




Sustainability Report
2024 - 2025

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Foreword

Our family has been at the helm of Ardeca Lubricants since 2014. We started with one goal in mind: to supply high-quality, 100% Belgian lubricants to the industrial, automotive and agricultural sectors. Over the years, we have grown into an international player, but our family character and core values have remained unchanged.

In this sustainability report, we show how we put our vision into practice. We cherish our people by creating a safe and inspiring work environment, because we believe they are the heart of our company. At the same time, we take responsibility for the climate and strive for structural CO₂ reduction and thorough environmental management, so that we can continue to provide value not only today but also tomorrow.

Quality remains a common thread, with efficient processes and digitalization helping us to continue to innovate and maintain high levels of customer satisfaction. In addition, we attach great importance to transparent, ethical and socially responsible management, because we want to grow in a way that does justice to all our stakeholders.

We hope that this report provides a clear picture of our ambitions and the path we are taking together with our employees, customers and partners. As a family business, we strongly believe in a sustainable future in which craftsmanship, cooperation and responsibility go hand in hand.

CEO's Arne Vandecasteele & Sofie Vandecasteele





Ardeca Lubricants, we keep you running



We offer our customers at home and abroad high-quality, 100% Belgian lubricants for automotive, industrial and agricultural applications and other, diverse applications. We work according to the customer's needs with an eye on future developments.

Family business since 1988

The increasing demand for high-quality, 100% Belgian lubricants led to the establishment of Ardeca Lubricants. Ardeca Lubricants, house brand of family business Ardeca NV, is one of the most important distributors of lubricants in Belgium and also a global player.

Reliable dealers are happy to offer Ardeca Lubricants to car dealers, garage owners, technicians, DIY stores and hobbyists. Our range includes numerous motor oils and greases. We also offer unique specialties. Private label is also possible.

We respond to the demand for high-quality, performance-oriented products for various sectors. We owe our image to founders Arsène Denise and Catherine, as well as the name Ardeca. Due to the family character, customization, flexibility and technical and logistical support are the very logic.



Our mission and values

As a producer and distributor of lubricants, we hold these four values in high regard, for every product and every customer relationship. They enable us to respond flexibly to the needs of international and local customers. By adhering to this mindset for years, we have been able to gradually increase our production and grow into a global player.

Our ambition is big: to make garage owners, transport companies, construction companies, car parts distributors and industrial companies all over the world work smoothly, without compromising on service. We like to think along with our customers, so that we can support them with their challenges with customized logistics or technical solutions.



Our values



Quality



Flexibility



Service



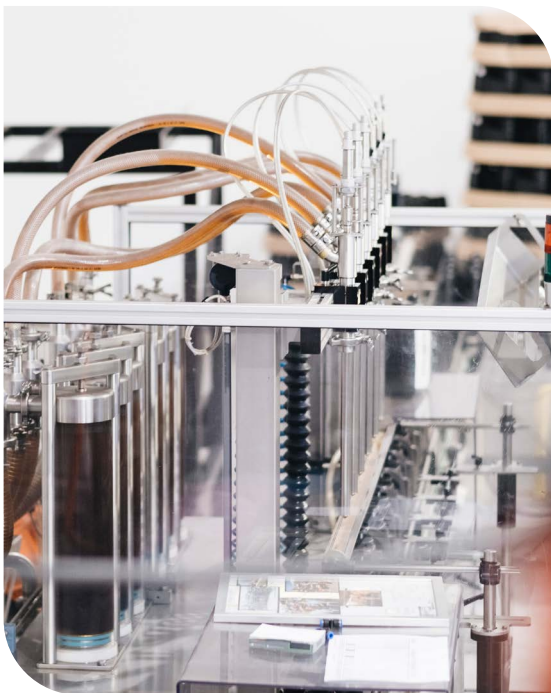
Reliability



Tailor-made for every application

Ardeca NV has been marketing high-quality Belgian lubricants since 1988 with Ardeca Lubricants. From mineral and synthetic oils to gearbox oil and transmission fluid, we now offer a solution for every application in industry, agriculture or the automotive sector in 70 countries.

Custom packaging or design? Need a translation of your label? As a global player, we at Ardeca Lubricants respond to the needs of every customer. Thanks to our young and dynamic business spirit, flexible commercial conditions and a particularly committed team, we can realise beautiful long-term collaborations worldwide.





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lubricants

Our products

We continue to expand our range with the highest quality lubricating oils for a wide range of applications.

You name it, we have it. Our current offer consists of:



Passenger car engine oil



Truck engine oil



Automatic transmission



Manual transmission



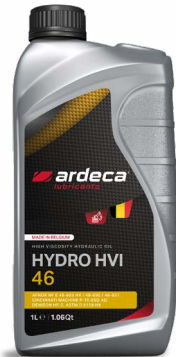
2-stroke & 4-stroke



Navy



Agriculture



Industry



Grease



Winter products



Hydraulic oil



Specialities

Our sustainable strategy

Context and challenges

Our world is changing and the economic playing field is changing along with it. There are many evolutions that can also influence the demand for lubricants, not least the electrification of vehicles. We have examined a number of political, economic, social, technological, environmental and legal evolutions. The aim was to see what impact certain trends could have.



Politics

EU standards on emissions and transparency, supplemented by national policy frameworks for the circular economy, largely determine the playing field. The pressure to publish sustainability reports is increasing.



Economic

Volatile raw material prices and fluctuations in the economic cycle affect the demand for lubricants. A global distribution network offers growth opportunities, but also more competition and exchange rate risks.



Social

There is increasing focus on good working conditions, inclusion and well-being, which are essential for retaining employees. Customers also expect a sustainable approach and transparent communication.



Technological

Vehicle electrification and the demand for different lubricants. Digitalization of the logistics chain, innovation in product formulations (e.g. lubricants based on recycled oil) and further automation help to remain competitive and customer-oriented.



Environment

CO₂ reduction, efficient environmental management and measures such as packaging reduction and recycling are becoming increasingly important. In addition, changing climatic conditions can affect the demand in agriculture influence the sector.



Legal

Strict compliance with chemical regulations, anti-corruption legislation and sustainability requirements is essential. Transparent governance and compliance strengthen reputation and stakeholder trust.



CSRD

The Corporate Sustainability Reporting Directive (CSRD) requires European companies to report their environmental, social and governance (ESG) impact more transparently and reliably. Although we are not yet covered by the reporting requirements according to today's standards, we expect to be within two financial years. So we prefer to prepare ourselves in time.

For Ardeca, this means that we will further formalize and deepen our sustainability efforts, which we have been conducting for years based on common sense. The CSRD offers us a useful 'sustainability accounting' in this respect. It makes our reporting more transparent, stimulates strategic choices around ESG topics and encourages concrete action.

We strive for a smaller ecological footprint and a positive impact on the environment, society and good governance with every decision. The CSRD fits in seamlessly with this, because on the one hand it obliges us to report and on the other hand it provides the necessary KPIs with which we can measure our progress.

Double materiality analysis and ESRS

A core element of the CSRD is the concept of dual materiality. Companies must report on how sustainability factors affect their financial performance (financial materiality) and on the impact their activities have on people and the environment (impact materiality).

1. Financial materiality

This axis focuses on how sustainability issues – such as climate change or raw material scarcity – affect Ardeca's financial position and results. Consider changing regulations that could lead to higher operational costs, or climate risks such as extreme weather that could disrupt (construction) projects.

2. Impact materiality

This axis focuses on the impact of our business activities on the environment and society. This includes, for example, the amount of CO₂ emissions released by our projects, energy consumption and how we impact local communities and ecosystems. We have performed a Materiality Analysis (DMA) with a broad group to map out relevant ESG themes.

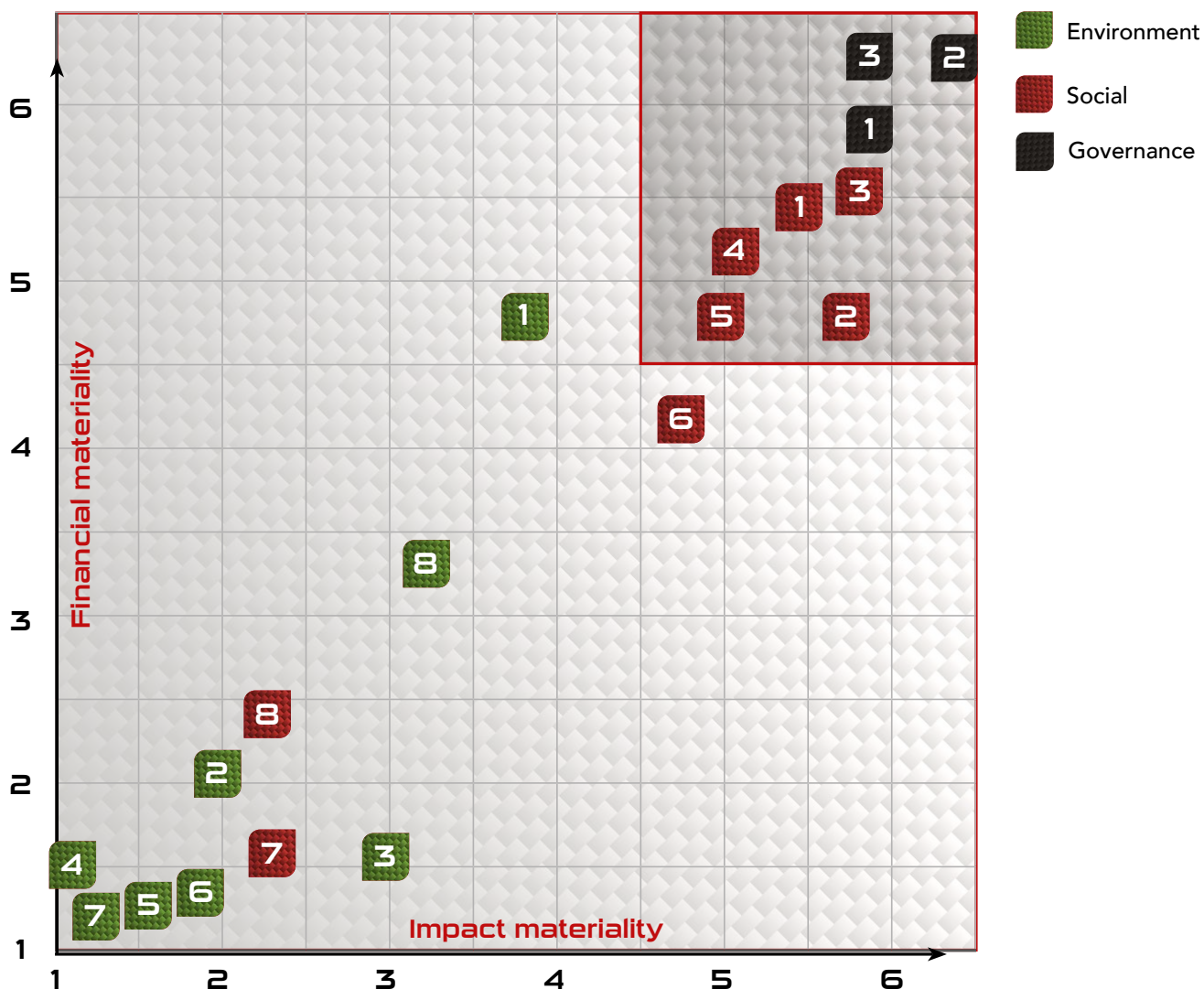
Double materiality and priority themes for Ardeca

In our materiality matrix (the outcome of the DMA) we score themes on two axes: financial relevance (vertical) and impact (horizontal). Themes that exceed the 'threshold value' have both a major influence on our business operations and a significant impact on our environment. These topics are therefore a priority.

Based on the insights from the table (see ENV, SOC and GOV) and the outcome of the DMA, Ardeca has identified the following themes as material:

DMA

- 1 CO₂ emissions scope 1 and 2
 - 2 GHG emissions from the value chain (scope 3)
 - 3 Environmental impact of business operations
 - 4 Climate change: impact on business operations
 - 5 Climate Adaptation: Services & Products Offered / Climate Resilience
 - 6 Circular construction economy: construction methods & materials
 - 7 Biodiversity
 - 8 Waste management
- 1 Employee and subcontractor safety
 - 2 Employee mental health
 - 3 Diversity and inclusion
 - 4 Training and education
 - 5 Employee climate, engagement and participation
 - 6 Increasing demand for flexible working conditions
 - 7 Working conditions in the chain
 - 8 Consumer interests
- 1 Ethical conduct and integrity
 - 2 Relationships with suppliers or subcontractors
 - 3 Company reputation



The materiality analysis clearly shows which themes are the most decisive for Ardeca, both financially and socially. These themes exceed the threshold value and will therefore form a prominent place in our sustainability policy and in our reporting. The corresponding ESRS standards are:

ESRS E1 (Climate Change)

We map our CO₂ and other greenhouse gas emissions (scope 1, 2 and – where relevant – 3), set reduction targets and demonstrate how we incorporate climate risks and opportunities into our strategy.

ESRS S1 (Own staff)

We report on health, safety, diversity, training, career development and employee retention, ensuring a socially just and motivating work environment.

ESRS G1 (Business Ethics and Governance)

Topics such as ethical conduct, integrity and supplier relations fall under this. Transparency, responsible risk management and compliance with laws and regulations are also discussed.

Our strategic framework

From our context analysis, the double materiality exercise and the many internal consultation moments, a strategic framework has grown that describes our sustainable strategy for the coming 3 years well. We can hang this framework on the 5 P's of sustainability: People, Planet, Profit/Prosperity, Peace and Partnerships, as they have been elaborated by the United Nations in the Sustainable Development Goals.

In this context we discuss our value proposition and our pursuit of quality and efficiency (profit or prosperity) and we have also separately taken our people, climate and governance as pillars (people, planet, partnership and peace)

With these four pillars we lay the foundation for a sustainable future in which we optimally support both our customers and society:



1

Care for our people

- ✓ Safety and well-being
- ✓ Focus on values
- ✓ Smooth onboarding
- ✓ Room for growth
- ✓ Leadership and communication
- ✓ Inclusion

2

Climate action

- ✓ CO₂ reduction
- ✓ Environmental management

3

Quality

- ✓ Efficient processes
- ✓ Digitalization

4

Good governance

- ✓ Social responsibility
- ✓ Governance and compliance



Care for our people

We strive for a work environment where safety and well-being are paramount. Smooth onboarding, inspiring leadership and room for professional growth contribute to committed and motivated employees. Inclusion and our company values also form the basis of our culture.



Climate action

We are actively committed to reducing our CO₂ footprint and to systematic environmental management. Within this framework, we are taking concrete initiatives around packaging reduction, waste management, recycling and the optimization of our transport.



Quality

By continuously working on efficient processes and digitalization, we guarantee the high quality of our services. This way, we remain agile and innovative, while optimally serving our customers.



Good governance

Transparency, ethical conduct and social responsibility are at the core of our entrepreneurship. We focus strongly on governance and compliance, so that we build trust with all our stakeholders and ensure the continuity of our company.



1. Care for our people

We are a family business. We care for each other and have the best intentions for each other. We want to be one of the most attractive employers in the region. We do this by offering a safe, appreciative and inspiring work environment. We focus on knowledge, warmth and safety to create an inclusive workplace where personal and professional growth go hand in hand. Our strength lies in the combination of our family culture and our strong bond.

- 1.1 Safety and well-being
- 1.2 Focus on values
- 1.3 Smooth onboarding
- 1.4 Room for growth
- 1.5 Leadership and communication
- 1.6 Inclusion





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Challenge the road

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1.1 Safety and well-being

A safe working environment is essential for the well-being of our people, increases productivity and contributes to attracting and retaining talent. A safe working environment offers employees the space to feel protected, valued and confident, which increases their productivity and engagement. In an environment where employees feel safe, they dare to take initiative, communicate openly and actively contribute to the growth of the company. This makes safety a strategic priority for Ardeca. We tackle this proactively with concrete measures and a culture in which safety is open to discussion and where it becomes a shared responsibility.

Safety is the foundation on which well-being and success rest. This is how we create a working environment in which everyone feels protected and can perform optimally.

“

Global prevention plan

Our global prevention plan focuses on both physical and organizational measures to limit risks and guarantee a safe working environment. We build our policy on five important pillars within which we group our actions.



Physical security

We improve the safety of our workplaces with targeted actions such as risk assessments, fire prevention files and inspections of electrical installations. Examples include the preparation of evacuation plans, updating safety instructions for machines and adapting storage areas in accordance with legal standards.



Fire safety

To minimize fire risks, we perform checks on storage of flammable materials, improve compartmentation and install fire-resistant doors and safety lighting. Regular inspections and practical guidelines ensure fast and safe evacuation in emergency situations.



Psychosocial safety

In addition to physical risks, we also address psychological safety. We implement procedures to make incidents discussable and create a culture in which employees feel heard and supported.



Third party safety and internal transport

We develop clear procedures for working with external parties and implement mobility plans to safely separate pedestrians and internal traffic. Markings and safety regulations play a central role in this.



Proactive actions and follow-up

Regular checks, maintenance plans and risk assessments are at the heart of our prevention policy. Teams are actively involved in signalling and tackling areas for improvement, so that safety remains a shared responsibility.

Actions

1

We have a proactive policy to minimize physical risks. This includes regular risk assessments, improving workplace design and targeted safety training. In addition, preventive materials and protective equipment are made available to minimize the risk of accidents.

2

We put psychological well-being at the heart of our work by appointing a confidential counselor. This person acts as the first point of contact for employees with questions or concerns. Regular awareness campaigns and training ensure that psychological safety becomes an integral part of our corporate culture.

3

We make safety a topic of discussion during team meetings, toolbox meetings and other communication tools. Employees are encouraged to provide input on improvements to their work environment.



1.2 Focus on values

We are a family business. We care for each other and have the best intentions for each other. We want to be among the most attractive employers in the region. We do this by offering a safe, appreciative and inspiring work environment. We focus on knowledge, warmth and safety to create an inclusive workplace where personal and professional growth go hand in hand. Our strength lies in the combination of our family culture and three key focus points: collaboration, agility and accuracy.

At Ardeca, we believe that our people are the foundation for the continued growth and success of our company.



Cooperation

The well-oiled collaboration as one team forms the basis of our success. We support each other, actively listen to everyone's opinion and build strong relationships within the team. This way, everyone feels heard and appreciated. With regular feedback moments and surveys, we keep our finger on the pulse to further strengthen the satisfaction and involvement of our employees. We also strengthen the team spirit through team building and by investing in a supportive culture in which everyone is each other's 'wingman'. Collaboration and team goals always come first.



Agility

We embrace change with a positive attitude and see it as an opportunity for growth and improvement. By thinking proactively in solutions, we ensure that we remain flexible and can respond to new challenges and opportunities. We do this in a respectful and goal-oriented way, in which the input of our employees is central. Together we work on innovation and progress, without losing sight of the human factor.



Accuracy

We strive for excellence in everything we do through an unwavering focus on quality and attention to detail. Whether it's small tasks or large projects, we are committed to executing every step with precision. Knowledge and expertise are key. We ensure that every employee has the tools and support to perform their work accurately and professionally. Safety plays a vital role in this: a well-organized, careful working environment is the basis of our success.



Actions

1

We are working towards one global corporate culture, based on the same values.

2

We increase employee engagement and satisfaction through regular feedback moments, such as surveys and team discussions, with the aim of an employee satisfaction score of at least 90%.

3

We anchor our core values in our daily operations by actively integrating them into training courses, workshops and knowledge days. This way we ensure that everyone applies them in their daily work.

4

We strengthen team spirit with team building and a supportive culture where cooperation is paramount. At Ardec we work as one team: everyone is each other's 'wingman'.

1.3 Smooth onboarding

Good onboarding lays the foundation for the success and engagement of new employees. A good start ensures that they feel welcome, understand our company culture and values, and quickly become familiar with their role and responsibilities. This increases performance and also strengthens the connection with our #A-team. We provide a warm welcome and an experience that makes new employees part of the team from day one. The onboarding process is regularly evaluated based on feedback from new employees, so that improvements can be implemented quickly.

To achieve this, new employees go through a structured onboarding process that focuses on our core values, safety procedures and company culture. Introduction days, practical training and introductory talks with colleagues ensure a clear start. Each team member is also assigned a personal mentor or buddy who guides and supports them during the first months.

We communicate clearly about who we are, both internally and externally, so that new employees have a clear picture of Ardeca before their first day at work. The onboarding process is regularly evaluated and adjusted based on feedback, so that it continuously meets the needs of new employees.

Our goal is for 95% of new hires to feel fully integrated within three months, with 90% retention after one year.

“

Actions

1

We provide a structured onboarding process for new employees that focuses on our core values, corporate culture and safety procedures. This includes introductory meetings, mentoring, practical training and introductory sessions with colleagues.

2

The onboarding process is regularly evaluated based on feedback from new employees, so that improvements can be implemented quickly.



1.4 Room for growth

The growth, development and training of our employees form the basis of a strong, future-oriented organisation. Clear growth paths offer them the opportunity to further develop their talents, learn new skills and prepare for future challenges. In this way, we strengthen the involvement and motivation of our team and ensure that everyone can perform their task perfectly.

Each team member receives a growth plan with clear development goals, aligned with their ambitions and opportunities within the company. These plans are discussed annually during development interviews with managers. In addition, we offer an attractive training program, with internal training and external training that strengthens both technical and personal skills. Employees are also given the opportunity to grow into new positions or projects within Ardeca, allowing their careers to develop without leaving the organization.

With these initiatives we are building a culture in which personal development is central and employees feel valued.

Growing at Ardeca means investing together in the future, in which talent can develop and the company as a whole becomes stronger.

“

The Ardeca Academy

The Ardeca Academy offers a wide range of training courses for employees, tailored to their professional growth and development. Every employee is given the opportunity to develop their skills and gain new knowledge within a stimulating learning environment. Our training program combines internal formal training, external training, and informal learning opportunities, supplemented with specific individual courses.





Actions

1

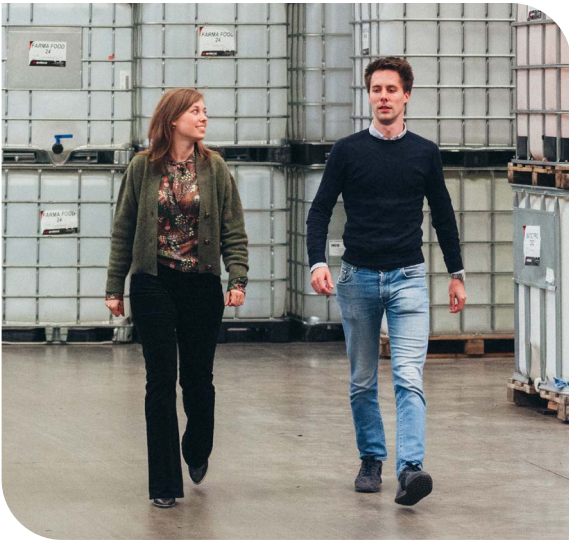
We offer opportunities and on-the-job training for anyone who wants to advance – regardless of diploma or experience.

2

We develop a training catalogue and a training policy that meets the needs of each employee and thus offers tailor-made growth opportunities.

3

We encourage internal mobility so that we can help employees grow.



1.5 Leadership and communication

Leadership is about inspiring, directing, supporting and building trust. Transparent communication reinforces this by improving team collaboration, sharing information clearly and giving employees the assurance that they are being heard.

We strive for a culture in which leadership at every level contributes to engagement and collaboration. Leaders provide direction and build bridges, while communication becomes a strategic tool to promote efficiency and connection. Feedback moments are structurally built in, so that employees feel heard and actions are better aligned with their needs.

Actions

- 1** We invest in targeted leadership training that teaches managers to inspire teams and communicate clearly.
- 2** We support managers in the evaluation and management of employees.
- 3** We are further improving our internal communication channels so that information is shared consistently and transparently.

1.6 Inclusion

As a large, diverse family, we want to provide an inclusive work environment where everyone feels welcome, safe and valued. Different perspectives enrich our decision-making and make us better prepared for the challenges of tomorrow. We want every employee to feel valued and for diversity to be embraced in a natural way.

We create an inclusive culture by making conscious choices in leadership, communication and recruitment. We train managers to recognize diversity and provide a safe, supportive environment. In addition, we organize awareness campaigns and training that encourage employees to actively contribute to an inclusive mindset.

Actions

1

We create a safe and inclusive working environment for employees and workers.

2

We strengthen diversity in our recruitment campaigns.



2. Climate action

We take our responsibility to minimize the impact on the environment. We are committed to activities with the lowest possible carbon footprint and strive for a sustainable future by limiting ecological impact where possible. Climate action is central to our strategy and is an important pillar of our business operations. We work around two spearheads:

- 2.1 CO₂ reduction
- 2.2 Environmental management





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2.1 CO₂ reduction

We want to realise our economic and social value with the least possible environmental impact. Therefore, in line with the EU Green Deal, we will reduce our carbon footprint. We do this both within our own operations and in the broader value chain. Our approach consists of a combination of energy efficiency, alternative fuels and sustainable transport solutions. This integrated approach ensures that we make progress in a structured and measurable way.

Green electricity

We continue to invest in the installation of solar panels, so that we reduce our dependence on conventional energy sources. In addition to this investment, we focus on reducing reactive energy consumption by optimizing installations and processes.

We are also reviewing our energy contract to switch completely to green energy sources. In this way, we ensure that our energy mix is not only more efficient, but also cleaner and more sustainable. In addition, we will replace our oil-fired heating systems with alternative solutions such as heat pumps or geothermal systems. In this way, we can reduce the CO₂ emissions of our buildings and infrastructure.



Alternative fuels

Fuels such as diesel and petrol together account for the largest CO₂ emissions in our business operations. That is why we are planning a gradual transition to alternative, cleaner fuels such as HVO (Hydrotreated Vegetable Oil) for our trucks. This will help us significantly reduce the CO₂ impact of our vehicles. We are also continuing the transition to hybrid vehicles. In the long term, we want all mobility within Ardeca to be as sustainable as possible, with an eye for both functionality and environmental friendliness.



Optimization of logistics processes

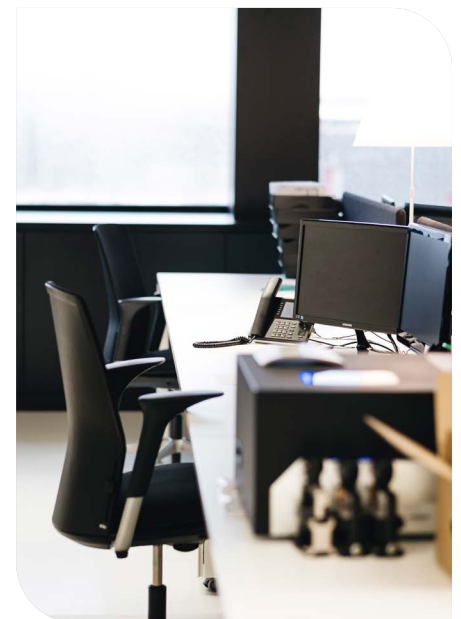
There is also great potential in our logistics processes to reduce CO₂ emissions. We tackle the emissions resulting from transport and supply – our scope 3 emissions – through close cooperation with partners and suppliers. For example, we work with logistics partners who are greening their fleets by using biofuels and electric trucks. By bundling and moving freight more efficiently, we not only reduce emissions but also ensure better transport planning.

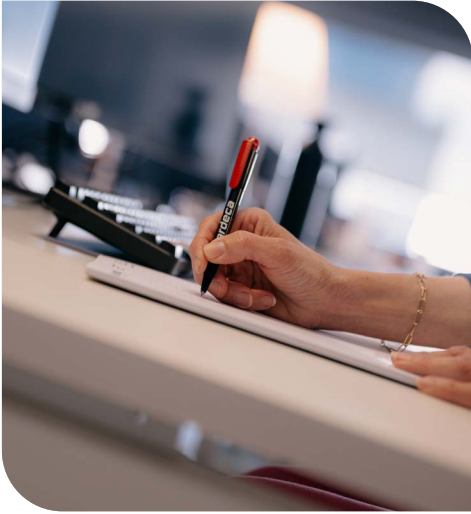
We also optimize the logistic chain within our own processes. We focus strongly on improving container packaging to reduce the number of transport movements. Fewer movements means less emissions, while at the same time we work more efficiently and cost-effectively.

Monitoring and reporting

To achieve our CO₂ reduction targets, accurate monitoring and transparent reporting are crucial. We conduct an annual CO₂ report, in which we map our progress. This report includes concrete figures on achieved reductions, identification of areas for improvement and the steps we will take in the future.

We also actively involve suppliers and logistics partners in this approach within our broader value chain. We initiate discussions to map their CO₂ footprint and support them in drawing up concrete reduction plans. By working together and sharing knowledge, we create a positive chain effect that extends beyond our own organization.

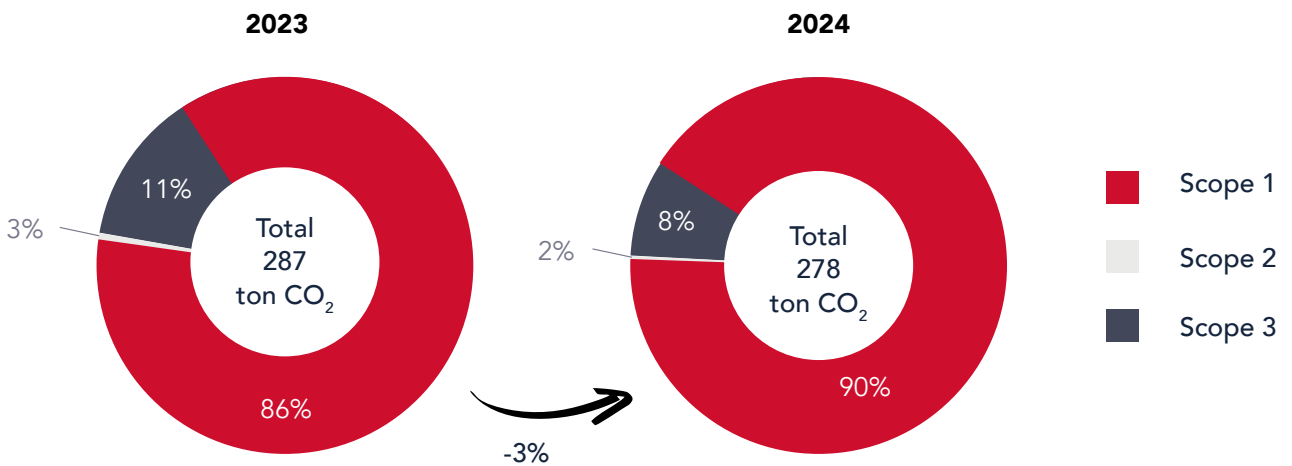




CO₂ figures

In 2023, as a company, we had a total emission of 287 tons. 86.4% consists of scope 1 emissions, and 10.5% and 3.1% of scope 2 and 3 emissions respectively. The emissions mainly (66%) result from the use of diesel for the vehicle fleet. In 2024, these total emissions decreased to 278 tons (decrease of 3%). The largest share remains the scope 1 emissions (90%). The share of scope 2 emissions is 8%, and that of the measured scope 3 emissions 2% (business air travel only). The most polluting consumption item remains our vehicle fleet. 67% of the total emissions are caused by the use of diesel.

Distribution of emissions (Scopes)



Main source of fleet emissions: diesel usage

66% of total emissions in 2023

67% of total emissions in 2024



CO₂ reduction plan

More efficient energy consumption

We are actively working on optimising energy consumption. Rooms will no longer be heated at night thanks to time-controlled thermostats, and conveyor belts will automatically switch on and off using photocells that detect movement. In addition, compressed air consumption will be reduced by using machines with air pressure saving. The system works with a clock, whereby the compressor is only on during working hours. Additional savings can be achieved by carrying out leak detections and optimising pipes and connections. Leaks are therefore mapped once or twice a year. The lighting is also being tackled by replacing traditional fluorescent lamps in the halls with energy-efficient LED lighting.

Making transport more sustainable

To reduce transport movements, we are focusing on logistical optimisation. Bulk transport will be carried out as much as possible by rail and container packaging will be optimised to limit the number of transports. In parallel, we will green the fuel supply for transport. From 2026, 10% of the diesel consumption for vans and trucks will be replaced by HVO diesel each year, in order to have 50% of our diesel supply come from HVO diesel by 2030. In addition, we aim to no longer have diesel passenger cars in use by 2026. The fleet of hybrid vehicles will be further optimised by reducing petrol consumption by 10% each year and making greater use of electricity.

Greening of heating

We are also tackling heating with the aim of using a quarter less fuel oil from 2026, partly by making more use of heat pumps and additional installations where necessary. The settings for additional heating are optimised in consultation with the installer to prevent unnecessary energy loss.

Greening the energy supply

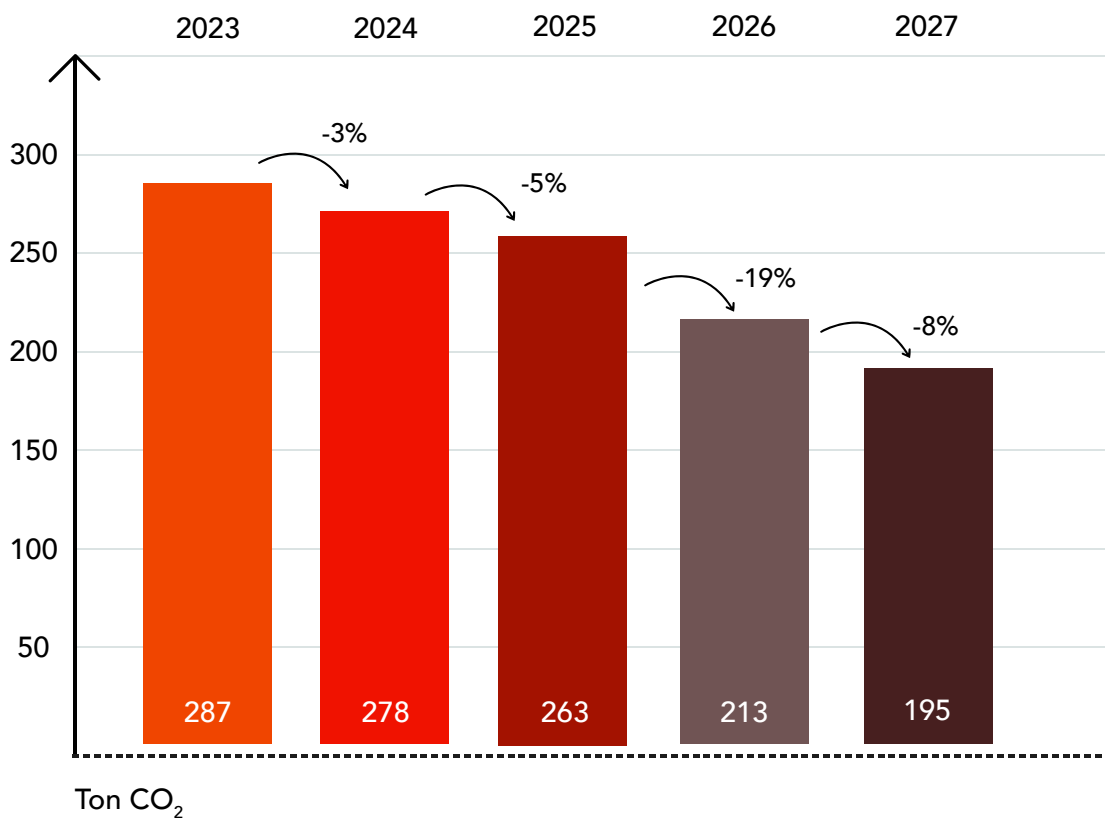
We are greening the entire energy supply by switching to green energy contracts from 2026. As a company, we also already have enough solar panels to fully cover current energy consumption.

Selective cooperation with suppliers

In addition, we actively work with sustainable suppliers who also focus on CO₂ reduction, in order to reduce our scope 3 emissions in this way.

Prospect

Based on these reduction measures, a simulation was performed to determine the CO₂ emissions for the years 2025, 2026 and 2027. These figures are hypothetical and reflect the situation in which all reduction targets are achieved. In 2025, CO₂ emissions would amount to 263.65 tonnes, which is a 5% decrease compared to the previous year. In 2026, this level will decrease to 213.26 tonnes (-19%). Finally, CO₂ emissions will decrease further in 2027 to 195.56 tonnes (an 8% decrease compared to 2026). These figures are presented graphically in the figure below. Cumulatively, these reduction measures will lead to a 31.86% reduction in CO₂ emissions in 2027 compared to 2023.





Actions

1

We are developing a detailed CO₂ reduction plan to reduce our emissions step by step.

2

Investments and purchasing choices are implemented in phases and tailored to our sustainability goals.

3

We are implementing a CO₂ monitoring system to closely monitor and continuously improve our progress.

4

We continue to invest in the installation of solar panels and are switching completely to 100% green electricity through renewable energy contracts.

5

We are starting pilot projects with HVO and further expanding the number of electric vehicles in our fleet.

6

Packaging and transport plans are continuously evaluated to reduce the number of movements and CO₂ emissions.



3.2 Environmental management

We take concrete measures to reduce our ecological footprint. We do this by optimising packaging, managing waste better, using raw materials more efficiently and purchasing from sustainable suppliers.

Our goal is clear: less waste, more reuse and a positive impact on the environment.

“

Packaging reduction and sustainable alternatives

We are already responding to increasingly stringent regulations, such as the Single-Use Plastics Directive, and are actively contributing to the transition to a circular economy. By 2030, we want to strive for packaging that generates no waste, waste flows that are fully optimized and sustainable purchasing processes.

We are working purposefully to phase out single-use plastics by 2028. To achieve this, we are switching to packaging made from recycled materials, such as oil cans with 35-40% recycled plastic. In addition, we are conducting a thorough evaluation of all incoming and outgoing packaging to minimize unnecessary material use and integrate circular alternatives.



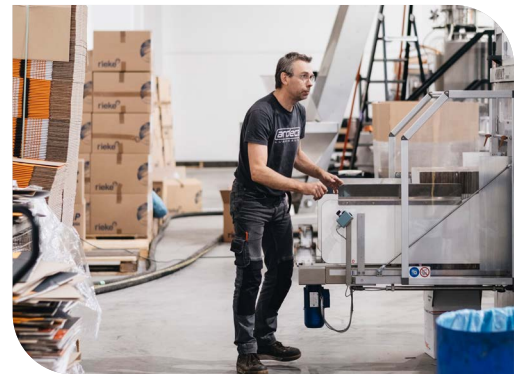


Sustainable purchasing policy

We are committed to local sourcing to reduce transport emissions and the ecological footprint of our supply chain. In concrete terms, this means purchasing labels in Belgium instead of the Netherlands and sourcing fats from Brussels instead of the United Kingdom. In addition, sustainability will become a fixed criterion in supplier assessments: CO₂ certificates are actively requested and evaluated in quotes.

Waste management and recycling

We have expanded our waste separation from two to four fractions, which has greatly improved recycling possibilities. Systems such as Rafcycle support this circular approach. In addition, we take more symbolic initiatives, such as collecting coffee capsules and collecting ink cartridges separately. These measures ensure that raw materials are optimally reused and waste is avoided.



Monitoring the carbon footprint

We are taking concrete steps to further map the CO₂ impact of our products. Life Cycle Assessments (LCA) provide us with detailed insight into the total environmental impact of a product, from raw material extraction to production, use and end of life.

In addition, we actively request Environmental Product Declarations (EPDs) from our suppliers. These certified documents provide transparent and standardized information about the environmental impact of products. By combining these analyses with our purchasing strategy, we work in a targeted manner to reduce the CO₂ footprint of our product portfolio.



Actions

1

We align ourselves with the Single-Use Plastics Directive and actively contribute to the transition to a circular economy.

2

We introduce sustainability as a fixed criterion in supplier assessment.

3

Together with suppliers we develop and implement sustainable packaging materials. We report annually on progress and minimize plastic use via packaging guidelines.

4

We invest in advanced separation facilities and organize awareness campaigns to involve employees. Waste flows and recycling percentages are closely monitored and reported.

5

We structurally evaluate suppliers based on their CO₂ emissions and other sustainability criteria. We stimulate local sourcing to reduce transport emissions.



Environmental actions in the spotlight.

Packaging reduction and alternatives

- **Eliminating single-use plastics:** Ardeca is committed to fully sustainable alternatives to single-use plastics by 2028, in collaboration with suppliers..
- **Recycled plastic:** Our oil cans are gradually converted to a minimum of 50% recycled plastic (PCR).
- **Paper topsheets:** Instead of plastic top layers on pallets, paper topsheets are used, further reducing plastic consumption.
- **"Pulls' to 50% PCR:** We are gradually working on increasing the recycled plastic content in 'pulls' (jerry cans) to 50% PCR.
- **Bag-in-box:** We can save up to 4500 kg HFPE per month with this when we have everything fully in order.
- **Broken pallets:** Agreements have been made with suppliers to take back broken pallets, which means less new wood is needed.

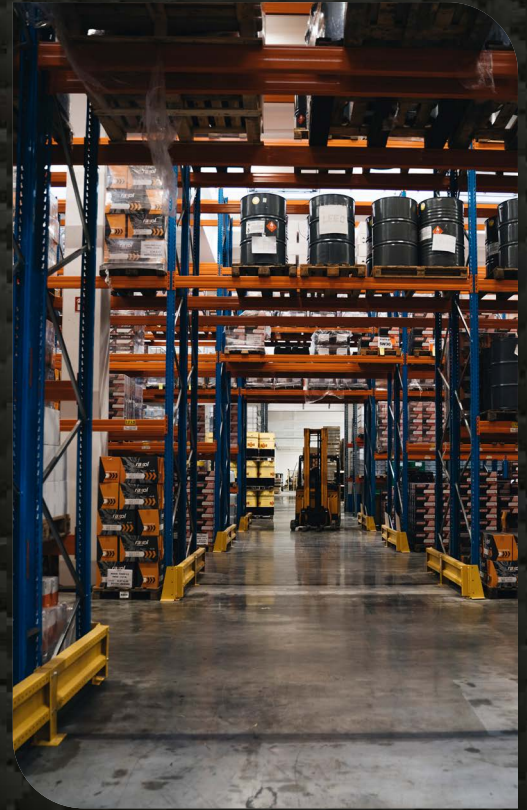


Returns and reuse

- **Empty drums:** Customers can return empty drums free of charge and will then be referred to a specialist company (e.g. "Drum Drum") or a metal dealer for recycling.
- **IBC Usage:** Customers who repeatedly order the same products are assigned IBCs for the same oil types. This reduces cleaning and water consumption.
- **Seven types of IBCs at intake:** Ardeca has seven specific IBC variants, tailored to product properties, for efficient and safe filling.

Waste management and recycling

- ▀ **Extensive waste separation:** In our production, the number of waste fractions has been increased from two to four, which provides better recycling options.
- ▀ **Rafcycle system:** With this we contribute to the circular processing of label waste and other materials.
- ▀ **Internal collections:** Coffee capsules, ink cartridges, paper and cardboard are collected separately and recycled.
- ▀ **Company chickens and beehive:** At the back of the company we will keep chickens and install a beehive. Our wood waste is sustainably reused, for example as litter or nesting material.
- ▀ **Recycling of packaging:** The packaging of delivered bottles is almost completely recycled. Only the stretch film is still a point of attention that we want to improve further.



3. Quality

Quality is in our DNA. We strive for operational excellence and a perfect flow in all our processes, from accounting to filling. With a culture of Lean thinking, we focus on customer value and maximum efficiency.

Together we work on two key points:

- 3.1 Efficient processes
- 3.2 Digitalization





3.1 Efficient processes

Quality is the foundation of our organization. We strive for efficient processes, high customer satisfaction and a strong competitive position. We integrate lean management and 5S into our operations. In this way we improve our performance, reduce waste and strengthen our sustainability. Our goal is to deliver consistent quality and develop a culture of continuous improvement.

A uniform approach to complaints management strengthens our customer focus and internal processes.

“

Lean and 5S

Lean is a management philosophy that focuses on creating value for the customer with the least possible resources. The 5S methodology is part of this and includes five steps: sorting, arranging, cleaning, standardizing and systematically improving. We use lean and 5S to optimize the processes on the shop floor.

ISO 9001 certification

ISO 9001 is an international standard for quality management systems. For us, ISO 9001 means that we make our internal operations consistent and efficient, while meeting high customer expectations. Our annual certification ensures that we continue to meet this standard and are always looking for further optimization.

Strategic Timeouts: Room for Growth

We reserve more time for strategic improvements and focus on annual workshops with management and external experts. These sessions clearly map out vision and priorities, so that we respond to challenges and proactively build a stronger, future-proof organization.





Actions

1

We set up a uniform complaints registration system that is fully integrated into the organization.

2

We organize periodic strategy workshops with management and external experts together to capture the vision and priorities.

3

By Q3 2025, there will be a strategic action plan for each year.

3.2 Digitalization

Digitalization is crucial to make our processes more efficient, comply with regulations and serve customers better. It enables us to use data better, reduce errors and respond faster to changes in the market. Our ambition is to implement fully integrated, user-friendly digital tools that support both operational and strategic goals. In doing so, we lay a strong foundation for sustainable growth and an innovative corporate culture.



Product traceability

One of our spearheads is to achieve full product traceability from arrival to dispatch. This is a legal requirement under the European REACH regulation, but above all a quality guarantee for our customers.



HR digitalization and employee satisfaction

Digitalisation also plays a role in our HR policy. Annual satisfaction surveys are used to gain insight into the well-being and needs of our employees. Digitalisation allows us to collect results faster and also to make deeper analyses.



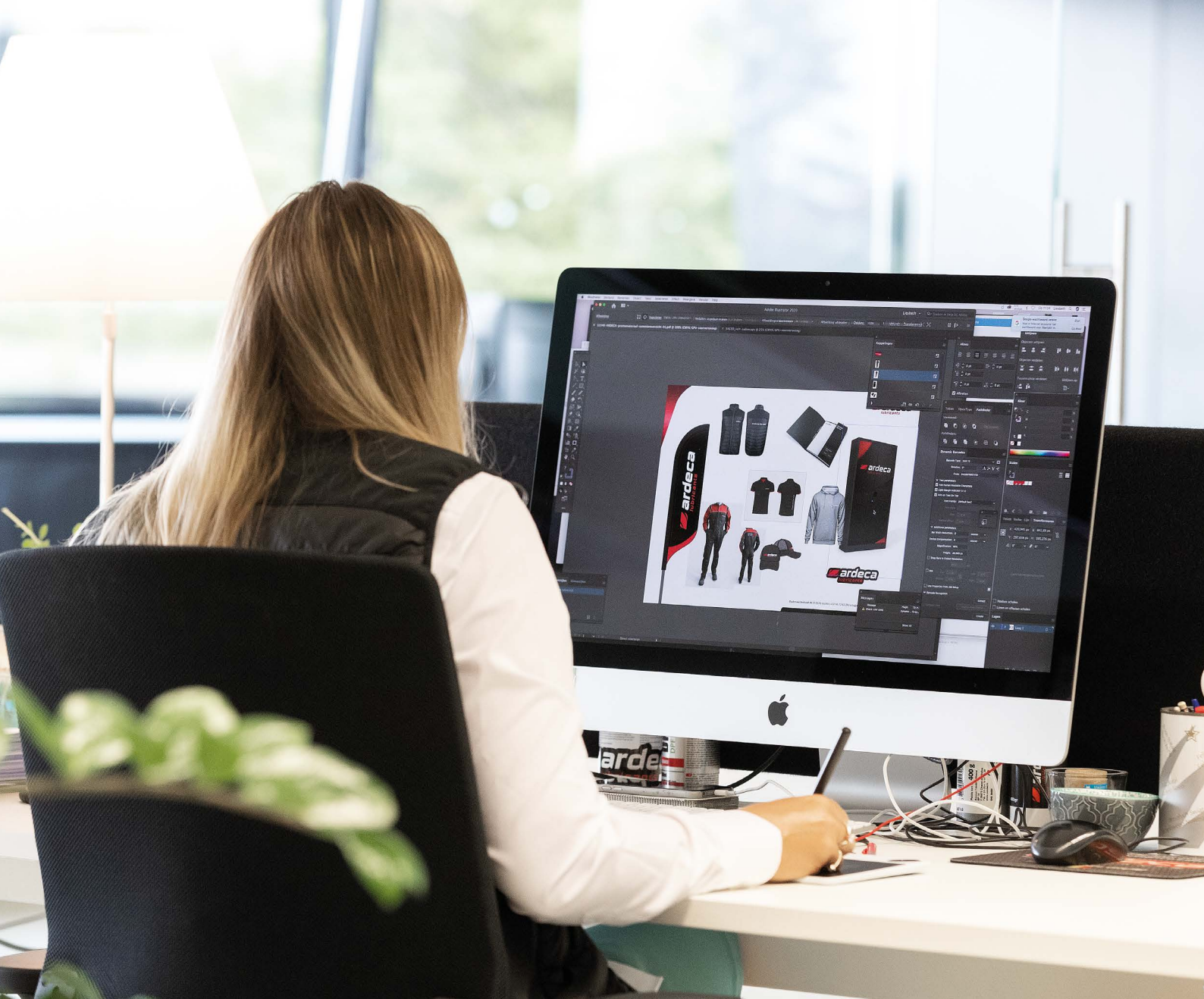
Customer satisfaction measurements and e-commerce

Our customer satisfaction measurements remain an important tool to gain insight into our customers' needs. At the same time, we are investigating digital sales opportunities, such as an online ordering platform and a container puzzle application to optimize export processes.



Innovation: the role of AI

Although there has been a training session on AI, we are not yet using the full potential of this technology. AI can help us analyze data more effectively and automate processes.



Actions

1

We want to meet all REACH requirements by the end of 2025 and at the same time realize an automatic flow with all information.

2

We want improved insight into employee satisfaction, with at least 95% of employees completing the survey.

3

We want to integrate AI into at least three core processes.

4. Good governance

As a family business, we focus on good governance and social responsibility to create value for our partners, customers and society. Our long-term vision is to combine economic growth with well-being and sustainability. Transparency and integrity are central to this. We strive to be a reliable partner that takes responsibility for the impact of its activities and actively contributes to a better future.

Our focus is on two spearheads:

- 4.1 Social responsibility
- 4.2 Governance and compliance







4.1 Social responsibility

For us, social responsibility is more than regulatory compliance. It also means investing in sustainable business practices, ethical conduct and social involvement.

“

Transparency is an essential part of our strategy and a crucial step in strengthening the trust of customers, banks and other stakeholders. We are actively preparing to meet the requirements of the Corporate Sustainability Reporting Directive (CSRD). This regulation requires companies to report extensively on their environmental, social and governance (ESG) performance. For us, this is also an opportunity to make our efforts visible and underline our commitment to sustainability. With this approach, we provide stakeholders with clear insight into our performance and strengthen trust in our organization.

Social responsibility also means caring for our environment. Through sponsorship and support for charities we contribute to social and sustainable development, both locally and internationally.

Actions

- 1** We develop measurable KPIs in areas such as CO₂ reduction, energy consumption, waste management and social impact.
- 2** We aim to publish a sustainability report in early 2026, fully in line with the CSRD standards.
- 3** We are developing a formal policy to establish criteria for selecting sponsorship causes that align with our corporate values and have a tangible impact on the community.
- 4** An annual evaluation is conducted of all sponsored initiatives to assess impact and report transparently.



4.2 Governance and compliance

A strong governance framework is essential to ensure ethics and integrity within our organization. This requires a structured and coherent approach to regulation, risk and data protection. We aim to have these measures fully operational by the end of 2024, so that we meet all legal requirements and strive for the highest standards.

Actions

- 1** We are developing a code of conduct to anchor ethical conduct within the organization. This code will also address gaps in external evaluations, such as EcoVadis.
- 2** We implement a whistleblowing policy that allows employees to confidentially report concerns.
- 3** Regular audits and training in cybersecurity and GDPR improve our data security and privacy protection.









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