



HAELTERMAN
GROUP
SINCE 1928

Sustainability Report

2025 - 2026



HAELTERMAN GROUP

SINCE 1928

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Michel & Paul Haelterman

Foreword

As a **family business with a rich history and a strong vision** for the future, we at Haelterman Group believe in the power of authenticity and responsibility.

Our customers, employees and partners count on us not only to deliver high-quality products and services, but also to do so in a way that is respectful of people and the environment.

Sustainability is **a key point of interest** in our work. Whether it's in how we deal with climate change, how we make packaging circular or how we create a working environment where people feel valued and supported, at Haelterman Group, we take responsibility.

This report reflects our efforts for the **material topics** that are most relevant for us and our stakeholders: climate change, pollution, circular packaging, our employees' well-being and a corporate culture based on ethical, professional conduct.

Our values: **Passion, Responsibility, Integrity, Dynamism and Entrepreneurship** form the foundation of our sustainability strategy. They guide our thinking, our actions and our ambitions. We are proud of the steps we have already taken but also recognise the path that still lies ahead.

Sustainability is **a continuous process of learning, improvement and collaboration**. As such, we keep challenging ourselves to go further, together with our employees, customers and partners, on the path to a future that does right by people, the environment and society.

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About
this report

Scope of the report

This report has been compiled according to the structure of the **European Sustainability Reporting Standards** (ESRS) and covers all entities within the consortium Imported Premium Beverages nv (hereafter called ‘Haelterman Group’), headquartered in Ternat.

The report offers insight into our achievements when it comes to environment, social responsibility and good governance. It shows how Haelterman Group handles sustainability, ethics, working conditions, diversity and transparency. In this way, we support customers and other stakeholders in making responsible decisions.

The following companies fall under this report:

- Imported Premium Beverages (IPB) - Holding
- Belgian Import Beverages Company (BIBCO) – Trademark owner St. Hubertus Bier, outsourced production
- Valuable Savours Company (Va.S.Co.) – Commercialisation, sales of beverages, particularly wines, waters, spirits and coffee, to wholesalers, and retail
- Carlsberg Importers (C.I.S.A.) – Commercialisation and sales of beverages, particularly beers and soft drinks, to wholesalers, and retail
- Horeca Logistics Services (HLS) – Beverage sales, primarily to the catering and hospitality industry
- Horeca Logistic Services Sud (HLS Sud) - Beverage sales, primarily to the catering and hospitality industry
- Horeca Logistic Services West (HLS West) - Beverage sales, primarily to the catering and hospitality industry
- Immobilière de Restaurants et Cafés (IMRECA) – Property rental
- Transport Management Services (TMS) - Transport for third parties
- Tao Family – Commercialisation, sales of beverages, particularly soft drinks, to retailers and wholesalers, and retail
- ANT Food Market G – Food market with various foods stands
- BXL Food Market G - Food market with various foods stands

This sustainability report covers the same scope as our financial reporting, namely the consortium Imported Premium Beverages. The annual reporting period corresponds to the fiscal year.

A few key figures

350+	150mi+	3+	30.000+	70+
number of employees	turnover	number of locations	number of customers	number of distributed brands



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The
Haelterman
Group

The Haelterman Group is **a leading Belgian beverage distributor** with a rich history dating back to 1928. As a family business currently run by the fourth generation, we combine tradition with innovation to achieve sustainable growth and long-term value.

Our business model is based on **an integrated value chain**, in which we offer both international brands and our own premium brands.

Through **a national distribution network**, we deliver to over 4.000 customers, ranging from catering and hospitality entrepreneurs to retailers. Strategic takeovers, targeted investments in logistics and the development of new product categories, such as organic and non-alcoholic beverages, reinforce our focus on customers and our operational prowess.

At the Haelterman Group, value creation is supported **by three strategic pillars:**

INNOVATION & MARKET ORIENTATION

The introduction of brands like Tao (2002), Bionina (2004), Masalto Specialty Coffee (2006), Carlsberg 0.0 (2018) and St. Hubertus (2019) reflects our versatility and continual focus on evolving consumer preferences, including the growing demand for natural, high-quality and conscious choices.

DISTRIBUTION EXPERTISE & LOGISTICAL OPTIMISATION

Thanks to advanced processes and continuous investments in distribution capacity, we can guarantee a reliable, efficient level of service, adapted to the needs of our diverse client portfolio.

SUSTAINABILITY & SOCIAL ENGAGEMENT

We believe in long-term relationships and take responsibility as an employer and a partner. We invest in our employees' development, stimulate collaboration within the sector and take steps towards more sustainable business operations.



Our activities & brands

Direct distribution to hospitality and catering companies

The Haelterman Group delivers beverages directly to eateries, catering companies, office places and hospitality companies. Thanks to an efficient and customer-orientated logistical system, clients can depend on reliable and flexible service.

Marketing and distribution to retailers and wholesalers

In addition to activities directly serving the catering and hospitality industry, the Group also offers marketing and distribution services for international and national beverage brands within the retail and hospitality sectors. As such, we serve as a strategic partner in market development and brand positioning.

Food markets in Brussels and Antwerp

In collaboration with local entrepreneurs, the Haelterman Group operates food markets that focus on quality and experience. These locations bring established culinary partners together in a setting where gastronomy, sustainability and customer experience are key.

Property activities (IMRECA)

Through the property division IMRECA, the Group invests in commercial property, with a portfolio of over 180 buildings. The properties primarily consist of commercial ground-floor spaces targeting the catering and hospitality industry, with private flats above them, which are let directly to private individuals. These activities contribute to the Group's financial stability and long-term strategy.

Logistical services

With advanced logistics platforms and a national network, the Haelterman Group guarantees timely and efficient delivery to more than 4.000 customers. This makes us a reliable partner for both producers and consumers in the beverage industry.

Our activities & brands

Innovation and brand development

The Haelterman Group actively anticipates changing consumer trends by investing in long-term projects and the development of its own brands. This innovative approach results in the launch of distinctive products, such as Tao, Bionina, Vitao and Masalto Specialty Coffee, and underscores our ambition to provide high-quality, contemporary and responsible beverage concepts.

Our in-house brands:

TAO

Launched in 2002, Tao is a brand that focusses on healthy beverages, responding to the growing demand for natural and organic products.

VITAO

TAO steeped with vitamins, inspired by age-old Chinese infusions. A healthy, refreshing beverage with the purest of ingredients, with no added sugars.

VITAO Fine Tea

Top-quality organic tea with intense flavours and pure ingredients taking centre stage, creating delicious moments for connoisseurs and epicureans.

Bionina

In 2004, the Haelterman Group introduced Bionina, a brand offering organic beverages, targeting consumers looking for natural and responsible choices.

Masalto Specialty Coffee

This brand, launched in 2006, offers high-quality coffee products, emphasising the Group's expertise in the coffee sector.

St. Hubertus

In 2019, the Group introduced its abbey beer, St. Hubertus, building on the rich Belgian beer tradition.

Exclusive import and distribution of third-party brands:

Carlsberg

Since 1964, the Haelterman Group has been the exclusive importer of the Danish beer brand Carlsberg in Belgium, which testifies to a long-standing and successful partnership. What's more, Haelterman Group is Carlsberg's oldest distribution partner worldwide.

Carlsberg 0,0%

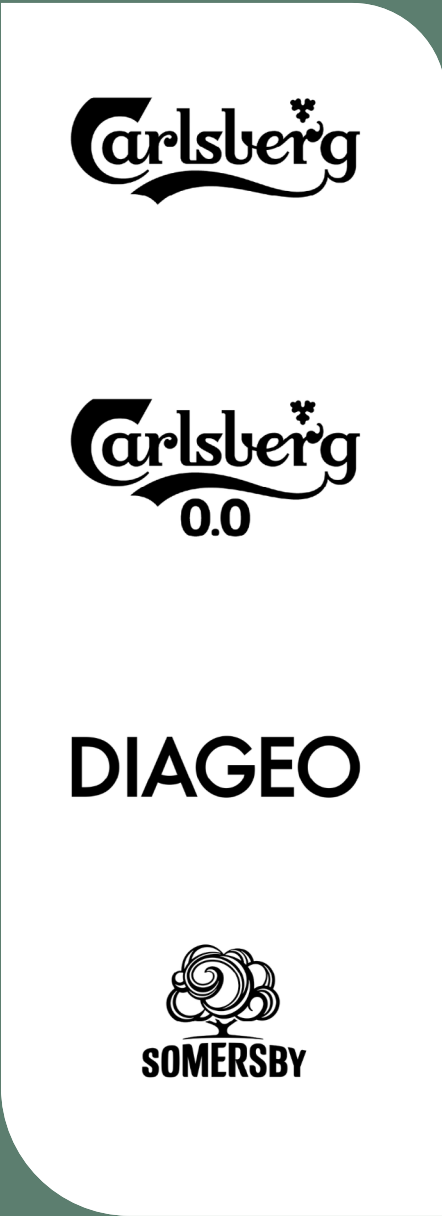
With the introduction and distribution of Carlsberg 0.0, we expand our assortment with a high-quality, healthier alternative to alcoholic beverages. Carlsberg 0.0 is a refreshing alcohol-free beer with a hoppy flavour; a balanced, malty body; and a subtle bitterness. It contains no alcohol and no sugar. What's more, it is low in calories.

Diageo

In 2022, the Group entered into a distribution partnership with Diageo, one of the world's biggest producers of spirits, expanding the portfolio with premium spirits.

Somersby:

This leading product from the Danish Carlsberg Group was launched in 2008. Lightly sparkling and made from sun-ripened apples, it offers fruity refreshment with a delicious, natural flavour. As of 2025, the non-alcoholic variety Somersby 0.0 is also available.



DEPUIS 1885
GIFFARD
FRANCE


CHAMPAGNE
TAITTINGER
REIMS FRANCE


BERNARD-MASSARD
MAISON FONDÉE
1921


GÉRARD BERTRAND

ERRAZURIZ
VINOS DE FAMILIA DESDE 1870


DOMAINES BARONS DE ROTHSCHILD
LAFITE

Exclusive import and distribution of third-party brands:

Giffard

In 2022, a partnership was also established with Giffard, a renowned producer of liqueurs and syrups, further diversifying the Group's offering.

Taittinger:

The consistent excellence of Champagne Taittinger's cuvées and its worldwide reputation have long been proven. Established in 1734, the house can now boast of being one of the last big Champagne houses to bear the name of its managers and founders. It owns the second largest vineyard in Champagne, with 37 different crus spread out over 288 hectares. They are among the very best of champagnes. The chardonnay is the signature of all Taittinger cuvées, creating a unique, flattering, generous, festive style.

Bernard Massard:

Bernard-Massard's cuvées are compiled of carefully selected wines and according to the strictest rules of the 'méthode traditionnelle'. For five generations, Bernard-Massard's wines have benefitted from technical advances and the know-how of their makers, who have ensured the consistent quality that befits a big house. The Crémant du Luxembourg, the showpiece in the assortment, is made using grapes from the best plots of land on the Moselle hillsides.

Gerard Bertrand:

L'art de vivre des vins du Sud. Gérard Bertrand, an ambitious viniculturist strongly associated with the terroirs of the South of France, is the owner of various 'châteaux' and 'domaines'. He is a leader when it comes to viniculture committed to a better future. According to Gérard Bertrand, the viniculturist is constantly searching for the absolute, for perfection, for refinement, for excellence – all in service of its terroir. The best way to achieve this is to cultivate wine in harmony with nature, according to biodynamic principles. In cuvées like the Gris Blanc or the Réserves Spéciales, he emphasises the art of life, authentic living with simple emotions, the good life and the togetherness that are typical of the South of France. Thanks to new organic and biodynamic cuvées, or sulphite-free cuvées that stroke your palate, you are part of a change for the better.

Errazuriz:

Today, Eduardo Chadwick, a member of the family's fifth generation, takes this quest for quality and innovation further. Eduardo modernised the winery's production site, with respect for the unique character of the wines. By producing major wines based on grapes from the domain, Errázuriz has become the reference when it comes to Chilean wines. 'The best wine originates from the best land.' In producing wine, the Viña Errázuriz winery controls every step of vinification, from planting and growing the grapevines in the Aconcagua, Casablanca and Curicó valleys to winemaking using the most natural methods.

Domaines Barons de Rothschild:

VASCO is exceptionally proud to distribute wines from the prestigious Domaines Barons de Rothschild in Belgium. Around the world, this name is synonymous with quality, elegance and tradition. Its expertise in viniculture is unparalleled, and that is palpable in every bottle. Los Vascos, its Chilean winery, is a magnificent example of this. This wine combines French finesse with the power of the Chilean terroir. The result is a unique wine experience that appeals to both connoisseurs and enthusiasts. For VASCO, it is an honour to offer these wines to Belgian wine aficionados. Together, we share a passion for authentic, top-quality wine.

Strategy and vision

The Haelterman Group's core strategy is the creation of added value for both partners and customers. We achieve this by offering an extensive portfolio of imported international brands and in-house, high-quality brands, supported by an efficient national distribution network and advanced logistics platforms. The Group strives for sustainable growth through smarter investments in long-term projects, with the aim to provide excellent service to both partners and customers.

Innovation and market leadership

Innovation is central to the way the Haelterman Group conducts business. In 2002, Paul Haelterman introduced the brand Tao, a pioneer when it comes to healthy beverages, followed by the launch of Bionina, Masalto Specialty Coffee and Carlsberg 0.0. These brands reflect the Group's vision to respond to changing consumer trends and play a pioneering role in the market.

Sustainability and social responsibility

The Haelterman Group actively works on sustainability and social responsibility. The family business strives for long-lasting partnerships and invests in its employees' growth and development. By promoting a culture of passion, authenticity and enthusiasm, the Group contributes to the well-being of both its team and the community at large.

Sustainable transport and mobility

As part of this sustainability vision, the Haelterman Group is consciously investing in electrifying its transport. This goes for employees' commutes, as well as for the transport of beverages within its distribution network. By investing in an electric fleet and charging solutions, the Group supports the transition to climate-friendly mobility and actively contributes to the reduction of CO₂ emissions.

Future ambitions

With a rich history and a strong market position, the Haelterman Group continues to aim for future growth and innovation. The recent takeover of multiple beverage dealers in 2023 expanded its distribution network to over 4.000 clients, underscoring the Group's dedication to strengthening its market leadership. By continually investing in new projects and expanding the brand portfolio, the Haelterman Group continues to respond to its customers' and partners' needs. In essence, the Haelterman Group combines its rich heritage with a progressive vision aimed at delivering high-quality products and services, promoting sustainable practices and creating valuable relationships with all stakeholders.

‘With passion, authenticity and enthusiasm, the Haelterman Group seeks to satisfy the thirst of its customers and partners by offering premium brands and exceptional service.

Creating moments of conviviality, bringing our consumers together around an enticing table – this is what motivates all our actions.



Values

As a Belgian family business, the HaeltermAN Group is convinced that its customers, like consumers, are looking for authenticity. As such, all of the Group's decisions and actions are rooted in the needs of its stakeholders – the real driving force behind the Group's development.

Every initiative is aimed at making partners' lives easier by offering modern, high-quality services and always striving for the best for them. Day in, day out, the HaeltermAN Group commits to a pleasant working environment in which employees can flourish. This stimulates passion and dedication: two essential elements for the Group's collective success.



P.R.I.D.E

PASSION

At the HaeltermAN Group, shareholders and employees alike are proud of their brands, their trade and the company. Curiosity forms the basis of every project. The Group strives for a motivating and healthy working environment, genuinely values its teams, recognises their talents and stimulates constructive collaboration.

RESPONSIBILITY

Trustworthiness, commitment, ethics, autonomy, integrity and respect for others are the core value of a successful, sustainable business. The HaeltermAN Group believes in shared responsibility, whereby everyone is encouraged to actively contribute to solving problems and finding solutions. The Group keeps questioning itself, with the aim to continually improve in all areas.

INTEGRITY

The HaeltermAN Group works ethically, with respect for its employees and partners. By living up to its promises, acting fairly and meeting its responsibilities, the Group always puts the well-being of its staff and partners first.

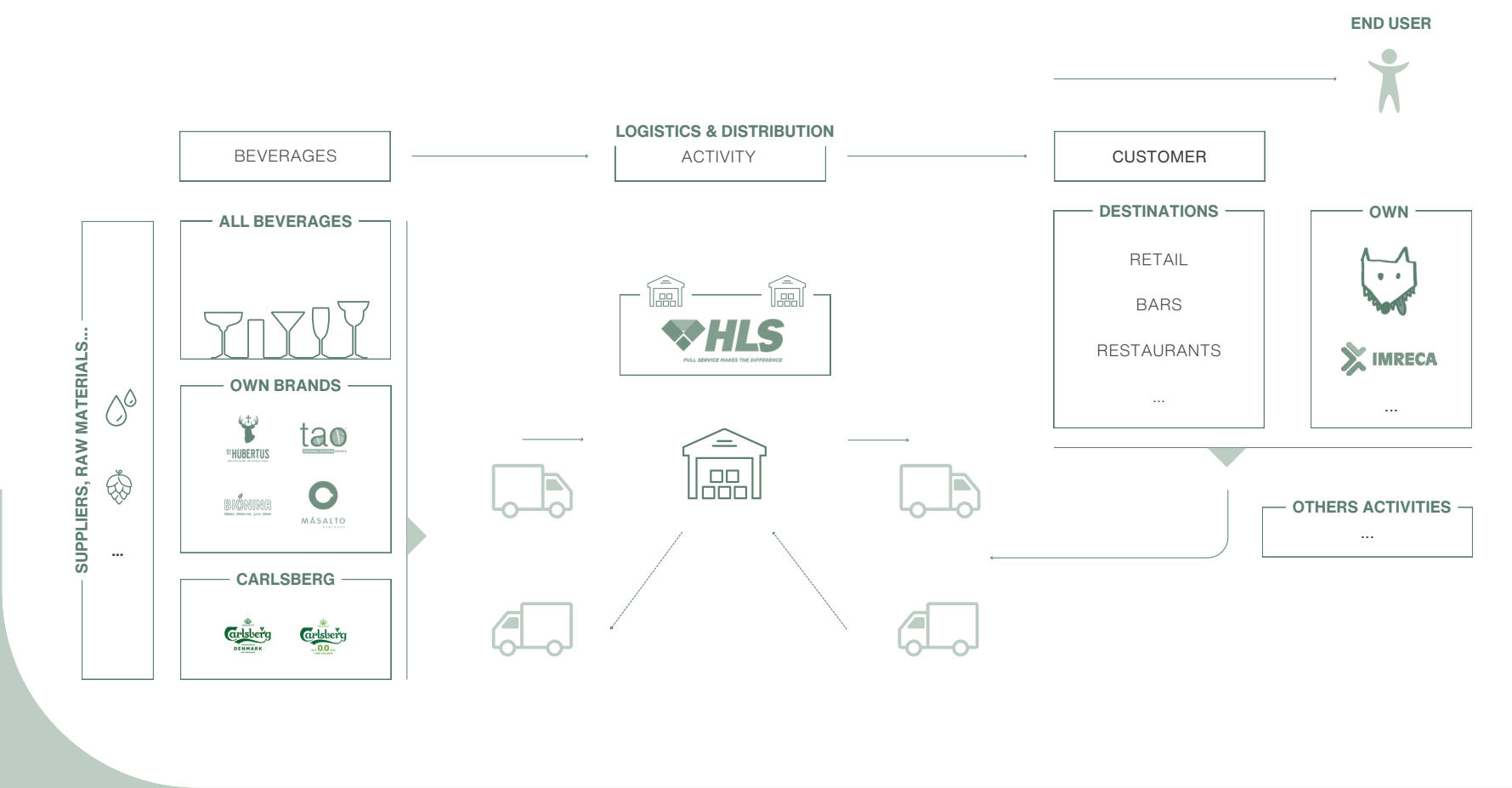
DYNAMISM

The HaeltermAN Group is constantly on the move. Driven by a communicative energy, a desire to take initiative, innovate, persist, seize opportunities and adapt to change, the family business never stops innovating and challenging itself, while ensuring a positive entrepreneurial spirit.

ENTREPRENEURSHIP

Innovation, job opportunities, economic growth, initiative and social responsibility are at the core of all decisions and projects at the HaeltermAN Group. By introducing new working methods and stimulating employees to add real value in their work, the Group creates a future-orientated, dynamic working environment.

Value chain



HLS (Horeca Logistic Services)

HLS is the largest independent beverage distributor in the Belgian market. The company supplies over 1.800 kinds of hot and cold beverages, including beer, water, soft drinks, wine and coffee, to more than 4.000 customers in Belgium and the Grand Duchy of Luxembourg. These clients include members of the hospitality and catering sectors, institutions and final customers. HLS operates out of three logistics centres: HLS Ternat, HLS Sud and HLS West.

VA.S.CO (Valuable Savours Company)

Va.S.Co is specialised in the selection and distribution of high-quality products, such as wines, spirits, coffee, tea and water. The company combines innovation with tradition and strives to build relationships of trust with its partners.

TAO Family

TAO Family develops premium beverages that are healthier and more natural. The Belgian team creates unique, refreshing and delicious beverages made from natural ingredients - organic, when possible.

These beverages do not contain any artificial additives, colouring or preservatives, and they offer a responsible, tasty alternative to traditional soft drinks.

Carlsberg Importers

Carlsberg Importers is the exclusive importer of the Carlsberg Group's brands in Belgium and Luxembourg. This includes prestigious brands, such as Carlsberg, Carlsberg 0.0, Somersby, Poretti and Tuborg.

In addition, Carlsberg Importers has its own brands, including St. Hubertus, an abbey beer with a unique character. The portfolio is further enriched by the sale of Schweppes Premium Mixer/ Selection in Belgium and Luxembourg.

WOLF Food Market

The Haelterman Group purchased the former CGER buildings on Wolvengracht, to open the WOLF Food Market. With over 2.000 square metres of dining space, seating for 800 people and 17 food stands, WOLF offers a gastronomic meeting place in the heart of Brussels.

Since December 2024, WOLF has had a second location in the Felix Pakhuis in Antwerp, as well. With ten street food kiosks from every corner of the world, three bars and two event spaces, you can enjoy a unique experience at an exceptional location.

IMRECA (Immobilière de Restaurants et Cafés)

IMRECA consists of approximately twenty companies that develop the Haelterman Group's property interests. This encompasses approximately 180 properties with bars and restaurants in Belgium's major cities. Though the majority of these properties are related to the catering and hospitality industry, IMRECA also owns industrial, residential and commercial properties.

These diverse companies illustrate our wide array of activities, as well as the Halterman Group's dedication to quality and innovation in the beverage sector and beyond.

Stakeholders

Since it was founded in 1928, the Haelterman Group has strived for more sustainable relationships with all of its stakeholders. As a family business, the Group attaches a great deal of importance to engagement, collaboration and shared growth. We believe that long-term success stems from connecting people, sharing knowledge and continually improving our processes.

Innovation, market insight and a customer-orientated approach have been a guiding principle in our way of doing business for years now. We strive for continual innovation and build stable relationships with customers and partners that provide mutual reinforcement.

Our goal goes beyond distributing beverages: we aim to support our customers and end users with high-quality, contemporary solutions. Through digital innovation and an extensive product offering, we strive to continually improve our service, in line with the tradition and values that have been our trademark since 1928.

“A philosophy that is guided by the ambition to acquire and develop the best brands in each segment.”



Stakeholder involvement is an essential part of our approach to sustainability. Today, we are already active working together with various stakeholder groups and keep strengthening this dialogue to further anchor sustainability within our organisation:

Employees

Our employees are the beating heart of the organisation. Through thematic sustainability teams, we stimulate their engagement and ideas, gradually anchoring sustainability in our corporate culture.

Customers

By monitoring market trends and consumer insights, we gain a better understanding of our customers' sustainability expectations. This enables us to proactively adjust our products and services accordingly.

Suppliers

We work on transparent and constructive relationships with our suppliers. Through open dialogue and shared goals, together we build more responsible supply chains.

In the years to come, we aim to further strengthen our stakeholders' involvement. We strive to better integrate their perspectives into our sustainability strategy and to build a future-orientated, resilient ecosystem together.

3

Sustainability
in the
Haelterman
Group

“Administrative, management and supervisory bodies” responsible for sustainability

The management structure that guides sustainability within the Haelterman Group consists of two core bodies: the Board of Directors and the Executive Committee. Together, they form the administrative, management and supervisory bodies that are responsible for setting the strategic course and overseeing the execution of sustainability initiatives.

Management structure and responsibilities

Haelterman Group is run by a Board of Directors, consisting of:

- Managing Director, Haelterman Group: Paul Haelterman
- Managing Director, Haelterman Group: Michel Haelterman

Under the Board of Directors is a consolidated management board, consisting of:

- General Manager, HLS
- General Manager, Carlsberg Importers, Va.S.Co and TAO Family
- Marketing Director, Carlsberg Importers, Va.S.Co, TAO Family and HLS
- Financial Director
- Purchasing Director
- ICT Director
- Logistics Director
- HR Director

Sustainability is **a regular agenda item** during meetings of our managing bodies. Specifically, the management team regularly conducts a thorough evaluation of our general sustainability policy.

This evaluation process is aimed at the most important aspects of our sustainability strategy, achievements and initiatives.



4

Double Materiality Assessment

Methodology

Methodology: from analysis to action.

In recent years, sustainability has grown to become a strategic priority for Haelterman Group. We increasingly recognise our ecological and social responsibility and strive to manage our impact in a responsible and measurable way. As a starting point, we conducted a double materiality assessment. This approach takes two perspectives into account:

Impact materiality:

our activities' impact on people and the environment

Financial materiality:

the impact of sustainability factors on our business activities and performance.

To determine our material sustainability topics, we analysed the Haelterman Group's value chain. We gathered insights through conversations with the top executives, interdepartmental workshops and targeted questionnaires for internal and external stakeholders. In addition, external sources were consulted, including sector benchmarks and international frameworks, such as SASB and EcoVadis.

By combining these internal and external insights, we identified clear sustainability priorities. These are in line with international standards and offer a sound basis for a future-orientated strategy, even apart from legal reporting requirements. In this way, we aim to keep responding to stakeholders' expectations and contribute to positive change within and beyond our own organisation.



MATERIAL TOPICS

The most important material topics resulting from our extensive double materiality assessment are:

ENVIRONMENT (E)

Climate Change (E1)
Pollution (E2)
Air pollution
Circular packaging (E5)

SOCIAL (S)

Own workforce: (S1)
Health & safety and work-life balance
Training and skills development

GOVERNANCE (G)

Business conduct: (G1)
Corporate culture
Whistleblower protection
Management of relationships with suppliers
Corruption and bribery

Non-material topics important to Haelterman Group

During the double materiality assessment, the following topics were not identified as a material, primarily because the direct impact or financial interest for Haelterman Group is limited. Nevertheless, we consider these topics to be relevant as part of our wider social responsibility.

As such, we choose to include these topics, to a limited extent, in this report, out of respect for their broader significance in the value chain:

- Workers in the value chain (S2)
- Consumers and end-users (S4)

We will continue to follow up on these topics and remain alert to signals or developments that could play a bigger role in our sustainability approach in the future.

5

Environment ^(E)

Climate change (E1)

Pollution (E2)

Circular economy (E5)

Both in our daily business activities and on a personal level, we are constantly confronted with the impact of our actions on the environment. Though we comply with regulations and actively strive to reduce our ecological footprint, it is still of vital importance to manage environmental issues integrally.

Our environmental strategy is aimed at three core areas: climate change, air pollution and the use of circular packaging.

Climate Change (E1)

POLICY

Climate change is one of the biggest challenges of our time, and at Haelterman Group, we take responsibility for reducing our impact on the climate. With a combination of energy-efficient measures, optimised logistical processes and sustainable mobility solutions, we are taking concrete steps to limit our contribution to climate change.



ACTIONS

Sustainable mobility and optimised logistics

A great deal of the CO₂ emissions in our business activities is linked to transport. For this reason, Haelterman Group has developed an ambitious mobility plan:

- Rolling out electric vehicles for employees and deploying six electric lorries for last-mile deliveries. We already have six electric lorries now.
- Use of Euro 6 lorries, which perform far above legal standards, drastically reducing emissions of harmful substances.
- Optimisation of routes and use of traceable route planners for lorries and deliveries, so that transport is done more efficiently, with a lower impact on the environment.
- Deployment of fully loaded lorries to lower transport frequency and reduce CO₂ emissions per delivery.
- Short supply chain: to the greatest extent possible, Haelterman Group purchases directly from producers, to avoid excessive transport.
- By extension, WOLF also plays an important role. By working with local partners in our food markets, the supply chain is consciously kept short. This not only reduces the ecological impact but also guarantees products' quality and freshness.

More efficient energy consumption and electrification

Energy efficiency forms the core of our climate strategy. By implementing energy-efficient technologies and optimising our energy consumption, we reduce our ecological footprint. A few initiatives are:

- Switching to LED lighting in offices, warehouses and as part of renovations, which contributes considerably to energy savings.
- Electrification of internal transport: all forklift trucks running on fossil fuels were replaced with electrical forklift trucks, leading to lower emissions and more efficient energy consumption.
- To the greatest extent possible, we operate paper-free in our warehouses – a process we'd like to take further, to limit waste.

Sustainable construction and renovation: futureproof infrastructure (IMRECA)

Our property branch IMRECA actively works to renovate and develop buildings with a minimal climate impact.

- Renovating existing buildings with energy-efficient measures, such as heat pumps, insulation and solar panels. Recently, several buildings were renovated to EPC label A standards, considerably improving energy performance.
- Striving for long-lasting use of buildings, ensuring that they can be flexibly employed for both private and office use, leading to less demolition and reconstruction.
- Integrating generative construction techniques, such as CO₂-absorbant materials and 19 biodiversity-promoting measures.

GOALS

- Increasing the share of electric vehicles within the existing fleet.
- Reducing the environmental impact of logistical transport by optimising routes and limiting the number of transport movements.
- Lowering the CO₂ emissions of internal processes by electrifying equipment and using energy-efficient technology.
- Continuing to make buildings more sustainable by renovating with attention to energy performance and future usage.

FUTURE ACTIONS

- Further electrification of the fleet, in line with our ambitions related to sustainable mobility.
- Expansion of energy-efficient measures in warehouses and office spaces.
- Continued investment in sustainable construction solutions within IMRECA, including application of new techniques and materials.

RESOLUTION

Today, Haelterman Group is already taking targeted actions to limit the impact of its activities on the climate. By investing in sustainable mobility, energy-efficiency and future-orientated infrastructure, we are taking concrete steps within our own value chain. The initiatives and ambitions we formulate illustrate how climate responsibility is structurally anchored in our way of working and in our long-term strategy.



Pollution (E2)

Pollution refers to harmful substances or activities that disrupt the natural balance of our environment, resulting in damage to ecosystems, human health and wildlife. It encompasses excessive air pollution, water pollution or soil contamination, as well as the use of toxic chemicals and microplastics.

Given the nature of our business activities, Haelterman Group contributes to pollution, primarily in connection with the high emissions of various pollutants linked to road transport, such as sulphur oxides (Sox), nitric oxides (Nox) and particulate matter (PM). It is therefore of great importance that Haelterman Group actively manage its pollution risk. As a company, we strive to minimise pollution by applying sustainable production methods and optimising our logistics chain. This is in line with Haelterman Group's broader investment in sustainability, whereby we work to ensure that our products and processes do not have a negative impact on the environment.



Air pollution

Air pollution is a material topic for Haelterman Group, given the considerable contribution road transport makes to the emission of sulphur oxides (SOx), nitric oxides (NOx) and particulate matter (PM). These polluting substances have a negative impact on air quality, human health and the environment, particularly in urban areas and regions with high population density. Although Haelterman Group has taken various measures, which will be explained extensively in this report, below, air pollution remains a considerable challenge that requires continual efforts to limit it further.

POLICY

The major pillars of our policy regarding air pollution are:

Abiding by regulations and proactive monitoring:

As an organisation, we attach a great deal of importance to complying with environmental regulations, and we actively stay up to speed with the latest developments, so we can keep ahead of them. We strive to abide by relevant regulations and even do better than legally required, when the opportunity arises. This approach helps Haelterman Group and its customers proactively reduce the environmental impact of their activities.

ACTIONS

Reducing emissions:

Haelterman Group continues to invest in measures to reduce emissions that contribute to air pollution. This includes, among other things, the correct installation and sealing of systems, the use of adapted ventilation systems and optimisation of both transport processes and technical installations in buildings and food markets.

Specifically, within our organisation, various measures have already been taken:

- Deliveries are made using Euro 6 lorries, which meet the strictest emissions standards and perform well above legal requirements.
- Six electric lorries have been introduced into our fleet. They do not emit any CO₂.
- Using dashboards, we continually monitor our delivery routes. By doing so, we can plan more efficient routes and reduce emissions.
- Our lorries are loaded to the max, in order to limit the number of trips, thus reducing total emissions.
- In food markets, warehouses and property sties, air emissions are tracked. All current emission values remain below European standards.
- Extra measures are being taken to prevent particle emissions, such as the use of industrial filter bags in food markets and production installations. This contributions to a healthier working environment and reduces our ecological impact.

FUTURE ACTIONS

In the future, Haelterman Group would like to continue working to further limit its contributions to air pollution. We will do this, as we are convinced that it is our responsibility to reduce negative environmental impact as much as possible, and because we, as an organisation, attach importance to innovation and progress.

The following steps will be undertaken:

We want to set reduction targets based on already-monitored data from our logistical processes, such as consumption, routes and emission values. This way, we can more accurately aim for a result.

We will promote the use of beer kegs more often among our customers. By offering beer in larger volumes in reusable kegs or barrels, we reduce the use of packaging material. This decreases the number of transports of glass packaging, thereby leading to lower emissions of air pollutants, such as sulphur oxides, nitric oxides and particulate material. What's more, less packaging means less waste and lower production-related emissions.

GOALS

- Further reduction of emissions of air-polluting substances by investing in more efficient means of transport and route optimisation.
- Setting reduction goals based on monitored data on consumption, transport and emissions.
- Promoting reusable packaging solutions, such as kegs of beer, to reduce indirect emissions.
- Maintaining and refining air emission monitoring in food markets, warehouses and property sites, with continual compliance with the prevailing standards.
- Proceeding with particle-reducing measures in installations and workspaces for a healthy working environment and lower impact on air quality.

RESOLUTION

Haelterman Group endeavours to take targeted actions to limit the pollution and air pollution generated by its activities. By investing in cleaner transport, efficient processes and technical measures within our infrastructure, we contribute to a healthier living environment. We combine regulatory compliance with a proactive, future-orientated stance, in which we build, step by step, towards operations with minimal impact on people and the environment.



Circular economy (E5)

POLICY

At Haelterman Group, we believe that a circular economy is the future. We actively work to use raw materials more efficiently, minimise waste and make packaging more sustainable. By making smart choices in logistics, production and property, we contribute to a world in which materials are reused and waste is reduced to a minimum.

The circular economy forms an important part of our broader sustainability strategy. We strive for more efficient use of raw materials and a considerable reduction in packaging waste, without sacrificing quality or functionality.

Our approach aims to maximise reuse, minimise waste and stimulate sustainable materials within both logistical operations and production processes. In addition, going forward, we aim to actively involve our suppliers in this transition by including sustainability criteria in our partnership, among other things.



In 2024, the share of reusable packaging within our organisation rose to 75%, compared to 72% in 2023!

ACTIONS

Duurzame verpakkingen en logistieke innovaties

In our logistical processes, we are busily investing in reusable packaging. We use guaranteed reusable packaging that can be reused **up to seven times**. **In 2024, the share of reusable packaging within our organisation rose to 75%, compared to 72% in 2023.**

For our logistical operations, we use EUR-pallets, which meet strict quality standards. We have damaged pallets repaired by a recognised specialist, so we can extend their life and minimise waste.

We keep outer packaging to a minimum. Wherever possible, we avoid extra packaging, and we only use shrink film when strictly necessary. In our warehousing, we strive for fully paper-free operations. Our picking processes are done completely digitally, considerably limiting our raw material consumption.

We promote the use of beer kegs among our customers: an innovative way of delivering beer without unnecessary packaging waste. This limits the amount of waste and contributes to circular logistics.

In our production processes, we strive for a higher proportion of recycled materials in packaging. For our brands TAO and Masalto Specialty Coffee, the proportion is currently 30%. What's more, all packaging for our own brands is fully recyclable. To reinforce this effort, we will integrate sustainability criteria into our Supplier Code of Conduct. This will stimulate suppliers to use environmentally friendly packaging materials. In the near future, we will look into which sustainability criteria are essential for Haelterman Group, such as investing in recycled packaging and guaranteeing human rights. The Supplier Code of Conduct will be explained further in Chapter 8 of this report.

Sustainable property and renovation policy

In our property and WOLF sites, we make it a best practice to stimulate contractors as much as we can to make use of sustainable and recycled materials for renovations and construction. Among other things, this includes plastics, insulation materials and the reuse of existing structures. Each construction or renovation project is evaluated for environmental impact and, where possible, materials are given a second life.

WOLF: a pioneer in circular consumption

In our WOLF food markets, we are taking a big step towards circular economy. We limit the use of plastics and opt for reusable alternatives, such as bamboo straws, metal containers and washable dishes and cutlery. When decorating our food markets, we consciously select reclaimed materials for tables, chairs, lighting and interior items. In this way, we create a unique atmosphere and limit waste by giving materials a new life.

FUTURE ACTIONS

At Haelterman Group, we see circular economy as an area in which we can make a difference. Our ambitions for the years to come are:

- Increasing the use of recycled materials in packaging for our own brands, such as TAO and Bionina. The limited availability of recycled PET poses a real challenge in this.
- Reducing the amount of waste in our logistics, production and retail activities.
- Integrating sustainability criteria into partnerships with suppliers, with particular attention to circular packaging materials.

By continuing to work on these areas, we build towards a circular future, in which sustainability is not only a goal but a structural way of working.

GOALS

- Increasing the share of recycled materials in our packaging.
- Implementing and expanding use of reusable packaging in logistics and distribution.
- Limiting outer packaging and optimising use of resources.
- Stimulating circular alternatives, such as beer in kegs, to minimise packaging waste.
- Expanding paper-free operations in warehouse processes to reduce waste.
- Incorporating sustainability criteria in the Supplier Code of Conduct and rolling it out through the entire supply chain.
- Anchoring circular construction in renovation projects, with reuse of materials as a guiding principle.
- Continuing to expand WOLF food markets as an example of circular experience and consumption.

RESOLUTION

Today, Haelterman Group already endeavours to take tangible actions to integrate circular economy into its operations. From logistics and production to property and retail: everywhere, we look for ways of using materials more intelligently, limiting waste and stimulating reuse. By taking concrete steps already, we are preparing for a future in which circularity will be the norm. We believe that sustainable innovation is not only necessary, but it also offers opportunities for more efficiency, collaboration and value creation in the entire chain.



6

Social (S)

Own workforce (S1)

Workers in the value chain (S2)

Consumers and end-users (S4)

Because we attach importance to our social impact, we are focussing on the ESRS topic 'Own workforce' (S1).

Within this topic, we consider 'health & safety', 'work-life balance', and 'training & skills development' to be material subtopics. Below, we explain each of these subjects further.

In addition, we are also focussing on 'workers in the value chain' (S2) and 'consumers and end-users' (S4), though these are not material topics. As an organisation, we attach a great deal of importance to these things, and we are voluntarily outlining our relevant policies, actions and goals.

Own workforce (S1)

At Haelterman Group, we believe that our employees are the key to our success. Their efforts, expertise and commitment ensure that we can offer our customers the best service every day. As such, we strongly invest in their well-being, development and safety.

Health & safety and work-life balance

POLICY

Health and safety are essential pillars within sustainability and play a crucial role in the well-being of our employees, customers and the wider community.

Within Haelterman Group, we strongly support a safe working environment, in which risks are kept to a minimum. Our proactive approach helps us prevent work-related accidents, reduce health risks and promote a culture of care and responsibility. In this way, we ensure that our employees can do their jobs in a safe and responsible way, which contributes to their well-being and to our quality of service.

Safety and training as a priority

Our activities, including the distribution of beverages to sometimes difficult-to-access locations, come with specific safety-related challenges. They not only requires physical efforts, but also knowledge of best practices to work safely and efficiently. For that reason, we heavily invest in education and training, so that our employees are as prepared as can be. Our training courses focus on, among other things:

- Best practices for safe delivery in challenging working environments
- Work-related accident awareness and prevention
- Continual training and development opportunities

Strict adherence to safety requirements

In Belgium, we follow strict laws and regulations when it comes to occupational safety. We strive to not only meet these standards but to surpass them. Our safety strategy encompasses:

- Regular audits and inspections to identify and reduce potential risks in a timely manner
- Strict adherence to national regulations to guarantee that all employees can work in a safe environment
- Continuous improvement of working methods to optimise safety at work.

ACTIONS

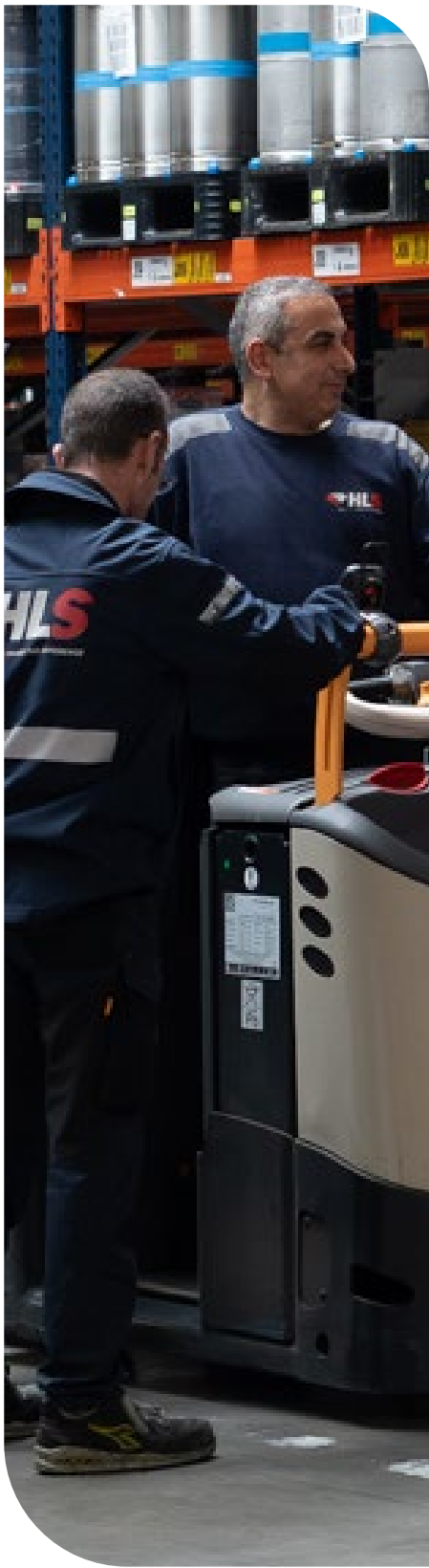
Haelterman Group continually invests in its employees' safety and well-being. We pay particular attention to:

- Extensive training and education, so that employees can work safely and efficiently, even in challenging circumstances
- A 'dispatch system' in which a specialised employee visits new customers (such as pubs, restaurants and shops) to assess the working environment for ergonomic and safety risks. These risks are documented, discussed with the customer and, where necessary, Haelterman Group itself takes action or invests in suitable safety measures
- Improvement of safety equipment and procedures: every lorry driver has a personal digital assistant (PDA), where safety information is available and potential risks at customers' locations can be reported, photographed and followed up on
- Expansion of the confidential advisor policy, so that employees always have a point of contact for well-being and safety issues
- Offering positions to people with reduced access to the labour market: currently, five people are employed in the organisation through various structures, both internally and through a partnership with a sheltered workplace.

In 2024, Haelterman Group took extra initiatives to strengthen health and safety practices. One priority is improving data registration, with a specific focus on precise tracking of near misses, incidents that could have led to harm or injury in other circumstances. By systematically registering and analysing them, we identify underlying risks, and we take preventive measures.

This approach increases safety at work and promotes a culture of risk awareness and continual improvement. The positive impact can be seen in a decrease in the number of accidents and the seriousness of them:

FIGURES	2023	2024
Number of reports	48	44
Injuries/accidents	42	29
Days lost	1.308	772
Permanent disability	5	3



FUTURE ACTIONS

- Continuing to invest in data-driven insights to proactively follow up on risks
- Achieving an additional decrease in the frequency and seriousness of work-related accidents
- Continuing to develop structural follow-up and analysis of near misses as a means of prevention

GOALS

- Guaranteeing a safe and healthy working environment for all employees
- Continuing decrease in accidents and days of work lost
- Increasing risk awareness and safety culture within the organisation

RESOLUTION

Safety and well-being are important focal points within Haelterman Group's people-orientated policies. By investing in training, monitoring and infrastructure, we boost not only safety at work but also our employees' trust and satisfaction. A safe working environment is fundamental to sustainable growth and our quality of service.



Training and skills development

POLICY

At Haelterman Group, we strongly believe in employee development. We continually offer staff training opportunities and stimulate their growth within the company. This leads to high retention and seniority, which indicates that employees feel valued and see prospects in our organisation.

Our subsidiary WOLF illustrates this vision: there, employees are given opportunities to expand their skills and grow. WOLF's current management team consists nearly exclusively of people who started out at the bottom of the ladder. In this way, we build a culture in which talent can flourish.

ACTIONS

We extend our training policy to all subsidiaries within Haelterman Group. Every year, group-wide training plans are evaluated.

For white collar workers, we employ a **Personal Development Plan** (PDP) system, which allows employees to take customised training and follow up on personal goals and competencies. This stimulates continuous development and strengthens added value within teams.



FUTURE ACTIONS

- Further investment in training, growth opportunities and inclusion, with continuing attention to safety.
- Development of a system for labourers comparable to the PDP, adapted to their specific functions and duties. Our HR Department sees this as a chance to support them as they head into the future.

GOALS

- Anchoring a culture of learning in all departments of the organisation
- Stimulating internal growth and personal development for all employees
- Expansion of training tools like PDPs to all job groups

RESOLUTION

Haelterman Group sees talent development as strategic leverage for sustainable growth. Through structural investment in training and personal growth, we create not only loyal employees but also strong teams that are prepared for the challenges of the future. In this way, we build a future-orientated, engaged and value-driven organisation.

Workers in the value chain (S2)

In Haelterman Group, the topic 'workers in the value chain' is not currently considered material from an impact perspective, nor from a financial standpoint. This means that our activities currently only have a limited direct impact on working conditions within the value chain and that the risk of financial impact or damage to our reputation is estimated to be minimal.

POLICY

Although the lack of explicit labour protection in supplier contracts can theoretically lead to human rights violations, Haelterman Group exclusively works with long-standing, reliable partners that employ strict labour standards. These suppliers are established in markets where labour laws are strictly enforced and generally have certified systems for social compliance.

There have been no reports of incidents of non-compliance within our value chain. What's more, existing control mechanisms, such as periodic evaluations and close collaboration, ensure that suppliers continue to meet our expectations regarding working conditions and respect for human rights.

Even so, we recognise that it is our responsibility, even in the case of limited materiality, to continue to devote attention to working conditions in the entire chain. For that reason, we are choosing not to exclude the subject from our strategy entirely but, on the contrary, to reinforce it with a clear code of conduct.

ACTIONS

Supplier Code of Conduct

To further structure our efforts, Haelterman Group is working on implementing a Supplier Code of Conduct. This document will serve as a guideline for all of our suppliers and service providers, and contains clear expectations about both environmental and social criteria. In addition, special attention is devoted to:

- Fair and safe working conditions
- Ban on child labour and forced labour
- Proper payments and compliance with legal labour conditions
- Respect for work-life balance
- Freedom of association and non-discrimination



The Code is being developed as a practical and workable tool to support transparent, ethically responsible partnerships. Suppliers will be asked to formally confirm their commitment and to stay in dialogue with us about possible points of improvement.

The introduction of this Supplier Code of Conduct forms a next step in our broader approach to sustainable chain management. More details on this are outlined in Chapter 7.

FUTURE ACTIONS

- Completion and formal implementation of the Supplier Code of Conduct
- Communication and explanation of the content to strategic suppliers
- Integration of social criteria in supplier selection and evaluation
- Follow-up on compliance, using a risk-based approach, tailored to the sector and region

GOALS

- Boosting transparency and mutual trust in the supply chain
- Systematically anchoring social responsibility among suppliers
- Preventing risks of social non-compliance and damage to reputation
- Creating a shared frame of reference about expectations regarding working conditions

RESOLUTION

Although the topic ‘workers in the value chain’ is not material for Haelterman Group at this time, we recognise its importance in the broader framework of responsible enterprise.

By proactively working on a clear code of conduct and continuing to pay attention to human rights and labour standards among our suppliers, we continue to build a reliable, sustainable and ethically responsible supply chain.

It is our belief that responsibility is not limited to what is legally or materially required but must be supported by conviction and a long-term vision.



Consumers and end-users (S4)

Within Haelterman Group, the topic 'consumers and end-users' is not considered to be material, either from an impact perspective or a financial standpoint. This means that our direct impact on end-users' behaviour or well-being is limited, and that the risk of substantial damage to our finances or reputation is deemed to be low.

POLICY

Although 'consumers and end-users' is not a material topic, we recognise the importance of this subject in the broader social debate, particularly when it comes to clear product information, health and responsible alcohol consumption. Unclear communication or a lack of transparency can, in theory, bring about health or legal risks. For that reason, Haelterman Group ensures that all products fully comply with relevant laws and regulations. What's more, we actively commit to making a positive contribution to conscious consumer behaviour through our assortment.

ACTIONS

Haelterman Group responds to consumers' increasing demand for healthy, conscious and sustainable alternatives:

Development of TAO and VITAO: this brand offers conscious consumers a healthy and natural alternative in the beverage assortment. TAO focusses on beverages without artificial additives and falls in line with a growing trend towards a healthier lifestyle.

Active expansion of the assortment of non-alcoholic beverages: here, we are responding to the social shift towards alcohol-free alternatives. We are doing so without losing sight of the core of our assortment, but with an eye to balance and freedom of choice.

Organic products within the assortment: our product portfolio contains a wide selection of organic products. With them, we give customers and consumers the opportunity to choose healthier and more ecofriendly options.

These actions show that, even though the topic is not considered material within our assessment, Haelterman Group consciously invests in responsible and sustainable consumer behaviour.



FUTURE ACTIONS

- Further product development within the segment of natural, non-alcoholic and organic beverages
- Strengthening communication regarding conscious consumption, including transparency about ingredients and origin
- Attention to clear labelling and provision of information, in accordance with legal standards and, where possible, surpassing them

GOALS

- Offering a broad and balanced assortment with healthy and responsible options
- Continuing to live up to and anticipate regulations regarding product safety and consumer information
- Anchoring sustainable, conscious consumption as part of our product strategy

RESOLUTION

Although this topic is not material, it does reflect how we, as a group, want to approach responsibility. Through our assortment, we make conscious choices tangible to consumers – concrete, transparent and relevant in a changing market.

7

Governance ^(G)

Business conduct (G1)

At Haelterman Group, good governance forms the basis of sustainable growth and trust, both internally and in the value chain.

In this chapter, we explain how we are working on a strong corporate culture, ethical conduct, reliable supplier relationships and prevention of corruption. We discuss not only our current engagement, but also the specific steps we are taking towards further professionalisation, such as introducing codes of conduct, confidential structures, whistleblower mechanisms and due diligence processes. In this way, we are building a sound, transparent and future-orientated organisation.

Business conduct (G1)

Good governance as the foundation for sustainable enterprise.

At Haelterman Group, we recognise the essential importance of good governance in promoting sustainable business practices, both within our own operations and in our wider value chain. Although our formal policy is still in an early stage of development, our dedication to ethical entrepreneurship and responsible business is at the core of our operations – and has been for years.

This commitment also extends to our relationships with suppliers. Haelterman Group works with long-standing, reliable partners that hold the same high standards when it comes to quality, working conditions and environmental impact. In addition, we are taking steps to further reinforce our supplier policy. In this way, we ensure that sustainability is not only an internal priority, but also a shared responsibility within our entire value chain.

Corporate culture and whistleblower protection

At Haelterman Group, corporate culture is an essential and material topic, both from an impact and a financial standpoint. A strong, shared corporate culture reinforces employees' connection, commitment and well-being, which directly contributes to taking pleasure in work and a positive working environment. This not only contributes to efficient operations but also helps minimise challenges like communication barriers, reduced productivity and internal conflicts.

From a financial perspective, corporate culture plays an important role in Haelterman Group's reputation as an employer. A clear and motivating corporate culture boosts our appeal as an employer, enabling us to retain talent and limiting the costs of hiring and onboarding. With a direct influence on job stability and business results, corporate culture is a critical success factor for Haelterman Group's long-term growth and sustainable development.



POLICY

Inclusion and social engagement

In addition to supporting our existing employees, we endeavour to offer opportunities to people with reduced access to the labour market. As such, we work with a sheltered workplace, which sends five people to work for us. By offering them a job opportunity, we not only help individuals, but we also contribute to a more inclusive society.

A safe working environment: trust and well-being

An open and safe working culture is essential for a flourishing organisation. Therefore, within most of our subsidiaries, we employ a 'n+1' and 'n+2' confidential advisor, also known as an 'open-door policy'. This system ensures that employees always have a clear point of contact with whom they can discuss problems or concerns.

- A 'n+1' confidential advisor is seen as a direct supervisor, to whom you can turn should there be any problems.
- A 'n+2' confidential advisor is the manager one level above the direct supervisor. Employees can turn to this person when it is not possible or desirable to discuss a certain problem with their own manager.

At Haelterman Group, together, we are building a strong, sustainable future – not only for our customers but especially for the people who make the difference day in, day out: our employees.

Protection of whistleblowers

Within our organisation, we have introduced a whistleblower mechanism to promote transparency and responsibility. This includes both someone internal and someone external to the organisation, whom employees can contact so that they can flag issues in a safe, discreet way.

With this mechanism, we aim to stimulate an open corporate culture in which employees feel supported in reporting misunderstandings, without fear of reprisals.



ACTIONS

Though most of our subsidiaries already have a system of confidential advisors, we are working on appointing a confidential advisor in all of our subsidiaries by 2026, including subsidiaries where this is not legally required.

In addition, Haelterman Group will commit to working on a code of conduct for its own personnel, across the entire Group. As an organisation, we recognise the importance of having a general policy across the board. Currently, most of our subsidiaries already employ various best practices, whether set out in writing or not, but it is our ambition to streamline this across the entire Group.

Managing relationships with suppliers

POLICY

Managing relationships with suppliers and complying with due diligence requirements is an important topic for Haelterman Group. Haelterman Group has already taken a number of measures to guarantee the sustainability of its supply chain. Working with long-term partners, weekly inspections of our subcontractors' working conditions at IMRECA sites and contractually stipulating working conditions with our suppliers are just a few examples of the measures we have taken. As an organisation, we recognise that there is room for improvement, especially when it comes to a more formal strategy for supplier commitment and due diligence in the area of sustainability. We understand that improving these processes is of crucial importance, in order to manage risks concerning human rights and the environment, as well as to protect employees' well-being.

Given Haelterman Group's extensive network of suppliers, it is essential to exercise constant care and to establish lasting relationships with our partners. We continue to evaluate our suppliers regularly, which enables us to identify and address potential risks in a timely manner. To date, we have not had any serious problems with suppliers, which indicates that our approach is successful.

What's more, we work with a few major world players, such as Diageo, Carlsberg, Giffard, Solucious and Efico, which are all farther along when it comes to human rights and sustainability within their organisation and the value chain. These partnerships enable us to learn from their expertise and to ensure we have an ethical, responsible approach within our supplier network.

FUTURE ACTIONS

One of Haelterman Group's most important governance initiatives is the Supplier Code of Conduct, an extensive framework that stipulates our expectations with regard to ethical, environmental and social standards for all of our business partners. This Supplier Code of Conduct will be fully implemented by the end of 2026 and forms an integral part of our business strategy and contractual agreements. It will ensure that we get all of our suppliers, joint venture partners and counterparties committed to our shared values and standards.

Our Supplier Code of Conduct will cover a broad range of topics and guidelines, geared towards guaranteeing environmental responsibility, social responsibility and ethical governance among our suppliers. Expectations when it comes to abiding by internationally recognised human rights, environmental and labour standards, anti-crime measures and governance standards are a few possible focus areas to which we will devote attention. This includes, among other things, abiding by competition laws, trade sanctions, prevention of bribery and corruption, mechanisms for whistleblowers, prevention of conflicts of interest, intellectual property rights and protection of privacy and confidential information.

Haelterman Group strives to actively implement these principles in its relationships with suppliers by the end of 2026 and sees this as an essential step in the further reinforcement of our ethical and sustainable operations.



Corruption and bribery

POLICY

At Haelterman Group, we have a zero-tolerance policy when it comes to corruption and bribery. Although the risk within our organisation is low, thanks to a strong corporate culture and targeted training, we recognise that possible incidents can have considerable financial repercussions, such as fines, legal fees and damage to our reputation.

Therefore, we actively invest in ethical business, strict compliance with laws and regulations, and continual awareness-raising amongst our employees. By means of an ethical code of conduct, internal inspections and transparent payment practices, we ensure that all business transactions happen properly and reliably.

Within Haelterman Group, we remain alert and proactive to prevent corruption and bribery, in line with our values and long-term goals.

ACTIONS

Training and raising awareness: Employees get targeted training on ethical issues, raising awareness of the dangers and consequences of bribery practices and how to handle these situations when they arise. A great deal of attention is paid to this, so that our employees are aware of their responsibility, and can recognise and avoid the possible risks.

In addition, some of our subsidiaries already use 'cashless' systems in interactions with customers and suppliers. As an organisation, we want to invest further, to roll this system out as much as possible within our various subsidiaries.

These guidelines will also be incorporated in the code of conduct for our Group, so that we have standardised, harmonised guidelines throughout our entire organisation and all of its subsidiaries.



8

General
Conclusion

General Conclusion

This report marks an important step in our sustainability journey. For Haelterman Group, sustainability is not an end but an evolutionary process. We continue to build on a strong foundation of values and engagement, with the conviction that responsible entrepreneurship is both necessary and useful.

Sometimes we follow the market; sometimes we take the lead. We always try, with common sense and sincere intentions, to make the difference: for our customers, employees, partners and the world around us.

We realise that there is still work to be done. But with each step we take, our insight grows, as does our reach and our impact. Together, we continue building towards a future that is equally sustainable and enterprising.

Disclaimer

This report was compiled by Sustinera, in close collaboration with Haelterman Group's employees. The content is based on the information, data and insights that were made available during the reporting process. Sustinera led the process in an independent manner and with the greatest of care, but ultimate responsibility for the content and accuracy of the report lies with Haelterman Group.





HAELTERMAN
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Sustainability Report

2025 - 2026