Sustainability update

2025 - 2026

MenkenOrlando

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Introduction by the board

Operating as a family-owned company, Menken Orlando approaches its activities with a strong focus on continuity and long-term value creation. This perspective shapes how we view our role in the supply chain and underpins our commitment to integrating sustainability into our business practices. Over time, this commitment has been further strengthened, bringing increased focus to key topics such as climate impact, responsible sourcing and the development of resilient, long-term supply chain relationships.

Collaboration plays a central role in our approach. We believe that lasting partnerships enable meaningful progress, both within our international supply chain and at a local level. Furthermore, our collaboration with the Intersnack Group has been instrumental in embedding sustainability into both our strategy and day-to-day operations.

To ensure alignment and direction across our activities, an overarching sustainability strategy was formalised. This strategy is supported by a structured framework addressing our material sustainability topics. While regulatory developments such as the Corporate Sustainability Reporting Directive (CSRD) and the Regulation on Deforestation-free products (EUDR) have provided additional context, our primary driver is the ambition to increase our positive impact. As a supply chain partner, we see it as our responsibility to define clear priorities and set measurable targets.

Sustainability is now fully embedded within the strategic framework of Menken Orlando. Together with quality and social compliance, it forms one of three core pillars that guide our organisation. These three pillars form a balanced approach to bring policies, procedures and management cycles to the highest level resulting in a positive impact beyond financial results. Through this structure, we provide clear direction to our employees and partners throughout the value chain.

Within the European market, Menken Orlando holds a distinctive position in the development of snack concepts and the distribution of products across three categories: signature snacks, wholefoods and chocolate. Through customized private label solutions, B2B propositions via Foodlink, and our brands Mitsuba and BitesWeLove, we serve a diverse client base. These activities create opportunities not only to advance our own sustainability objectives, but also to support those of our customers and supply partners. Close cooperation with our parent company, Intersnack Group, remains essential in this regard.

This report outlines how sustainability is embedded within Menken Orlando and provides insight into the progress made in reducing our negative impacts and increasing our positive influence across environmental, social and governance (ESG) topics.

Robert Menken, Peter-Paul Menken & Paul Meuwes

2025-2026 Highlights

GOLD | Top 5% ecovadis Sustainability Rating JAN 2025

Integration of Choco Support

Following the acquisition of Choco Support at the end of 2023, significant progress was made in harmonising policies and practices and gathering metrics across all sustainability pillars.

EcoVadis Gold

In 2025, our efforts on sustainability were awarded with an EcoVadis Gold medal. The next reassessment is scheduled for the third quarter of 2026.

New policies

Several new policies were introduced, including a Cybersecurity Policy, a Clean Label Policy and a revised Whistleblowing Procedure.

Improvement system

Implementation of the Integrated Work System was further expanded across all production activities at the Hazerswoude site. The onboarding of Choco Support is planned for the fourth quarter of 2026.

Direct sourcing

Our Direct Sourcing approach was further strengthened, resulting in an expanded portfolio of wholefoods products sourced directly from producers.

SMETA audits

A SMETA audit was carried out at two of our own production sites.

1. General Disclosures (ESRS 2)

1.1 Reporting approach (ESRS 2 BP-1)

In 2024, we published our last sustainability update. The current report builds upon this approach and reports on progress in 2025 and 2026 to date and is published externally. It covers Menken Orlando B.V. and, if indicated, also the material parts of its value chain. In contrary to the last sustainability update, the current update also includes metrics on our newest subsidiary (Choco Support). Choco Support was acquired at the end of 2023.

BitesWeLove, a specialty brand part of the Menken Orlando group focusing on healthier snacking, is also included in the emissions metrics in this report. As it acts as a separate brand with a separate sustainability reporting line through their B-corp certification, and as it does not have its own production site, BitesWeLove is not included in the other metrics. With regard to the Menken Orlando emissions calculations, BitesWeLove is incorporated. BitesWeLove is a subsidiary of Menken Orlando and partly relies on the Menken Orlando supply chain but operates under a separate management structure. We are proud of their achievements in relation to sustainability and their B-corp rating.

This report, and the Menken Orlando sustainability strategy, is structured according to a CSRD structure and will continue to evolve towards a CSRD aligned structure. Formal CSRD reporting is performed on group level through our parent company Intersnack Group.

This report reflects on a period in which we concluded a number of sustainability targets, reflecting on our progress on these targets.

Our main focus areas are:

- Continuously aligning our sustainability strategy with our long-term vision and strategy as a company;
- Sharing insight in our material topics; which topics are most material in the scope of our business and how are these aligned with stakeholder interests including our parent company Intersnack Group, supply chain partners and clients;
- Providing insights on our ambitions, specific targets and measuring and monitoring our impact.

1.2 Governance

Roles & responsibilities (GOV-1 + GOV-2)

In previous years, different initiatives have been implemented that have contributed to a more sustainable business operation. As such, it has already been part of our way of working to act responsibly and to make sustainable choices. As a family-owned and -run business a long-term perspective is vital. In 2023, a specific governance framework on sustainability was deployed in order to achieve and enhance a structured approach in our sustainability efforts.

The governance framework (see Figure 1) is comprised of a Sustainability Manager reporting directly to the board, a Sustainability Core Team – a multidisciplinary team of ambassadors, close cooperation with the Intersnack Group Sustainability Team and expertise & ownership on various material topics within the different departments in the Menken Orlando organization.

The Sustainability Manager has a weekly meeting with the board, during which sustainability matters are discussed. The Sustainability Core Team, led by the Sustainability Manager, is mainly involved in decision making on strategy and targets. Another important role of the Sustainability Core Team, with representation of different departments ranging from commercial roles and purchasing to quality and control, is to increase visibility in the whole organization. The Sustainability Core Team meets bi-monthly to discuss progress and development on our material sustainability topics.

Furthermore, the Sustainability Manager is engaged in a continuous dialogue with representatives from the Intersnack sustainability team to ensure alignment with the Intersnack Group sustainability strategy. This approach has been continued in 2025 and 2026 where the aim was to make sure that our employees, as well as our key stakeholders, are aware of and inspired by our sustainability strategy and efforts.

Lastly, Menken Orlando applies a matrix approach in realising sustainability ambitions, where topic experts within specific departments themselves carry ownership, working towards targets and tracking on these material topics.

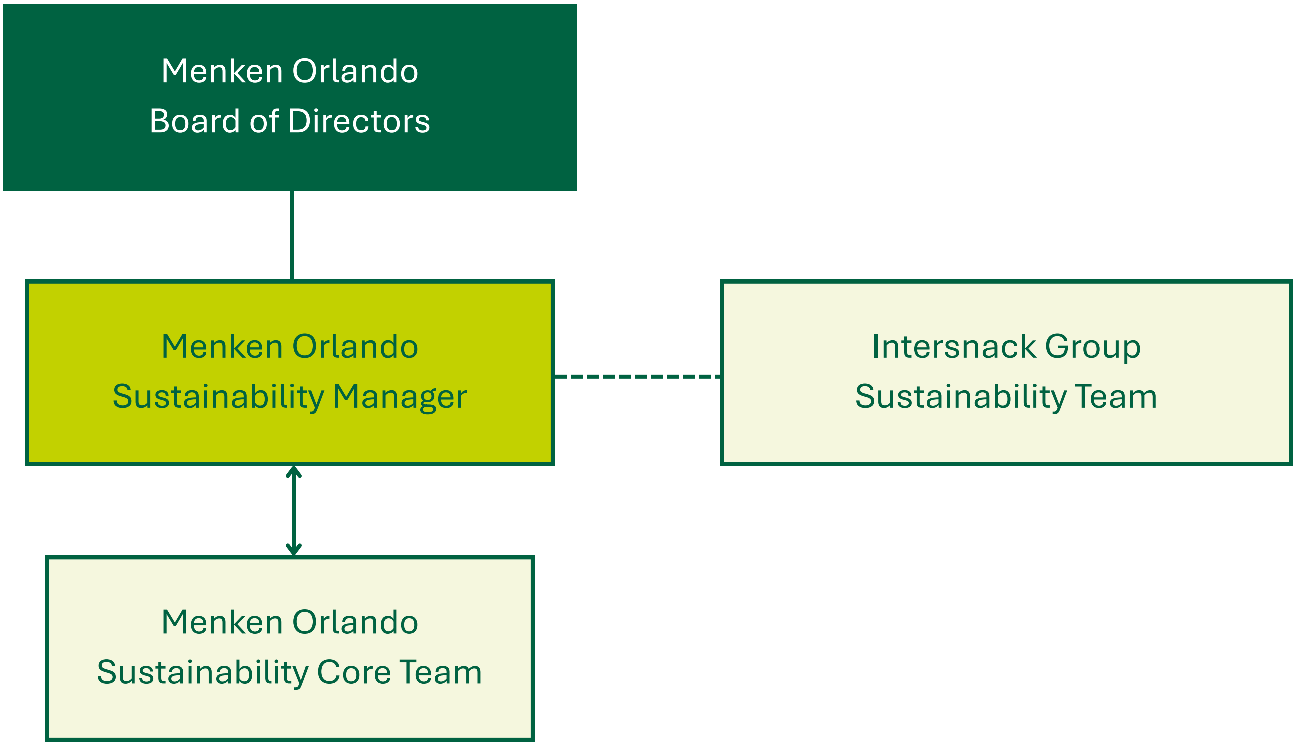


Figure 1. Sustainability governance structure Menken Orlando

Due diligence in the supply chain (GOV-4)

In terms of due diligence in the supply chain, several processes and standard practices are in place:

- A sustainability risk assessment of the Menken Orlando sourced product categories, utilizing qualitative and quantitative tools, such as the Sedex pre-assessment tool;
- The application of our Direct Sourcing approach increases our level of insight and influence in the supply chain. Many products are already sourced directly from the production source. With the Direct Sourcing approach, in 2025 and 2026 we have further increased the share of products that we buy directly from growers/producers. This enables us to enhance our due diligence processes and increase our leverage in the value chain. Furthermore, sustainability initiatives can be set-up directly with the producers decreasing the challenges of complex supply chains;
- A Supplier Code of Conduct, which all parties are obliged to sign before becoming a Menken Orlando supplier. This Code of Conduct was updated in 2024 aligning with specific social and environmental topics. This includes the ETI (Ethical Trading Initiative) Base Code, which is founded on the conventions of the International Labour Organisation (ILO), and an alignment with the 10 Principles of the UN Global Compact;
- A Responsible Sourcing Policy for suppliers, which has been introduced in 2024. Our aim is that all our suppliers will sign this policy, with a focus on priority suppliers (based on supplier region, product category and volume). For more information on our Responsible Sourcing Policy, please see sub-chapters '3.1 Climate change' and '4.1 Workers in the value chain';

- Sustainability specific factors are included in supplier approval and vendor rating;
- Sedex Self-Assessment Questionnaire (SAQ) and Sedex Members Ethical Trade Audits (SMETA). All Menken Orlando suppliers (and their relevant processors) are required to complete the SAQ on a regular basis. In the case of priority suppliers (high risk product categories and/or high volume), suppliers' production sites also have to perform a SMETA audit on a regular basis. These audits provide insight in the labour, health and safety, environmental and ethical practices at the production sites. Menken Orlando is committed to keep this an obligatory part of our supplier assessment when it comes to these suppliers and processors;
- Regarding certifications, all of our food material suppliers' production sites are certified against a GFSI-recognized food safety standard. Furthermore, all primary packaging material suppliers' production sites are BRC Packaging Materials (or similar) certified. Maintaining this level of certification in our supply chain ensures food and consumer safety. Again, Menken Orlando is committed to keep this obligatory and to maintain this 100% certification. Quality standards and performance of our suppliers are regularly reviewed with vendor ratings, questionnaires and audits. Furthermore, where possible, we work with supply chain certifications like RSPO, Rainforest Alliance, Fairtrade and Organic certifications;
- Company visits, as all our key suppliers are visited regularly and numerous topics in relation to due diligence are discussed.

1.3 Vision & Strategy (SBM-1)

Overall vision

Due to years of international experience and knowledge of the food market, we can solve challenges together with our partners and develop successful food solutions. We are constantly evolving and always exploring new opportunities. We do this with our dedication to maintaining lasting relationships with our employees, clients, suppliers and partners. This vision applies to both business operations as well as sustainability across supply chains.

Our core values can be summarized in three words: 'A Future Together,' which comprises two key elements: 'Future' and 'Together.'

'Future' because, as an entrepreneurial company, we consistently look forward, seek out new opportunities and foster growth.

'Together' signifies our commitment to collaborative problem solving, maintaining strong connections with our clients and partners.

Ultimately, 'A Future Together' encapsulates our dedication to cultivating enduring relationships with our employees, clients, partners and suppliers. In our company culture, sustainability naturally plays an important role. 'A future together' is only possible by acting responsibly with the whole supply chain and future generations in mind.

Business model

Menken Orlando is driven to create delicious, high-quality and visually appealing snacks, chocolate specialties and meal enhancers & ingredients to enrich every moment of the day with flavour.

As a leading European manufacturer and distributor, we focus on three product categories: Signature Snacks (Asian snacks and savoury snacks); Chocolate Specialties, such as chocolate coated nuts; and Whole Foods, such as dried fruits and seeds. Menken Orlando consists of 4 divisions, which each provide their own expertise (see Figure 2 for a detailed visualisation).

Menken Orlando Group:

1. **Menken Orlando**
   Private Label & B2B development
2. **Foodlink**
   Bulk business for industry and wholesalers
3. **Mitsuba**
   European A-brand within Asian Snacks
4. **BitesWeLove**
   BFY Brand

Figure 2. The divisions and business expertise of Menken Orlando Group

Value chain in scope

Menken Orlando is committed to act responsibly throughout its entire value chain (see Figure 3). The core of our business is to engage in long-term partnerships with our suppliers and other key stakeholders, which contributes to the development of a sustainable value chain with the highest standards. Sustainability is and will be one of the focus points in the continuous dialogue between us and our key partners.

Figure 3. Value chain and sourcing of materials processed by Menken Orlando

Raw materials are sourced from all over the world. Our aim is to engage as directly as possible with growers and producers, and with our key partners as they source the raw materials upstream in our value chain.

A majority of our volume of raw materials and snack products are sourced from our Asian partners. Through cooperation that has been lasting for decades (partnerships with our key Asian stakeholders have been in place ranging from 15 to over 30 years), strong partnerships have been formed. We strive to visit these key partners at least twice a year with representatives from different disciplines, such as our dedicated buyers and quality specialists. The execution of regular visits, audits and quality consults sustains the alignment of our expectations and commercial and sustainable ambitions with our suppliers' activities.

The majority of peanuts and nuts is sourced through the Intersnack Group, providing Menken Orlando access to a reliable and well managed supply base. Our chocolate products are produced with chocolate from key European manufacturers, with cocoa from mainly West Africa. See Figure 4 for the origin of most of our dried fruits and seeds.

Figure 4. Main origins of fruits and seeds sourced by Menken Orlando

After sourcing from our suppliers, products are handled within our own operations. Products are delivered through a variety of distribution channels (mostly depending on the sales division), before finally reaching the consumer. See Figure 3 for an overview of the Menken Orlando value chain.

1.4 Impact, risk and opportunity management (SBM-3 & IRO-1)

In determining relevant sustainability topics, Menken Orlando performed a double materiality analysis in 2023. The materiality analysis was reviewed and validated in 2025. In this analysis, materiality of different sustainability topics is determined based on two perspectives:

- Impact materiality: the positive or negative impact that Menken Orlando has on environmental, social and governance (ESG) factors;
- Financial materiality: the positive or negative impact these ESG factors have on Menken Orlando as a business.

Impact is defined as actual or potential impact (scale, scope and severity) now and in the near-term future. Focus is specifically aimed at ESG factors as is described by the Corporate Sustainability Reporting Directive (CSRD). In determining different sustainability topics, the CSRD topics were used as a starting point. Furthermore, the Sustainability Accounting Standards Board (SASB) Materiality Finder and EcoVadis topics as well as other relevant stakeholders were analysed to develop an initial longlist of sustainability topics of potential materiality for Menken Orlando. This longlist of sustainability topics is visible in Appendix 1.

More than twenty Menken Orlando specialists with different backgrounds (e.g. sales, production, quality management and procurement representatives as well as members of the board) have analysed these topics based on the two perspectives. Before the assessment, all respondents attended a workshop on sustainability and the double materiality concept. Key representatives also had a one-day sustainability training. The analysis resulted in an estimation of materiality for all topics on the longlist and an initial shortlist of material topics for Menken Orlando which is displayed in Figure 21 and Figure 22 in appendix 2. This initial shortlist has been discussed with the sustainability core team and the board in separate workshops in order to derive the key focus areas for Menken Orlando.

After finalizing the internal assessment, the material sustainability topics have been discussed with key stakeholders. This is part of a continuous dialogue with key stakeholders to address and discuss progress on sustainability within our company and throughout our supply chain. Stakeholders contain, among others, suppliers, clients, local government, our logistics partner and our parent company Intersnack Group.

Please see table 1 for an overview of the topics that are material to Menken Orlando, including a link to the corresponding ESRS, a short description, and their concentration in the value chain.

In 2025, a full revision of the double materiality assessment was performed on Intersnack Group level. The Menken Orlando materiality assessment is one of the many inputs consulted by the Intersnack Group to achieve a complete set of identified impacts, risks and opportunities. The Menken Orlando material topics strongly align with the results of the double materiality assessment at Intersnack Group level. One of few exceptions includes the identification of Water (E3) as a material topic for the Intersnack Group; other Intersnack management units can have a large impact on water use, where Menken Orlando has very limited water use in its own operations.

In aligning our material sustainability topics with the overarching structure of the Intersnack Group, we mapped our material topics in four Sustainability Pillars in line with the Intersnack Group (as can be seen in Figure 5). As of reporting year 2025, the Social pillar will be referred to as the Value Chain pillar, to better represent the key focus within this pillar.

Figure 5. Sustainability Pillars and material topics

Table 1 provides an overview of the sustainability pillars with a brief description of each material topic for Menken Orlando and defines in which part(s) of our value chain the impact of the specific material topic is concentrated.

				Concentration in the value chain		
Pillar	**ESRS**	**Material topic**	**Description**	**Upstream**	**Own operations**	**Downstream**
Consumer	S4	Food safety	As a food business operator, our main priority is food safety, ensuring safe consumption of our products by consumers. This topic poses clear financial risks for Menken Orlando if not addressed properly. Impact and risks are classified as high from both an impact as a financial impact perspective. Opportunities are low as food safety is a requirement and not a business choice.	x	x	x
		Consumer health	Optimising our existing product range and offering new concepts to increase the availability of healthier choices for consumers. Risks for Menken Orlando are classified as low; there are some transitional risks such as taxes on sugar or unhealthy products, but this is currently very limited. Impact and opportunities are high as Menken Orlando can have a clear impact on the health of consumers and retailers are looking for ways to stimulate healthy choices by consumers.			x
		Clean labelling	Delivering more natural products, by a reduction of use of artificial ingredients. Again, risks are currently limited as the use of artificial ingredients is not at high risk of legislation. However, we see it as our responsibility to work on this topic as a way in which Menken Orlando can contribute to a more natural food system and clear on-pack information for consumers.			x
Environment	E1	Climate change & energy	Improving our impact on climate by decreasing energy usage and emissions of own operation and upstream operators, as well as dealing with challenges and risks induced by climate change in our global supply chain. Climate change poses risks and opportunities from an impact and financial impact perspective. Regarding financial materiality, physical risks occur as Menken Orlando works with products from agriculture. Transition risks also play a role, due to increasing regulations and client expectations. Regarding impact materiality, Menken Orlando currently has a significant impact on emissions as we have a long supply chain and an energy intensive production process.	x	x	
		Transport	Increasing supply chain efficiency and optimising outsourced transport. As mentioned, there are opportunities to lower the impact of our upstream and downstream emissions. Risks are currently limited, as new legislation on emission reductions in transport is mainly a risk for transportation companies.	x	x	x
	E5	Food & packaging waste	Reducing both edible and non-edible waste streams and optimising the value of generated waste with reuse and recycling. In relation to food waste there are financial opportunities to reduce waste, which will also have a positive impact on the environment. For packaging waste there are transition risks with the increase of legislation on recyclability and the use of plastics.	x	x	x

Pillar	ESRS	Material topic	Description	Concentration in the value chain: Upstream	Own operations	Downstream
Value Chain	S2	Human & labour rights in value chain	Ensuring the compliance with standards and requirements on human & labour rights in our upstream value chain. With increasing legislation and requirements from clients the risk of not complying is increasing. However, the long-term partnerships of Menken Orlando provide opportunities in making sure rights are continued to be preserved throughout the supply chain.	x		
		Health & safety of value chain workers	Assuring high health & safety standards at processing sites in our upstream value chain. Again, we can set the right standard due to our long-term partnerships and make sure health and safety in our value chain are covered in the best possible way. Creating impact can be challenging due to our limited direct influence on day-to-day operations, which can lead to a higher risk level.	x		
Employee	S1	Employee health & safety	Fostering a safe and supportive workplace environment that promotes employee well-being. Our employees form the base of our company. We can have a significant impact on their health & safety, and we take mitigation of risks in day-to-day work very seriously.		x	
		Employee satisfaction	Enhancing employee satisfaction by creating a supportive and engaging workplace that encourages personal and professional growth. We see a positive correlation between engagement and satisfaction which we see as an opportunity. As an employer we can have an impact in how people spend their days in our offices or factories.		x	
		Training & skills development	Implementing training and development initiatives to support and accelerate employee growth. Development of employees is a clear opportunity for every business. We aim to stimulate employees to develop themselves and by doing so creating positive impact in our company and in society.		x	

Table 1: Overview of the topics that are material to Menken Orlando

1.5 Commitments on sustainability

Sustainable Development Goals (SDGs)

Menken Orlando has committed to the United Nations SDGs as depicted in Figure 6., as these align with our vision and strategy. Results and initiatives related to these topics are reflected in our key focus areas which are based on our double materiality assessment. Targets and related performance is addressed in the next chapters.

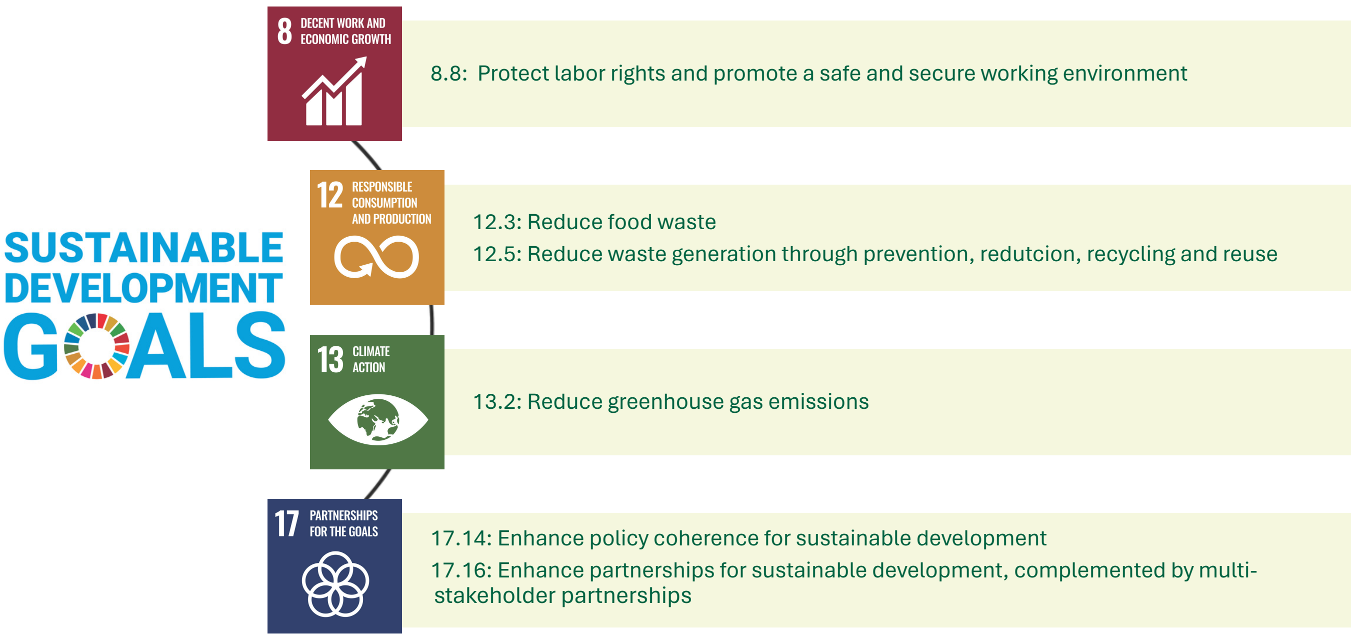


Figure 6. Sustainable Development Goals Menken Orlando

United Nations Global Compact

As of January 2025, Menken Orlando is a United Nations Global Compact participant. UNGC principles were already implemented in our Supplier Code of Conduct, but now we are proud to be an official part of the world's largest corporate sustainability initiative, calling on companies to align strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and to take action on advancing societal goals. See www.unglobalcompact.org.

Menken Orlando supports the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption. We are committed to making these principles part of the strategy, culture and day-to-day operations of our company, and to engaging in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals.

Science Based Targets initiative (SBTi)

As a group, Intersnack has committed to target setting according to the Science Based Targets initiative (SBTi) and has published their validated SBTi targets in 2024 (see www.sciencebasedtargets.org/target-dashboard). Emissions data from Menken Orlando is reported to Intersnack Group, in order to effectively track progress on the set targets. We as Menken Orlando are committed to do our part in realising these SBTi targets and contribute in the effort to reduce emissions. The SBTi targets are listed below:

- 50.4% reduction in absolute scope 1 and 2 CO_2e emissions in 2032 (versus 2021);
- 30.0% reduction in in-scope supply chain emissions (scope 3) by 2032 (versus 2021).

Contributions to reducing emissions in different scopes are reflected by our initiatives mentioned in sub-chapter '3.1 Climate change' of this Sustainability Update.

Deforestation

Realizing and maintaining a deforestation free supply chain across primary deforestation-linked commodities is an integral part of the Intersnack Group SBTi commitment.

With the EUDR expected to come into effect in 2026, multiple sessions with supply chain partners have been conducted to prepare for compliance with this new regulation. Menken Orlando is confident that all product streams in scope of the EUDR are fully compliant. Next to EUDR compliance, we are exploring possibilities to monitor and manage a deforestation free supply chain through satellite imagery and the purchasing of certified products, as is part of our responsible sourcing policy.

Targets

Menken Orlando has defined specific progress targets for each of the sustainability pillars. These are displayed in the corresponding pillar chapters. Unless stated otherwise, the baseline year (comparison year) applied to these targets is 2021.

2. Consumer

2.1 Consumers and end-users (ESRS S4)

With food safety, consumer health, and clean labelling resulting as material topics from our double materiality analysis, this sub-chapter will provide insight into our related policies, actions, metrics and targets.

Policies (S4-1)

Menken Orlando's Quality Assurance team has developed several policies regarding food quality management, which focus among others on:

- Food quality and food safety standards which are presented in our Quality Policy, setting the Menken Orlando standards on quality and food safety, including topics like quality of sourced materials and integrity and good manufacturing practices in our own operations;
- Correctly informing consumers which is reflected in our Specification Management Procedure, elaborating on all relevant processes regarding product specifications and product labelling;
- Food fraud prevention which reflected in our Food Fraud Prevention - Way of Working document, explaining our methods in preventing food fraud through the supply chain;
- Clean label standards which are presented in our Clean Label Policy, describing which ingredients are and are not accepted.

Our quality related policies, as well as procedures, standards of operation and registration forms are structured in our quality management system. This management system is embodied in an online environment (My Quality Management System), providing a solid framework for document management and which is available for all relevant personnel at our sites.

Furthermore, we are currently working according to our Direct Sourcing approach. The aim of this approach is to increase the share of products that we buy directly from suppliers, at the place of origin of those products. This will give us, among others, more insight in how our products are being produced, which allows us to better identify specific risks and take specific preventive food safety measures if needed.

Channels to raise concerns (S4-3)

As upholding high quality and safety standards is of utmost importance to us, Menken Orlando has a complaint procedure for the quality of its products and a recall procedure in place. Both the clients of Menken Orlando and the final consumers of its products can make use of these procedures. Channels to raise concerns for supply chain partners will be discussed in chapter ‘4. Value Chain’.

Actions (S4-4)

Saturated fats

Menken Orlando has replaced palm oil in many of its products with sunflower oil and rapeseed oil. This replacement has multiple benefits, such as the reduction of saturated fats. Our aim is to apply oils lower in saturated fats where possible. Certain product ranges require the specific characteristics of palm oil to achieve the required product attributes, explaining why not all products can be altered to use only low-saturated fat oils. Therefore, combined with new insights in sustainability of certified palm oil, a 100% palm oil free target will no longer be applied after 2025. In 2025, 99.7% of our sold product volume was palm oil free, similar to the status in 2023. The palm oil that is still being used is all covered by RSPO certification or book & claim credits. It is our ambition to achieve 100% RSPO certification for the remainder of the palm oil containing products. Existing products with palm oil without RSPO certification will be changed to carry at least RSPO Mass Balance certification. New additions to our product portfolio are required to be covered by RSPO Segregated certification.

Clean label

Natural flavours are used in the majority of Menken Orlando's flavoured products. In each product specification it is mentioned which kind of flavour a recipe contains, according to the legal definitions of the EU flavour regulation. It is our goal to gradually reduce the use of non-natural flavours in our products. In the case of some flavour profiles, the use of non-natural flavours cannot yet be reduced as these are needed to achieve the required flavour, which poses a challenge to our ambition. In 2023, 88% of products sold (in kg's) were free from non-natural flavouring components. By 2025, we have managed to increase this share to 93%.

Another ambition of our clean label strategy is to eliminate the use of artificial flavour enhancers. In the past years, our use of flavour enhancers has already reduced significantly. Our policies for newly sourced products state that flavour enhancers are undesirable and that new products containing one or more flavour enhancers cannot be approved. In 2025, 98% of products sold (in kg's) were free from flavour enhancers. Due to a limited number of business-to-business customers who specifically require the functional properties of flavour enhancers in certain products, these products have been retained within our assortment.

Lastly, our ambitions on clean label also entail the elimination of use of artificial sweeteners and artificial colouring. We are happy to report that our products have been 100% free from artificial sweeteners since 2023. Regarding artificial colouring, significant progress was made towards our 100% free from target, with a 2025 status of 99% of our products.

Better Choice

In previous years, we have developed Better For You (BFY) snacks as a key pillar of our signature snacks category. In 2025, this approach was renamed to ‘Better Choice’, and now can be included in all categories. Mainly focusing on healthier products, ‘Better Choice’ is a growing product segment within each of our product categories that we actively promote during our client meetings. Focusing on ‘Better Choice’ and its related innovations and product developments will increase the amount of healthier snack options available to consumers. The BitesWeLove brand sets a great example of our developments in the ‘Better Choice’ segment, focussing on healthier snacks and continuously improving their own sustainability efforts via their B-corp certification.

Targets

Food safety is the main priority of Menken Orlando. In 2025, our production site in Hazerswoude-Dorp was A+ BRC Food certified and higher level IFS Food certified (a score of ≥95%) and both of our Choco Support locations (Leerdam and Geldermalsen) were A+ BRC Food certified. We aim to maintain this high food safety certification level for our own production sites in the coming years. BRC and IFS both are standards recognized by GFSI. Furthermore, in 2025, 100% of our primary packaging material suppliers’ production sites are BRC Packaging Materials certified and 100% of our food material suppliers’ production sites are GFSI-recognized certified. It is our goal to maintain these 100% food safety certification levels.

For an overview of our targets related to consumers and end-users, please see table 2.

Target	Year	2023	2025
Maintain 100% of own plant and (food & primary packaging) suppliers' production sites GFSI recognised food safety certification	Continuous	100%	100%
100% of product volume sold is free from artificial flavours	2025	88%	93%
100% of product volume sold is free from artificial flavour enhancers	2025	99%	98%
100% of product volume sold is free from artificial colours	2025	94%	99%
100% of product volume sold is free from artificial sweeteners	2025	100%	100%
100% of product volume sold is aspired to use oil low in saturated fats (instead of palm oil)	2025	99.7%	99.7%
30% reduction in quality complaints	2026	baseline	-23%

Table 2: Targets related to consumers and end-users

3. Environment

3.1 Climate change (ESRS E1)

The following material topics resulting from the double materiality analysis are linked to climate change: climate change; energy use; transport. This sub-chapter will provide insight into our related policies, actions, metrics and targets.

Policies (E1-2)

We have the following policies in place directly related to climate change:

- An Environmental Policy, in which we elaborate on our commitment to minimise the impact of Menken Orlando's activities on the environment;
- A Supplier Code of Conduct, which all parties are obliged to sign before becoming a Menken Orlando supplier. It includes an environmental section, in which i) is stated that we expect our suppliers to operate in an environmentally responsible and efficient manner and ii) our suppliers and partners are being encouraged to explore joint sustainability initiatives in collaboration with Menken Orlando;
- A Responsible Sourcing Policy for suppliers, which we introduced in 2024, that needs to be signed by our suppliers. This policy complements our Supplier Code of Conduct and other agreements and standards, which combined set the baseline for social, ethical and environmental compliance. It defines minimum requirements, including environmental ones, for sustainable sourcing and applies to all our business partners.

The aforementioned Direct Sourcing approach also plays a role in our climate change policies. The aim of the Direct Sourcing approach namely is to increase the share of products that we buy directly from growers/producers, which will increase our insight in and influence on suppliers' cultivation techniques and product specifications. Starting in 2023, several projects have taken place to accelerate this approach. One project focused on the cultivation of edamame beans in China, where we were able to process the first harvest of beans in 2023 from fields and farmers that we visited earlier that year to align on cultivation and processing techniques. This approach was extended to other raw materials in 2024 and 2025, such as chia seeds, coconut and banana.

New policy on company leased cars was introduced in late 2024, assuring a transition to a fully electric company car fleet.

Actions (E1-3)

We have implemented several actions that positively affect our carbon footprint throughout the different scopes. In this section a few of these actions are highlighted.

Hazerswoude-Dorp production site

Still very much noteworthy, our production site in Hazerswoude-Dorp (operational since 2022, see Figure 7) is built with sustainability as key priority. The building and facility have received a high energy performance rating (A+++++) and uses heat pumps for heating and water. Furthermore, all new installations are energy efficient, thereby contributing to a significant reduction in energy use. In 2023, the first full year in which the new site was operational, the emission reduction in CO2 eq. per kg of sales volume was approximately 20% for scope 1 and 2 combined, compared to 2021. We are introducing additional monitoring systems per production line to be able to monitor and optimise energy use and food waste reduction.

Figure 7. The production site of Menken Orlando in Hazerswoude-Dorp

Local Energy Community & Greenifying the area

Menken Orlando has a strong focus on intensive cooperation with value chain partners, as encapsulated by our vision of ‘a Future Together’. We also apply this philosophy to our direct neighbourhood. With the position of Robert Menken (general director & co-owner Menken Orlando) as chair of the business association’s board, Menken Orlando has an active role in the development of the Hazerswoude-Dorp industrial business area (ITC – International Trade Center) and the transition towards a more sustainable business park. Current ongoing projects focus on energy management and improving the living environment in terms of greening and attractiveness for the local community.

Together with the municipality, a solar panel provider and the grid provider, a plan has been drawn up for a local solar farm of 8 hectares to be used by the different enterprises in the business park. This project is expected to take shape in the coming years. Next to solar, local development of wind power is also being explored. This locally produced renewable energy is designed to be able to cover and exceed the total business area yearly electricity demand.

Smart energy use is also one of our focus points. Similarly to many other areas in the Netherlands, the business park in Hazerswoude-Dorp has challenges with grid congestion. In collaboration with the involved businesses, an agreement regarding time-based grid capacity usage was established by the grid operator in 2023, freeing up a lot of capacity during certain hours. This step forward shows that cooperation and dialogue between stakeholders are key in achieving progress, and that simple solutions may be suitable for solving seemingly complex problems.

Concrete plans for physical grid solutions, such as local energy storage and a separate local grid with the business park, are currently being developed. A renewed feasibility study including the concrete proposals is expected to be completed by Q3 2026. These local physical grid solutions will enable us to bypass the regional congestion issues, allowing accelerated electrification for all organizations in the local business park. This Local Energy Community is expected to be fully operational in 2029.

Alongside efforts in collective energy solutions, the business association is also driven to transform the business area into a green, attractive and resilient environment. The aim is to foster a vibrant, appealing landscape that supports nature, reduces heat stress, and promotes a healthier (work) environment. The transformation plan includes planting diverse greenery, creating attractive pathways, and optimising drainage systems to manage heavy rainfall effectively. Additionally, specific attention is paid to road safety. Other possible initiatives being explored include the introduction of a 'shared bicycle' platform for employees on the business park to commute to and from the local train station. Actions that have already been realised include the construction of pathways and green parking spaces and the introduction of new trees, plants and insect hotels. Menken Orlando is equally committed to improve its own production site area in cooperation with its neighbouring logistics partner. With these combined efforts, the business park has been awarded with the status of 'Ambassador business park', within the province project 'Working environments of the Future' (Werklandschappen van de Toekomst, see www.werklandschappen.nl). This recognition has freed up additional budget to invest in further improvements of the area. Also, as part of this project, businesses can apply for subsidies of up to 25% for investing in measures such as greenifying their site.

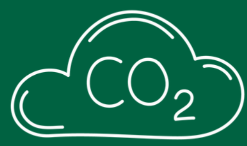
Solar panels

To further reduce our scope 2 emissions, 1934 solar panels are operational at our production site in Hazerswoude-Dorp. The solar panels have been operational since the end of 2023. These solar panels enable us to meet a significant part of the site's electricity demand with the use of renewable energy. The total yearly solar energy production is approximately 450.000 kWh, which represents 25% of the yearly site electricity demand. This results in a total amount of avoided emissions of approximately 130 tons of CO_2 eq each year (based on the 2025 market based emission factor). In Q4 2025, a total of 168 solar panels were added to the Choco Support Leerdam production site, in conjunction with a battery storage solution to optimise for peak shaving and self-usage of solar energy.

Emission plans of supply chain partners

We visit our main supply partners in Asia to present our sustainability strategy and to engage in a discussion on combining our sustainability efforts. Following up on these conversations, we have asked sustainability and climate action plans of these suppliers to start a dialogue and to determine and achieve mutual goals like emission reductions. The first sustainability action plans were received in 2024 and are discussed as a part of the regular meetings with our suppliers. In 2025, multiple key supply chain partners have invested heavily in their production sites and production lines. This modernization paves the way for production with a reduced emissions footprint, contributing to our scope 3 emissions reduction ambitions.

Road transport



Road transport is one of the main contributors of our scope 3 emissions. As we combined our three separate initial locations into one production site in 2022, inter-company transport and transport to and from our logistics partner have been drastically reduced. The new production site is located next to our logistics partner Windhorst. With the implementation of a connecting bridge between both facilities, truck movements have been further reduced. The new production site has been fully in use by the end of 2022, which has led to a yearly reduction of approximately 145 tons of CO_2 eq. emissions in reduced transport. Corrected for the growth in sales volume, this translates into saving approximately 200 tons of CO_2 eq. emissions in 2025.

Especially with the added complexity of the two acquired production sites of Choco Support since 2024, Menken Orlando continues to improve transport and logistics by developing improved planning systems, using advanced data-analytics and decreasing our packaging volume to increase maximum loads, all in ongoing consultation with Windhorst.

In terms of company leased cars for employees, since late 2024, only electric cars are to be added to the company car fleet, phasing out all gas/diesel powered personal vehicles.

Shipping

In intercontinental supply chains, Menken Orlando works with large freight shipping corporations where influence is limited. Nonetheless Menken Orlando strives to discuss sustainability efforts with these partners in collaboration with Intersnack Group. We gain more insight into the emissions induced by the sea freight as we request yearly container specific emissions reports from our shipping partner. These reports provide valuable information that help refine our scope 3 emissions calculations. Furthermore, we are continuously looking for possibilities to increase the maximum load of a container with smart packaging solutions, to reduce emissions by optimizing transport.

Regarding inland shipping, Menken Orlando utilised the first electric barges in the Netherlands to supply the production site in Hazerswoude-Dorp through the port of Alphen aan den Rijn. The ambition of the barge services provider is to make the route between Alphen aan den Rijn and the port of Rotterdam fully climate neutral.

Protein transition

With a new sub-category currently in development, we aim to contribute to the protein transition by offering meal ingredients and additions to form tasty alternatives to animal protein. Although this would not be of impact to our own value chain emissions, it would support an overall emissions decrease, as well as offering other sustainability benefits.

Bike plan

As of 2024 Menken Orlando offers its employees the option of leasing a bike, to stimulate them to commute to work in a sustainable way and to reduce emissions. Currently, 7% of our permanent employees make use of this option. Despite an absolute increase in leased bikes, this is a slight percentual decrease when compared to the 2024 status (10%) due to a growth in employee numbers.

Metrics & targets (E1-4 & E1-6)

Menken Orlando is committed to lower its carbon footprint and thereby contributes to the Intersnack Group SBTi targets. We use the same methodology to calculate scope 1 and 2 emissions as is reported by Intersnack Group. The scope definitions and methodology follow the GHG protocol.

Following the acquisition of Choco Support, a re-baselining exercise has been carried out to determine the emissions for the baseline year of 2021, as well as subsequent years, to include emissions data of all Menken Orlando sites and subsidiaries. The total baseline (2021) scope 1 and scope 2 emissions (market based) have been determined at 415 and 799 tons CO2 eq., respectively. As shown in Figure 8, merging our production facilities into one new production site in 2022 combined with using our first solar panels has significantly decreased our emissions. In subsequent years these emissions increased mainly due to a material increase in our production and sales volume. We are proud that we were still able to decrease our relative emissions (per ton saleable volume) in most of our operational divisions. However, the total relative scope 1+2 emissions have remained somewhat stable (see Figure 9). The absence of a reduction of the total relative scope 1+2 emissions since 2022 can be mainly attributed to challenges we have experienced with refrigerant installations. In 2025, part of these installations have been replaced by a new unit, which is expected to result in significant scope 1 emissions reductions in the coming years. Please see table 3 for our emission targets and progress on these targets.

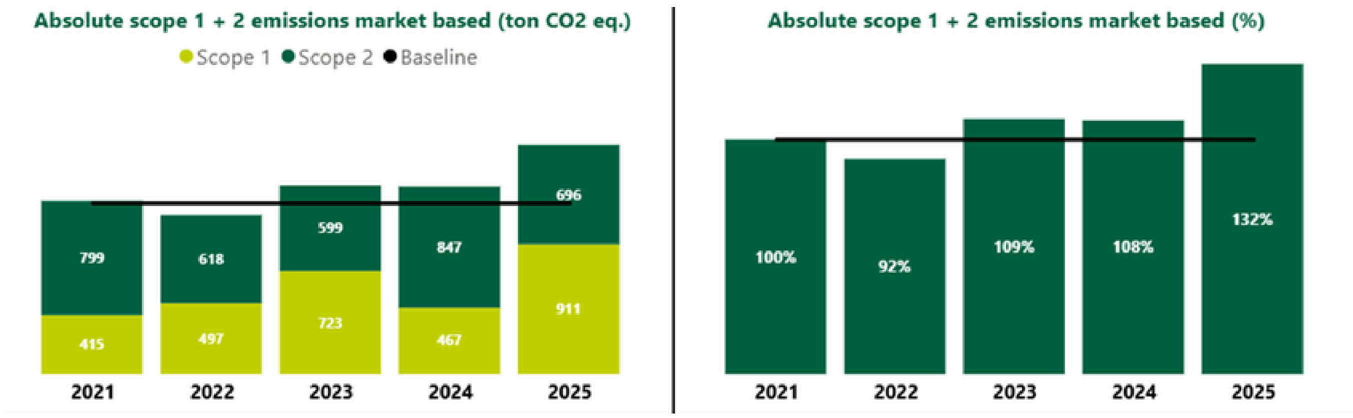


Figure 8. Scope 1 + 2 emissions market based (absolute)

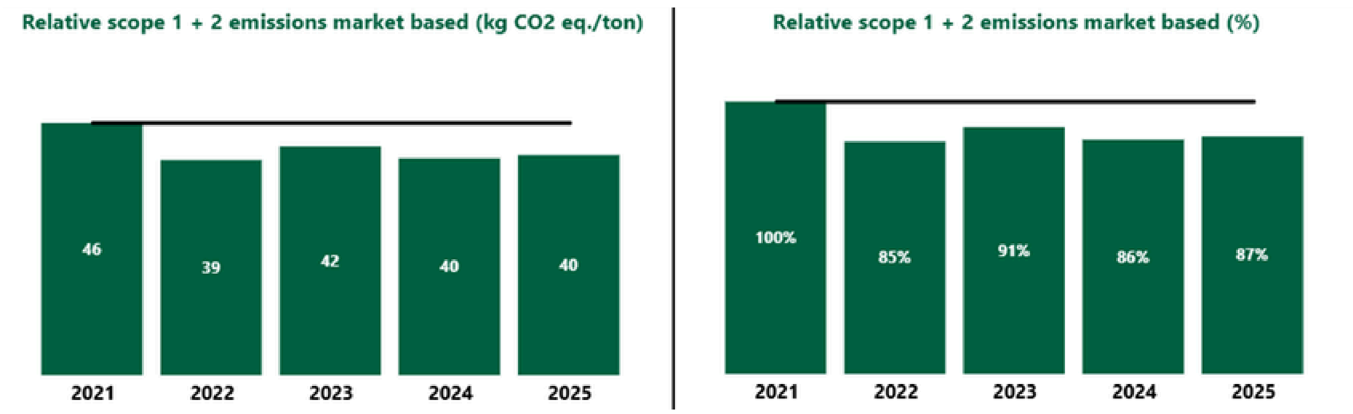


Figure 9. Scope 1 + 2 emissions market based (relative)

Total absolute location based emissions (scope 1 + 2) are shown in Figure 10.

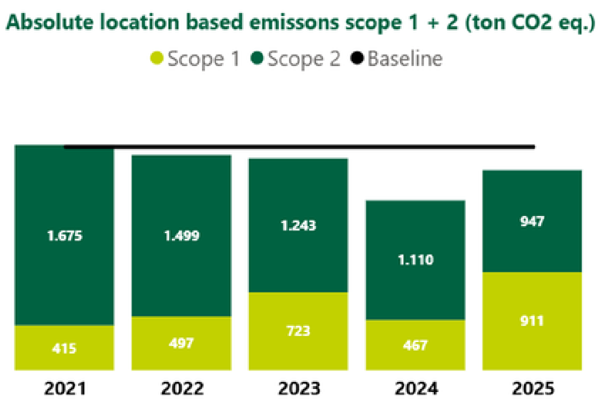


Figure 10. Scope 1 + 2 emissions location based (absolute)

Regarding our scope 3 emissions, Menken Orlando works in close collaboration with our parent company Intersnack Group. Scope 3 emissions have been calculated at Intersnack Group level and targets on emission reduction have been validated by SBTi.

The determination of scope 3 emissions for Menken Orlando is an extrapolation from the Intersnack Group data on scope 3 emissions, resulting in a total of 131.000 ton CO2 eq in 2025. Scope 3 emissions for 2023 and 2024 were determined at 90.000 and 109.000 ton CO2 eq respectively.

Our continuous objective is to determine the scope 3 emissions at a more and more detailed level for Menken Orlando specifically, as this will enable us to steer more directly towards less emissions in our value chain. As mentioned before, Menken Orlando is already in close contact with its main suppliers and supply chain partners to reduce emissions and other negative sustainability impacts in the value chain.

As shown in table 3, it is our ambition to shift our electricity consumption to 100% renewables by 2032. In 2025, the share of electricity from renewables for Menken Orlando was 11%. This share represents the electricity production from our own solar panels. Energy from renewable sources in the energy mix delivered by our energy provider is not considered in this metric. As the Local Energy Community (see Actions) is expected to be fully operational in 2029, we expect to bridge the gap on renewable electricity consumption in 2029, contributing to a significant reduction of our scope 2 emissions.

Target	2023 status	2025 status
Reduce Scope 1 & 2 emissions by 30% per ton of product (saleable volume) in 2025 compared to 2021 (market based)	-9%	-13%
Identify Scope 3 emissions for Menken Orlando by 2025	On track	✓
SBTi: 50% reduction in Scope 1 and 2 CO2e emissions by 2032 versus 2021	+4.2%*	-8.4%*
SBTi: 30% reduction in Scope 3 CO2e emissions of categories in SBTi target scope by 2032 versus 2021	-4.3%*	-13%*
100% of electricity consumption from renewable sources in 2032	7%	11%

Table 3: Emission reduction targets

* The status reported on the absolute reduction targets (SBTi) is at Intersnack Group level, as the targets are validated and tracked at Intersnack Group level (see intersnackgroup.com/sustainability).

Metrics & targets (E1-4 & E1-6)

Emissions attributed to energy usage, specifically for natural gas usage and electricity consumption, can be found in Figure 11 and Figure 12 respectively. In Figure 13, total natural gas usage and electricity consumption is displayed. An increase in natural gas usage since 2024 can be attributed to an increased volume processed in our peanuts and nuts baking facility. We are proud to have maintained a nearly stable electricity consumption, despite a growth in sales volume (based on weight) of over 50% (2025 vs 2021) and electrification efforts. This shows that our operation is increasingly energy efficient, in terms of electricity consumption.

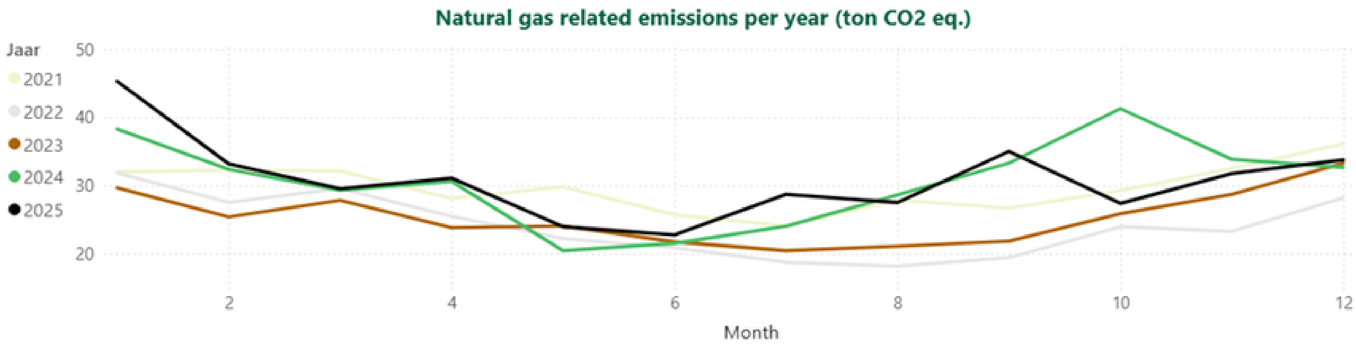


Figure 11. Gas related CO2 eq. emissions per year

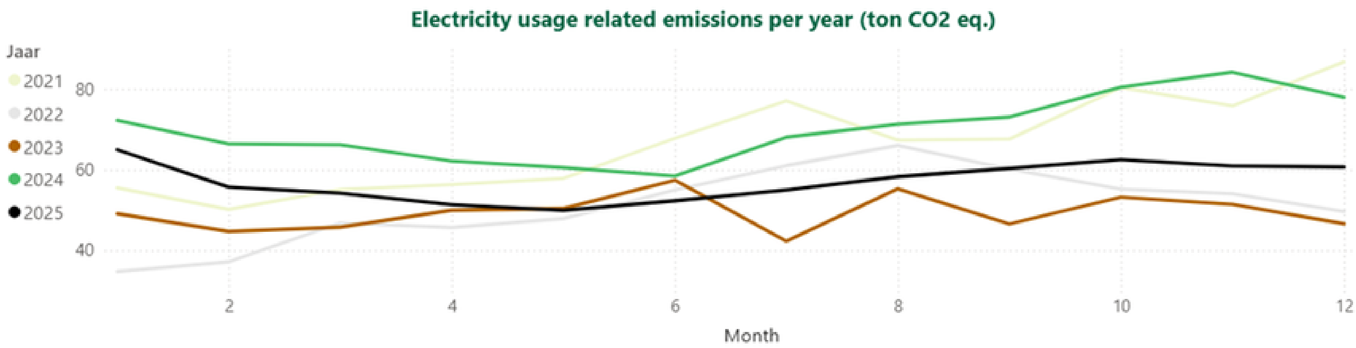


Figure 12. Monthly electricity related CO2 eq. emissions per year

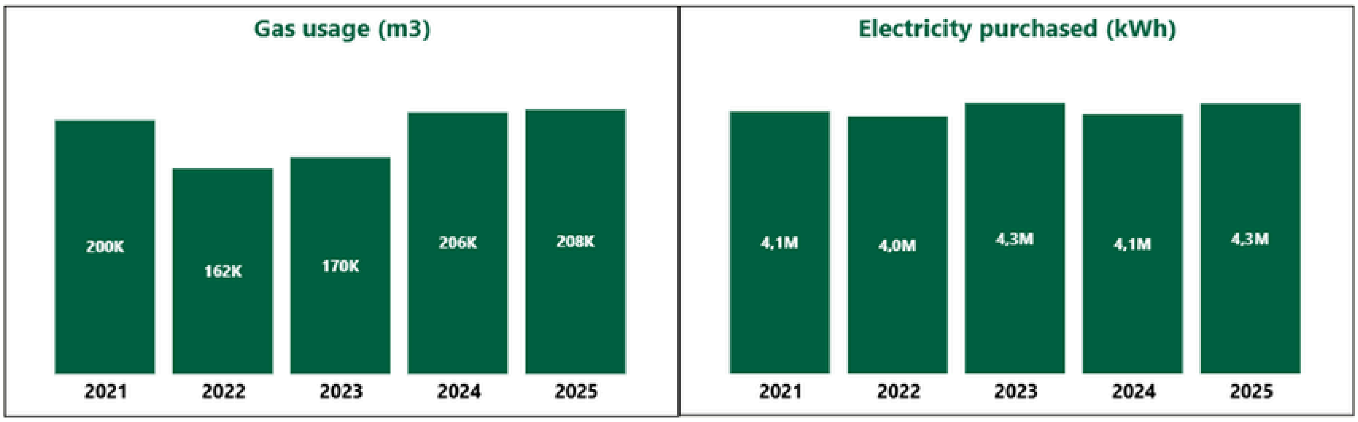


Figure 13. Gas usage (m3) & electricity usage (kWh)

3.2 Resource use & circular economy (ESRS E5)

With food and packaging waste resulting as material topics from our double materiality analysis, this sub-chapter will provide insight into our related policies, actions, metrics and targets.

Policies (E5-1)

For our policies related to resource use and circular economy, please see sub-chapter '3.1 Climate change'. The environmental policies mentioned there also cover topics such as minimising waste generation and optimising usage of resources. Furthermore, minimising waste and optimising production are main topics in our IWS (Integrated Work System) approach. IWS contains clear policies with underlying procedures to embody a "zero-loss mindset".

Actions (E5-2)

Food waste

Despite our efforts to optimise stock management, it does occur that remaining stock cannot be sold. Instead of disposing this remaining stock, it is donated to the Dutch Food Bank (Voedselbanken Nederland) where possible. In 2025, almost 10.000 kg of product was donated to the Dutch Food Bank. In August 2023, a new collaboration was established with a waste processor to improve the use of food waste resulting from Menken Orlando's Hazerswoude site operations. The Choco Support production sites already had a similar active collaboration since 2021. Over 50% of the yearly total edible waste is used for animal feed. The remainder is converted into energy through anaerobic digestion. See Metrics for specific details on the outflow numbers.

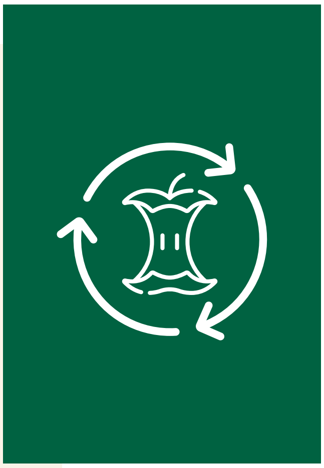


Figure 14. IWS logo

Figure 15. Menken Orlando CBN - Compelling Business Needs

IWS (Integrated Work System)

Since 2023, Menken Orlando has been working on the implementation of IWS (Integrated Work System). This is a comprehensive continuous improvement program focused on improvements in the areas of Safety, Quality, Delivery, Cost, Sustainability, and Morale.

Within these so-called "loss clusters," we have set a number of objectives. To achieve our ambitious goals, we need to adopt a (new) way of working that consciously focuses on eliminating losses. This way of working revolves around establishing and following standards in work processes, continuously improved based on best practices. So we strive for one way of working. By doing so, our processes and results become predictable and manageable.

The knowledge, capabilities and standards needed to adopt this new way of working is all captured in dedicated pillars, see Figure 14. The pillar teams train, coach and support working with specific standard processes and track the corresponding output measures.

In 2023, based on our OGSM, we identified a number of goals that we wanted to place additional focus on through to 2026. These goals were captured in what is known as a CBN ("Compelling Business Need"). The idea behind the CBN is to combine numerical targets with an emotional connection, making them more memorable for employees than a simple list of figures. Our CBN is illustrated in Figure 15.

One of these goals is to reduce edible waste by 30% compared to 2023. In 2023, invoices from the waste processor were collected to determine how much waste was produced each month, quarter and year. This provided us with high-level information of the total waste streams per type of waste. For stock that turns into waste due to e.g. expiration, more detailed information is available. For the other (organic) waste streams, more detailed data is needed before targeted actions can be set out.

To this end, we have developed waste weighing stations that will provide us with insights at production order level. This includes insights in the origin and amount of waste, and the products and/or production lines that produce the most waste. Such information will enable us to develop targeted actions to reduce the amount of waste. We have implemented this system in our processing department and will roll it out through the rest of our production site in Hazerswoude-Dorp in the future.

Optimising towards more sustainable packaging solutions

Menken Orlando has a dedicated packaging team in place. This team analyses and improves packaging solutions with the aim of reducing environmental impact while maintaining high food quality standards. It is our primary focus to offer all our packaging concepts custom made with a correct choice of materials and dimensions, while the protection of goods and shelf life, the possibility of column module transportation, the protection of goods against shocks and impacts during transport and the required ECT value (compressive strength through edge crush test) are being ensured. Each packaging concept is custom made but may need updates due to changes in raw materials or harvesting.

We are working on several reduction projects which will improve efficiency and reduce environmental impact. Some examples are:

- Reducing the headspace per CU. This is the inside (volume) of packaging that is not occupied by the product itself. A reduction in headspace thus decreases the amount of packaging material needed per kg of product sold;
- Planning to move towards the use of large B2B flexible doy packaging, instead of large, rigid jars. The weight of a flexible doy pack is significantly lower than the weight of a rigid jar, resulting in a reduction of used material.

To make the right sustainable packaging choices, Menken Orlando aims to use the lowest possible weight of packaging with the highest level of recyclability possible, without compromising functionality. Significant improvements have been made, particularly in relation to plastic packaging materials, including flexible and rigid packaging.

- **FSC certified**

All sourced paper and carton used by Menken Orlando for packaging is FSC certified by the supplier;

- **Reduction**

The following actions result in a reduction in (virgin) material use: thickness reduction; replacing lids with resealable foils; thinner seal bars; reducing head space in primary packaging; adding more bags in secondary packaging; removing re-closable plastic stickers;

- **Improving recyclability**

To make flexible packaging more circular, we are exploring the possibility of using recyclable mono-materials instead of packaging with different types of material. To this end we are following the well-informed recommendations as provided by the Dutch Institute for Sustainable Packaging (Verpact). Our packaging team is continuously working on identifying flexible multilayer packaging with different materials that can be replaced by mono-materials, while maintaining product protection and shelf life. With this transition, Menken Orlando will focus on converting plastic (flexible) multilayer materials into mono-materials in accordance with the latest guidelines from Verpact. As a tool to determine whether packaging is easily recyclable within the current collection and sorting system, Verpact has developed the Flexible Plastic Packaging Recycle Check. The Recycle Check contains a decision tree with questions and background information. Menken Orlando actively uses this tool to assess the factual recyclability of used packaging;

- **Packaging used in our upstream supply chain**

Next to the packaging material that is being used at our own production site, we also look into potential improvements in the packaging material that is being used in our upstream supply chain. Many products are delivered to our production site in aluminium bags, as this material meets the required characteristics to maintain high product quality and food safety. In cooperation with our partners, we are exploring the development of a PE (recyclable plastic) bag that meets the required qualities and could be used as a replacement.

Besides our optimisation initiatives, we are assuring alignment with all applicable legislation, such as the PPWR (Packaging and Packaging Waste Regulation). We are closely monitoring all further developments as part of the PPWR and are preparing for the most likely scenarios, in line with our current practices guided by the Verpact guidelines.

Targets (E5-3)

Please see table 4 for an overview of our targets related to resource use and circular economy.

Target	2023 status	2025 status
Reduce non-edible waste by 10% per ton of sales in 2025, compared to 2021	+27%	+27%
Reduce edible waste by 30% per ton of sales in 2026 compared to 2021	-21%	+11%
Reduce plastic packaging material use by 20% per kg saleable product in 2025, compared to 2020	-19%	-14%
Reach 100% recyclability for plastic consumer packaging in 2025 (defined as a percentage of types of packaging in use that are not considered as 'not recyclable' according to the Verpact recyclecheck)	71% (10/14)	81% (13/16)

Table 4: Targets related to resource use and circular economy

Metrics: outflows (E5-5)

Several waste streams are being monitored each year with the goal of reducing waste per ton of product. The different waste streams and the amount of waste each year (tons) are shown in Figure 16. Overall, a general increase in non-edible and edible waste can be observed over the years. As of 2025, IWS (see Actions) is implemented at all operational divisions in our Hazerswoude production site.

IWS introduction at the Choco Support sites is planned for Q4 2026. It is expected that, with the ‘zero-loss’ mindset and specific actions and tools of IWS, waste numbers will decrease in the coming years.

A positive trend that is observed is a decrease of general waste disposal (>50% reduction in 2025 vs 2021), showing an improved level of waste separation for recycling.

Edible waste is split into anaerobic digestion and animal feed. It is our aim to value our edible waste as highly as possible. This means that edible products are being sent to the food bank where possible. If this is not an option, edible waste is being used as animal feed. If that is also not an option, edible waste is converted into energy using anaerobic digestion. The total amount of edible waste per ton of sales has increased, but the valorisation of the waste has increased in the form of use as animal feed. In 2025, 56% of the edible waste was converted to animal feed.

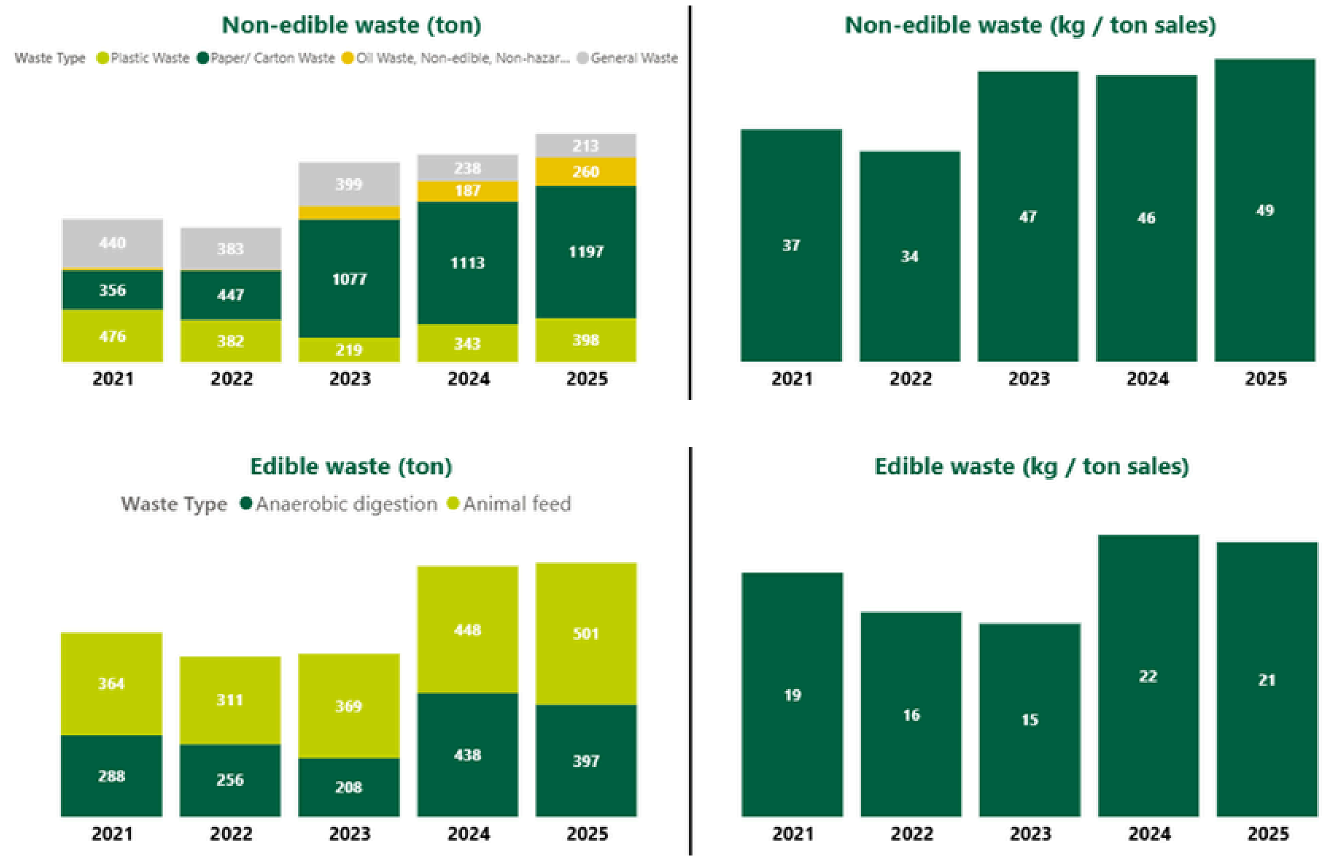


Figure 16. Tons of waste per waste stream per year (absolute & relative)

Packaging material use is monitored by the amount of packaging used per kg saleable product. This is calculated for the two most relevant packaging materials used in our products, which are plastics and paper/cardboard. As depicted in Figure 17, plastics show a steady decline between 2020 and 2022, which is a result of the efforts as mentioned in the sub-section Actions. In the past few years, several reduction initiatives have been carried out, but the average amount of plastic use per saleable volume has remained stable, mainly due to an increase in sales volume of low-volume consumer packages.

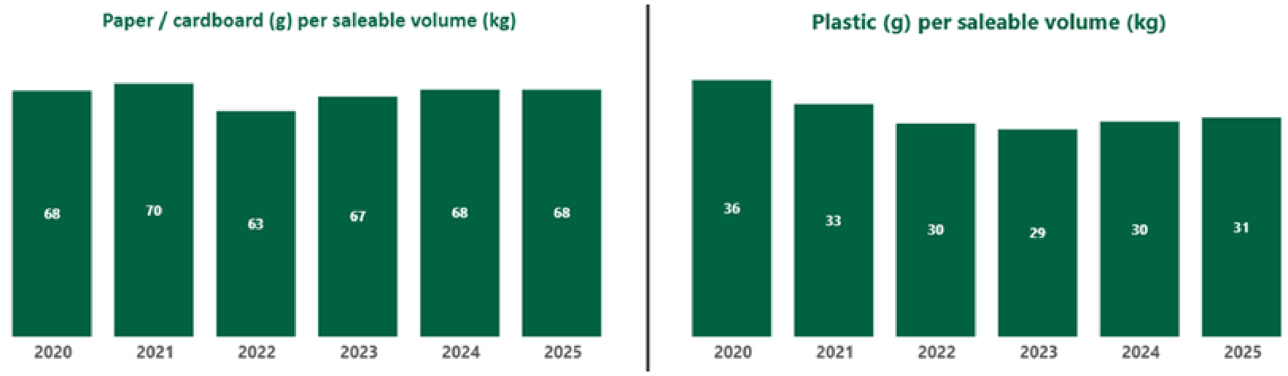


Figure 17. Paper/cardboard & plastic packaging in grams used per saleable product in kilograms

Recyclability of consumer packaging is measured as a percentage of types of packaging in use that are not considered as ‘not recyclable’ according to the Verpact recyclecheck. In 2025, 81% of the consumer packaging types placed on the market are recyclable, compared to 71% in 2023. The use of paper labels on plastic foils is the primary cause that the 100% target is not reached in 2025. The use of paper labels is currently being phased out, in order to improve recyclability. In view of our current recyclability target, consumer packages that qualify as ‘limited recyclable’, ‘reasonably recyclable’ and ‘well recyclable’ are considered as recyclable. This approach will evolve with the introduction of the PPWR starting in 2026.

4. Value Chain

4.1 Workers in the value chain (ESRS S2)

With human & labour rights and the health & safety of value chain workers resulting as material topics from our double materiality analysis, this sub-chapter will provide insight into our related policies, actions, metrics and targets.

Policies (S2-1)

The board of Menken Orlando has signed an ethical trade policy covering the Ethical Trading Initiative (ETI) Base Code and the adherence with national and international regulations. Furthermore, we have the following policies in place related to the workers in our value chain:

- A Supplier Code of Conduct, which all parties are obliged to sign before becoming a Menken Orlando supplier. Next to environmental topics, this Supplier Code of Conduct also focuses on specific social topics including the ETI Base Code, which is founded on the conventions of the International Labour Organisation (ILO), and is aligned with the 10 principles of the UN Global Compact;
- A Responsible Sourcing Policy for suppliers, that needs to be signed by our suppliers. This policy complements our Supplier Code of Conduct and other agreements and standards, which combined set the baseline for social, ethical and environmental compliance. It defines minimum requirements for sustainable sourcing and applies to all our upstream business partners.

Contributing to our insight and influence with our policies in the supply chain, we apply a Direct Sourcing approach. The aim of this approach is to increase the share of our products that we directly buy from growers/producers, to be able to know exactly where our products are coming from and to increase our leverage in the value chain.

For more information on the policies and practices related to due diligence in our supply chain, please see sub-chapter '1.2 Governance'.

Channels to raise concerns (S2-3)

In case of concerns, value chain members can reach out to their Menken Orlando contact person or our reporting channel: integrity@menkenorlando.nl. Reports through any channel will be treated as confidential to the greatest possible extent and whistleblowers will not be subject to retaliation or punishment.

As established in our Supplier Code of Conduct, we expect our suppliers to have grievance mechanisms and processes in place to provide stakeholders with the ability to address concerns within our supply chain and encourage them to report these. Furthermore, we expect our suppliers to make our reporting channel known and available to their employees and subcontractors.

Actions (S2-4)

Sedex Smeta audit

As mentioned before in the sub-chapter on supply chain due diligence, for all our priority (high risk) food material suppliers a regular SMETA audit (or similar) at the processing site is obligatory. 100% of these suppliers have indeed been audited (SMETA or similar). Furthermore, the Menken Orlando production sites also undergo a regular SMETA audit.

Capacity building

Next to the obligation for Menken Orlando's food suppliers to be certified (GFSI recognised), the Quality Assurance (QA) Team of Menken Orlando also provides trainings and workshops for the QA Teams of Asian partners. Moreover, Menken Orlando QA performs audits at Asian partners' production sites, during which we focus on capacity building and continuous improvement of practices. As an example, in Q2 2026, a QA representative of Menken Orlando hosted sessions at the production sites of our Chinese supply partners regarding EU regulatory developments.

Company visits

Menken Orlando works in close collaboration with its supply chain partners. This includes regular visits to the locations and factories of our suppliers. During these visits, sustainability topics are discussed to gain further insight into the production and labour & human rights status. While we are aware that business travel has a negative impact on our emissions, we are confident that engaging with our suppliers in this stage of the sustainability process will result in a broader positive impact.

Targets (S2-5)

In 2025, 96% of our raw material suppliers have signed our Supplier Code of Conduct. The remaining 4% has an own Code of Conduct that is, at a minimum, aligned with the Menken Orlando Supplier Code of Conduct. Regarding our priority suppliers, please see table 5 for an overview of our targets related to the workers in our value chain. Priority suppliers are determined based on purchased volume, country of origin and product category, by making use of BSCI risk classifications and category risk analyses using a Sedex risk assessment tool.

With 96%, we have almost reached our goal of onboarding 100% of our priority suppliers on our Responsible Sourcing Policy. We expect to onboard the final supplier in this group in 2026. Besides, many suppliers who are not in scope of the group of priority suppliers have also already signed our Responsible Sourcing Policy. Currently (2026), 86% of suppliers that are a priority supplier and/or originate from a high risk country have signed our Responsible Sourcing Policy.

As one supplier in scope did not manage to undergo an ETI/SMETA assessment in time in 2025, the 2025 status on ETI/SMETA assessments in our priority supplier base did not reach 100%.

Target	2024 status	2025 status
100% of priority suppliers are ETI/SMETA assessed on a regular basis (annually or bi-annually, dependent on results of previous audit) by 2025	100%	96%
100% of priority suppliers signed our Responsible Sourcing Policy by 2025, or have a similar own policy in place	90%	96%

Table 5: Targets related to the workers in our value chain

5. Employee

5.1 Own workforce (ESRS S1)

The following material topics resulting from the double materiality analysis are linked to our own workforce: health & safety; satisfaction; training & skills development. This sub-chapter will provide insight into our related policies, actions, metrics and targets.

Policies (S1-1)

We have the following policies in place related to our own workforce:

- A Workplace Code of Conduct. It describes our core values and principles, which we expect all our employees to adhere to.
- A Health, Safety & Environment Guidebook, which is part of the IWS programme (as introduced in sub-chapter '3.2 Resource use & circular economy'). The guidebook describes a variety of work processes and tools that contribute to the aim of the health, safety & environment pillar of the IWS programme: working together to achieve zero health, safety and environmental losses and to create and live a culture where all employees care for each other.
- A Labour & Human Rights Policy. This policy has the objective of providing guidance to create a safe and supportive environment for our employees and workers. The policy outlines Menken Orlando's human rights commitments, by describing the principles and ways of working that we envision in our operations.

Engagement processes (S1-2)

We have the following processes in place to engage with our employees:

- It is important to receive input and feedback from employees. Employee insights provide the basis of improvements in many facets of Menken Orlando, which is why since 2024, we formalised this approach into an annual engagement survey to monitor employee wellbeing in a more structured and consistent way.
- At the beginning of each year our employees have a feedback and evaluation meeting with their manager. During this meeting, past targets are being discussed and new ones are being set. It is also a moment to discuss training and development needs and wishes.
- Each month, an informal executive lunch is being organised at our locations in Voorburg and Hazerswoude-Dorp. This entails a small group of employees having lunch with our managing board. It is a great opportunity to share ideas, ask questions, or enjoy some small talk in a relaxed atmosphere.
- A formal Works Council, comprising trained representatives from the head office and all production sites, is consulted on decisions that may significantly impact the organisation.

Channels to raise concerns (S1-3)

Creating a safe workplace, where everyone is treated with respect, is of utmost importance to us. Inappropriate behaviour, intimidation and discrimination are not being tolerated. We encourage employees who experience or notice any of this behaviour to immediately report this to their manager, HR, or our confidant. Concerns can also be raised anonymously by using a physical mailbox on site.

Menken Orlando has a whistleblower procedure in place, which secures in the case of a detected incident that measures will be taken to ensure i) remediation and ii) prevention of similar incidents occurring in the future. Furthermore, aftercare will be provided to the involved employees. The whistleblower procedure is being discussed during our onboarding process for new employees, and is also communicated to our employees on a yearly basis.

Actions (S1-4)

Health & Safety

As part of the IWS program, a multitude of tools and practices from the Health, Safety & Environment pillar have been introduced at our Hazerswoude production site. Examples include quick risk prediction tools, safety behaviour observation tools and the introduction of the 10 golden rules of safety.

Work environment

Menken Orlando strives for a working environment where people enjoy going to work, feel safe and work safely. Working together and inspiring each other are key pillars. In the transition to the new production site and offices in 2021-2022, colleagues were asked to share their thoughts on creating an inspiring workplace where everyone would feel at home. The interior has been developed by an internal working group of colleagues that addressed the needs that were shared by all colleagues. Furthermore, as also described above in the sub-section “Policies”, in 2024 & 2025 we formalised our policies on HR-topics, to ensure clarity and transparency.

Bike plan

To stimulate easy, sustainable, and healthy commuting to work (and a relaxing activity outside of work), Menken Orlando offers their employees the option of leasing a bike. Both traditional and electrical bikes are available, ensuring that our employees can select a bike that matches their wishes and needs.

SMETA audits

Once in every 3 years, our production sites undergo a Sedex SMETA audit, to have a third party assess compliance with ETI/SMETA and legal requirements regarding labour practices and health & safety. Since 2025, we apply the 4-pillar SMETA audit, which also includes ethics and environmental performance criteria. In 2025, 2 of our production sites were SMETA audited, bringing our own site SMETA audit status to 100% (see Targets).

Activities

Next to several social events, such as a summer BBQ and Christmas party, we offer all our employees a yearly budget to organise two fun teambuilding activities with their team. Employees are encouraged to support a healthy lifestyle by participating in weekly bootcamp sessions at the Voorburg office, attending occasional sports clinics, or making use of the on-site gym facilities. The bootcamp and the internal sports space are facilitated by the property management of the office building, making them accessible to all businesses within the office complex.

Menken Orlando Academy

The Menken Orlando Academy has been established in 2023 to inspire, share knowledge and learn new things. 25 sessions have been organised so far, during which both internal and external speakers have shared their knowledge. These sessions have proven to be popular, with an average attendance of 30 to 50 office employees per session. The sessions take place on a monthly basis, with the exception of July and December (due to holidays). Thus, there is room for 10 sessions each year.

The topics within the Menken Orlando Academy are diverse and focus on both personal and professional growth. For example, there have been training sessions on CoPilot and a broader understanding of AI, taste development, professional identity and sustainability, as well as presentations from various departments. During these internal departmental sessions, departments provide more insight into their daily work to increase mutual engagement and cooperation. This mix of topics and perspectives challenges employees both practically and strategically.

An interdisciplinary project team ensures that the wishes of the various disciplines within Menken Orlando are being taken into account during the sessions. This approach increases the relevance of the sessions and ensures that they meet the needs within the organisation.

In 2026, we will continue to offer a broader learning environment. Alongside the regular Menken Orlando Academy sessions, employees will once again have the opportunity to take part in various trainings and courses, such as Excel, time management and persuasive presentation. This will provide employees with additional tools that support them in their daily work.

Currently, the Menken Orlando Academy sessions take place at our office in Voorburg, while multiple technical training sessions and courses take place at our different production sites in Hazerswoude-Dorp, Leerdam and Geldermalsen. The latter include an HACCP training, an operator training and an English language course. This keeps the organisation flexible and accessible, allowing employees to work on their development at all locations.

Figure 18. Menken Orlando Academy logo

With the current structure and development plans, the Menken Orlando Academy remains a dynamic part of the organisation, that aims to encourage growth, cooperation and personal development.

Targets (S1-5)

Target	Target Year	2024 status	2025 status
Ethical assessment (ETI/SMETA audit) is completed for our own production sites every 3 years, by 2025	2025	33% (1 out of 3)	100% (3 out of 3)
45% reduction in safety incidents (specific target for Hazerswoude site, driven by the IWS system)	2026	baseline	-33%
Encourage 100% of office employees to partake in Menken Orlando Academy’s offerings for training or inspiration on at least an annual basis	2025	77%	70%

Table 6: Targets related to our own workforce

The target on having the SMETA audit at our own production sites was previously part of the Value Chain pillar, but was moved to the Employee pillar, following a revision of the pillar content. A majority of the focus during a SMETA audit lies on labour practices and health and safety.

Metrics (S1-6, S1-9, S1-12, S1-13, S1-14, S1-16, S1-17)

Currently, Menken Orlando tracks the following indicators related to its own workforce. These correspond to reporting years 2022 to 2025. From 2024 onwards, Choco Support is included in these metrics.

Age groups

Age Groups	# Employees 2022	# Employees 2023	# Employees 2024	# Employees 2025
< = 20	2	2	0	0
21 - 30	52	55	87	91
31 - 40	54	56	80	88
41 - 50	36	42	49	53
51 - 60	32	32	45	44
> 60	3	6	8	7

Workplace diversity

	2022	2023	2024	2025
# Employees total	179	193	269	283
# Employees identifying as women	70 (39%)	75 (39%)	103 (38%)	105 (37%)
# Employees who are distanced from the labour market	3 (1.7%)	3 (1.6%)	1 (0.4%)	1 (0.4%)
# Employees in senior management	15	18	23	25
# Employees in senior management identifying as women	2 (13%)	5 (28%)	6 (26%)	6 (24%)
# Members of the board	2	3	3	3
# Members of the board identifying as women	0	0	0	0
% Adjusted gender pay gap	0%	0%	0%	0%
% Unadjusted gender pay gap	9.3%	15.6%	14.7%	4.1%
# Incidents and complaints	2	3	0	2

Education & training

	2022	2023	2024	2025
Total amount of hours of training	613	970	1611	1959
Average hours of training per employee (including part time employees)	3.4%	5.0%	6.0%	6.9%

Accidents and sickness

	2022	2023	2024	2025
Number of accidents (#)	6	3	12	8
Paid hour absence due to accidents (%)	<0.01%	<0.01%	<0.01%	<0.01%
LTI (lost time injury) frequency rate Number of lost time injury events per 1 million hours worked	10.2%	7.2%	21%	12.9%
LTI (lost time injury) severity rate Number of days lost due to injuries per 1000 hours worked	0.09%	0.09%	0.11%	0.06%
Paid hour absence due to sickness (%)	5.1%	5.1%	5.9%	6%

6. Local engagement

Next to efforts related to the material themes in our own operations and our value chain, we also find it is important to support initiatives in regions where we are active. In this chapter we proudly present some of the initiatives in which we are involved.

6.1 Social employment

Menken Orlando collaborates with social employment organisations such as ‘Den Haag Werkt’ and ‘Promen’ to contribute to the employment of people with a labour market disadvantage. These people can have different backgrounds, varying from physical or mental disabilities to a criminal history.

6.2 JINC

Every child is talented, including the 600,000 children in the Netherlands growing up in an environment with fewer role models to identify with. JINC strives for a society in which a child’s background does not determine their future; a society in which every child gets a fair chance. In order to reach that goal, Menken Orlando has become a business partner of JINC. Together with JINC we help young children between the ages of 8 and 16 (end of primary school and VMBO) to get to know various professions, find out what kind of work suits their talents, and learn how to apply for a job.

To achieve this, JINC developed various fun methods to interact with the children. These include activities such as a short internship, a company visit for a school class, job application training provided by individuals from companies, or career coaching.

Iedereen groeit met JINC.

Figure 19. JINC logo - for more information, see www.JINC.nl

In support of these activities, we gathered volunteers from Menken Orlando who could spare some time to be a trainer or career coach. These activities take place at the school assigned to us by JINC.

Since the end of 2024, we hosted three company visits for a total of 36 students. As part of the programme, the students worked on a small project, explored our factory during a guided tour, and connected with colleagues from across our organisation.

6.3 Sponsorship

Menken Orlando is a proud sponsor of the Hazerswoudse Boys, a soccer club in Hazerswoude-Dorp. We are happy to help stimulating a healthy lifestyle in this way, while simultaneously increasing our visibility in the region.

Figure 20. Menken Orlando banner alongside a soccer field of Hazerswoudse Boys

Additionally, Menken Orlando regularly supports community and sports initiatives, including Mud Masters and NatuurWijs, through one-off sponsorship contributions, contributing to a more active and engaged society.

7. Looking forward

In 2025, Menken Orlando reached a higher level of maturity in embedding its sustainability strategy and advancing its ambitions. Several policies were implemented to further formalise our way of working within a structured management system. We are pleased to report measurable progress across many of our targets.

As a significant number of targets were set for 2025, and given the organisational changes within the Menken Orlando group since these targets were established, we will review and update our targets and ambitions in the coming year to ensure alignment with our current scope.

Looking ahead, we aim to further strengthen the integration of our sustainability strategy across all organisational levels, as well as within our supply chain. In parallel, we will improve our data management approach by enhancing how sustainability data is tracked, analysed and reported. This will increase the availability of up-to-date insights and enable more effective steering on target achievement.

We see clear opportunities to further increase our positive impact together with our key stakeholders. We therefore look forward to continued collaboration with partners and stakeholders to drive ongoing improvement.

A Future...

Together

This sustainability update has been written by the Sustainability Manager of Menken Orlando in collaboration with the Menken Orlando Sustainability core team and all Topic Experts within the organisation, and has been approved by the Menken Orlando board in July 2026.

Appendices

Appendix 1. Longlist topics

- Klimaatverandering (climate change)
- Energieverbruik (energy use)
- Hernieuwbare energie (renewable energy)
- Grondstoffenbeheer en circulaire economie (materials & circular economy)
- Voedselverspilling (food waste)
- Afval & verpakkingen (waste & packaging)
- Waterverbruik (water usage)
- Waterverontreiniging (water pollution)
- Bodemverontreiniging (soil pollution)
- Landdegradatie (land degradation)
- Luchtvervuiling (air pollution)
- Biodiversiteit (biodiversity)
- Dierenwelzijn (animal welfare)
- Transport (transport)
- Gevaarlijke stoffen (hazardous materials)
- Voedselveiligheid (food safety)
- Werknemers gezondheid, veiligheid en welbevinden (employees health, safety & well-being)
- Opleidingen en ontwikkeling (education & development)
- Inclusiviteit en Diversiteit (inclusivity & diversity)
- Mensenrechten (human rights)
- Ketenverantwoordelijkheid (supply chain responsibility)
- Maatschappelijke verantwoordelijkheid (societal responsibility)
- Klant veiligheid en gezondheid (client health & safety)
- Corruptie en omkoping (corruption & bribe)
- Onderzoek en innovatie (research & innovation)
- Klimaatwetgeving (climate regulation)

Appendix 2. Materiality analysis graphs

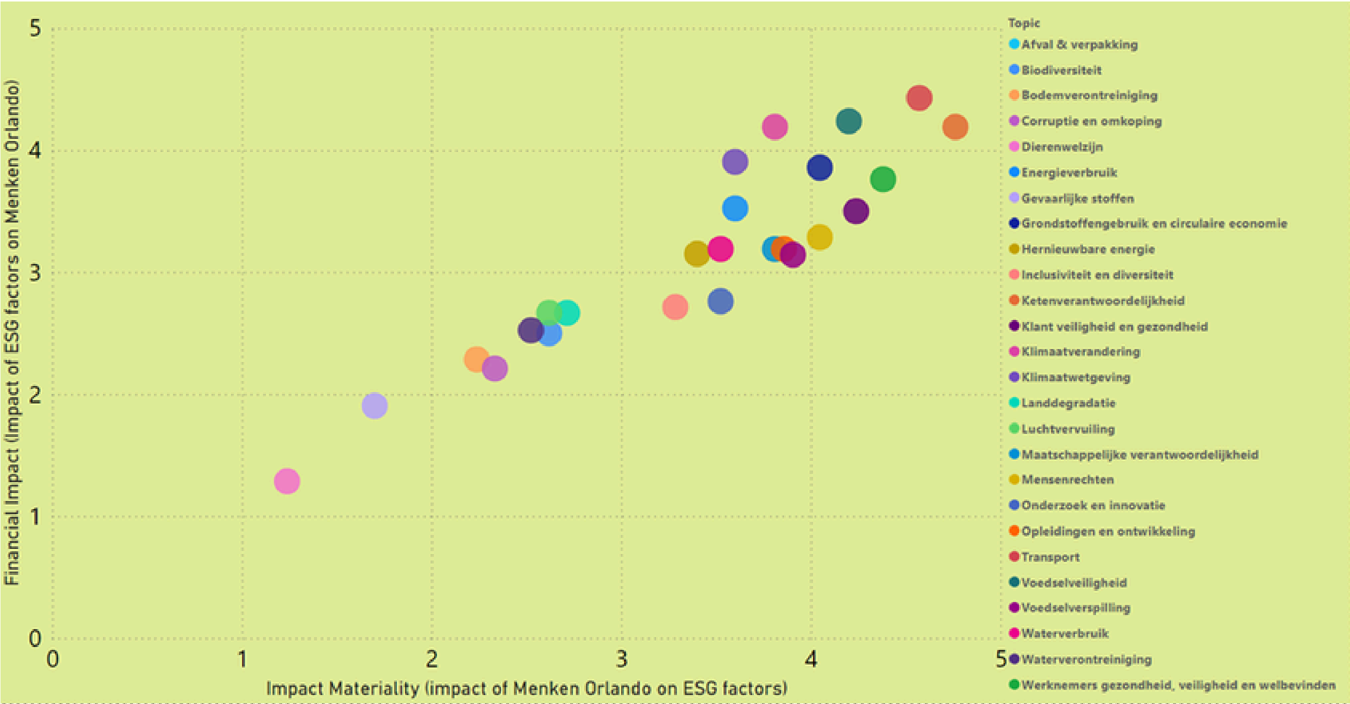


Figure 21. Longlist of topics related to both perspectives of double materiality on scale 1-5

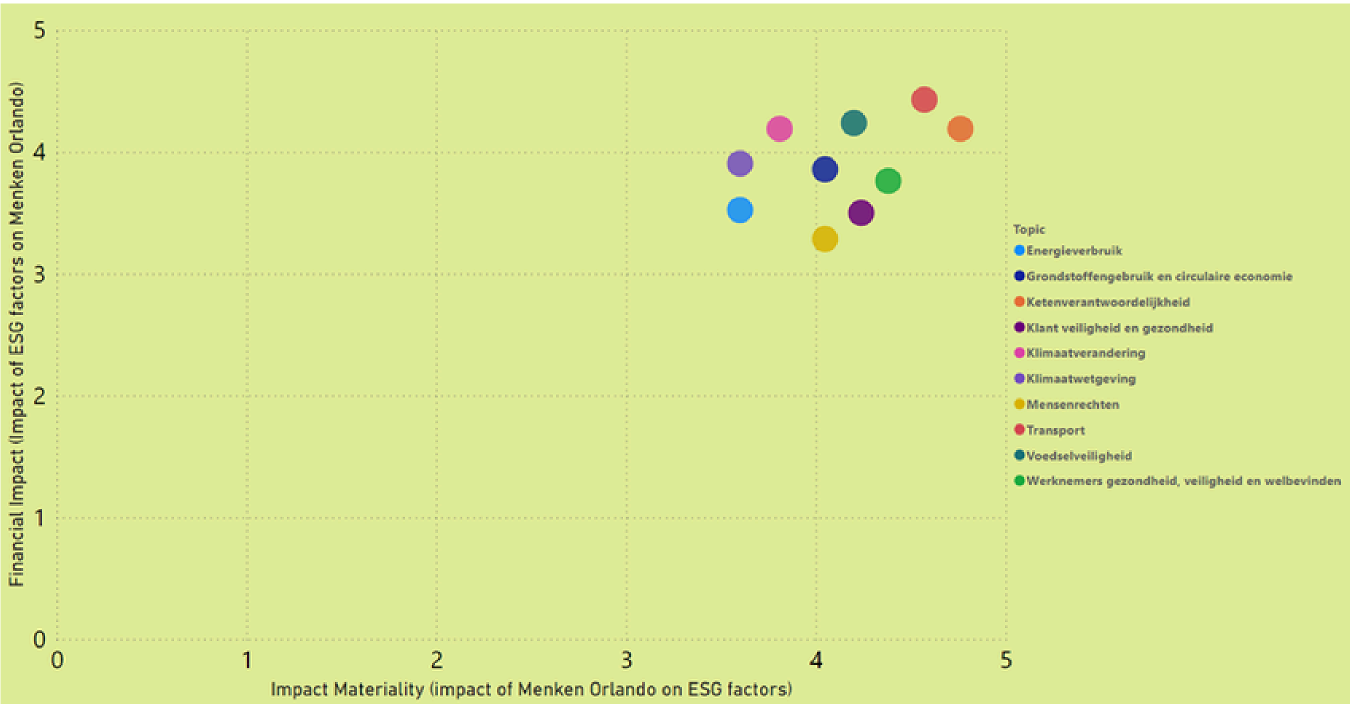


Figure 22. Shortlist of topics (topics score >3.2 on materiality scale from 1-5 on both perspectives)

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