 22000 standard in 2024.

Clear responsibilities, structured processes and systematic documentation form the foundation of our daily operations and food-related decision-making throughout the value chain. The effectiveness of our approach is reflected in the outcomes of external inspections: we have not experienced any complaints from official food safety authorities or any product recalls for many years. This demonstrates the stability of our processes and the consistent implementation of our quality standards. At the same time, we continue to strengthen our food safety culture through employee training and development. In the reporting year, the training participation rate reached 96 %, falling short of our target. As a result, organisational follow-up measures have been introduced

to ensure full participation in future training programmes.

Products are never placed on the market if there is any doubt about their safety. To safeguard product quality and food safety, we rely on the following management measures:

- Systematic risk management through comprehensive programmes covering HACCP, Food Defence, Food Fraud, allergen management and traceability.
- Continuous review and early integration of regulatory requirements into all processes.
- Structured handling of customer complaints and defined escalation mechanism as part of our crisis management framework.
- Ongoing monitoring of the chemical, physical and microbiological quality of products by our internal Quality Assurance team.
- Ensuring food safety through preferential collaboration with manufacturers certified by GFSI-recognised standards, or through external audits of non-certified partners.

The performance of our quality management system is reviewed annually through a formal management review process. Improvement measures are then implemented through our continuous improvement programme to further strengthen system effectiveness and ensure consistently high standards of food safety.

13 Health and culture

As consumers place increasing importance on their health and wellbeing, we believe we are on the right path in continuing our largely additive-free product portfolio. Around 85 % of our products contain no additives at all. In the few remaining products, additives are used only where they are technologically essential.

We also aim to ensure that our products can be enjoyed by people from all religious communities without restriction. For this reason, our entire product range is certified to both Kosher and Halal standards.

INTEGRITY, ETHICAL CONDUCT AND FAIR BEHAVIOUR ARE AT THE HEART OF EVERYTHING WE DO IN BUSINESS.



14 Business conduct

Through lawful, transparent and ethical conduct, and by promoting participation, diversity and equal treatment, we contribute to a strong and responsible organisation.

14.1 Strategy and policy

Integrity, ethical conduct and fair business practices are at the heart of how we operate. We see business ethics not only as a regulatory requirement, but also as a key success factor for sustainable growth, long-term partnerships and our reputation as a responsible market participant.

Through robust compliance, transparent processes and clear accountability, we ensure that all business activities are conducted in accordance with applicable laws and internal policies. We also establish structures that help us anticipate and prepare for future regulatory requirements, strengthening our resilience to legal and reputational risks. Our principles of ethical and fair conduct are set out in our corporate policy under the section 'Business Ethics'. Our SMETA audit further demonstrates our commitment to ethical business practices throughout global supply chains.

All employees and external business partners can report suspected breaches of laws, regulations or internal policies through our anonymous whistleblowing system. Click for further information.

14.2 Corruption and bribery

B11

In a separate Anti-Corruption Policy, we explicitly distance ourselves from corruption and its associated forms, including extortion, bribery, money laundering, anti-competitive practices and fraud. The policy also contains guidance on lawful conduct and provides explanations through practical examples. We pursue a zero-tolerance policy towards convictions for violations of anti-corruption and anti-bribery regulations.

To ensure compliance with this commitment, we rely on preventive measures throughout our value chain. Firstly, we assess corruption risk annually along the supply chain using established indices in order to identify high-risk countries at an early stage. Secondly, we require all raw material suppliers to confirm compliance with our Supplier Code of Conduct, or with a document of at least equivalent standard, by 2027. In addition, we continue to work towards introducing mandatory training on business ethics and anti-corruption for all employees by 2027. The aim is to raise awareness of potential risks and strengthen confidence in acting appropriately and in accordance with our ethical standards.

Political influence

We actively support the ongoing development of our sector. We are engaged with the German Coffee Association (Deutscher Kaffeeverband), the German Dairy Industry Association (Milchindustrieverband) and the German Baking Ingredients Association (Backzutatenverband). Through these established networks, we exchange knowledge with fellow experts and work together to develop innovative ideas and solutions that help shape a more sustainable food industry.

15 Data security and IT-Security

Responsible information management to strengthen cyber security and protect sensitive data is a key prerequisite for safeguarding our business and maintaining the trust of our customers and business partners. Binding corporate policies on IT security and the handling of personal data ensure the secure and responsible management of information. In view of increasing regulatory requirements, we are proactively preparing for the implementation of the NIS2 Directive and the German Critical Infrastructure Resilience Act (KRITIS-Dachgesetz) to strengthen the resilience of critical infrastructure.

We recorded no data protection or security breaches involving personal data during the reporting years 2024 and 2025. We aim to maintain this record throughout the 2026 financial year. To uphold this commitment, we follow a preventive approach in which IT security is structurally embedded within our processes. As a matter of principle, data security is ensured. Through systematic cyber security assessments, potential risks are continuously identified and evaluated. These include the automated detection of threats (e.g. phishing emails), as well as the ongoing development of risk profiles that form the basis for targeted short-term protective measures. In addition, we implement both technical and organisational measures, including clear access controls, regular system reviews and the protection of sensitive data. The effectiveness of these measures is assessed through regular internal and external audits and adjusted where necessary.

The company also maintains cyber insurance to help mitigate financial risks in the event of IT security incidents and to support the structured management of potential cyber-related losses.

Furthermore, we equip our employees through mandatory training programmes in IT security, data protection and the responsible use of artificial intelligence. These programmes help employees identify risks at an early stage and act responsibly and appropriately.


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16 Corporate values

As a long-established company with deeply rooted values, we face the challenge of preserving what has proven successful while actively shaping change. To bring us together as the Suwelack team, we began defining our values in 2023.

Starting with interactive workshops and values surveys, employees from all areas of the company actively contributed to reflecting on our values and identifying actions for improvement. We are proud of the values we have defined as a result of this process, and they continue to guide our daily actions.

To strengthen a values-driven corporate culture, we focus on embedding these values into our processes. They form the basis for annual employee appraisals, our leadership development programme as well as our project work.

Following the first survey in 2024, the assessment will now be repeated at regular intervals. The focus of 2025 was on further integrating our corporate values into day-to-day working life in order to continuously improve collaboration. Team workshops were held to reflect on the survey results and derive improvement measures, which were subsequently implemented. For the 2026 survey, we aim to achieve an average approval rating for our corporate values of more than 3.815 out of 5 points.

Figure 8 // Our corporate values



Appendix

VSME Disclosure requirements

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