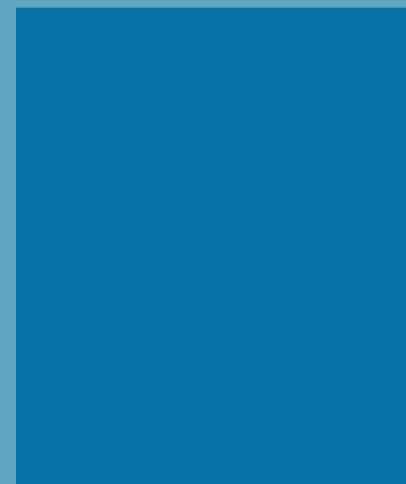


# Sustainability Report 2025



Food For The World



# Forword

## Responsible Growth and Resilience

2025 marks the year of NOWACO's first sustainability report, prepared on a voluntary basis with the aim of creating transparency and promoting sustainable development that goes hand in hand with NOWACO's business model.

The objective is to increase transparency and structure, while at the same time ensuring that sustainability is integrated in a way that delivers real value for both the company and the society around us.

Our focus has been on developing content that is meaningful and applicable - both for NOWACO and for the continued process towards concrete and tangible sustainability initiatives.

In this first report, we focus on selected topics identified as material in our double materiality assessment (DMA) (see page 7).

At the same time, we maintain a strategic focus on the key business and sustainability drivers that form the foundation of NOWACO and play a crucial role in ensuring growth and resilience.

## Reporting

The sustainability report has been prepared on a consolidated basis, in line with financial reporting. It includes companies over which the Group has control or an ownership interest exceeding 50%.

## Stakeholders

Our stakeholders include, among others, business partners, shareholders, employees, consumers, and the local communities affected by NOWACO's activities globally. We also regard the environment as a key stakeholder, as our business has an impact on nature and climate.

In the preparation of this sustainability report, we have chosen primarily to involve our internal stakeholders in the initial phases. This has included, among other things, the development of strategy and the identification of material sustainability topics.



# When Business and Sustainability Are Integrated

## Sustainability and Business

The world is marked by climate change, which, among other things, has consequences for the food industry. Therefore, it has never been more important to integrate sustainability into the business in order to strengthen resilience to supply risks and other unforeseen challenges.

For us, sustainability helps build long-term trust and reliability - both internally within the organization and externally in our relationships.

We have prepared a double materiality assessment (DMA\*) and thereby placed additional focus on the sustainability areas that are most relevant to address. As a global trading company, we feel a strong responsibility toward the people and society we are part of, and not least toward the environment, upon which we all depend.

For several years, we have already been working with various sustainability-related areas, but this is the first time we are consolidating and documenting our efforts in a formal report. This enables us to work in a more structured and follow-up-oriented way, while also making our initiatives more visible.

We aim to contribute to a better balance of the world's resources - and to ensure that we can continue to facilitate the supply of food to people around the world in the future.

## Sustainability Vision

NOWACO's vision is to be the preferred and most reliable global trading partner in frozen foods - by delivering the agreed quality and food safety, for the benefit of people and with respect for the planet.

## Focus and Commitments

At NOWACO, we are dedicated to supplying the world with food. We prioritize strong, trust-based, and sustainable relationships with both customers and suppliers. Through strategic partnerships, we work to ensure quality and responsible product handling.

Our employees are a key asset, with their high level of expertise, professionalism, and commitment. We invest purposefully in development and well-being, as we strive to make NOWACO an inspiring workplace.

We continuously work to ensure responsibility and transparency in our processes, with a focus on ethical and efficient trade. Through a strong commercial foundation and clear expectations of both ourselves and our partners, we contribute to a more sustainable and resilient business model within the established framework.

Katja Nowak Nielsen, CEO



# NOWACO and Our Value Chain

## NOWACO

NOWACO is a global trading company. Our activities primarily include the purchase and sale of frozen foods, including logistics and quality assurance, which are handled internally or by external partners. The company has a central administration that, among other things, manages Finance, IT, and HR. There are approximately 190 employees across the company's offices worldwide.

## NOWACO's value chain

The **upstream part** of the value chain primarily consists of aquaculture and agriculture, which produce food products. Procurement mainly takes place through producers, local trading partners, or suppliers, where the food products have typically already undergone processing.

The **downstream part** of the value chain consists of B2B customers who distribute the food products further to end consumers. As these are food products, they generate relatively little waste, and most are sold in bulk rather than in retail packaging.

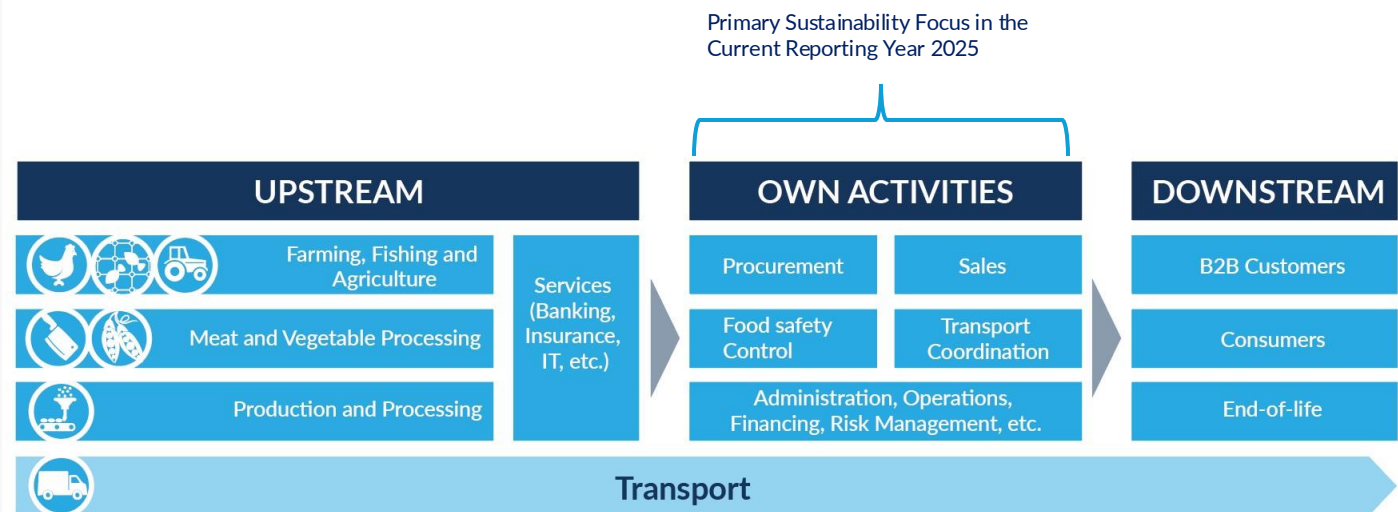
### NOWACO i hovedtal 2025:

Revenue **547.5** million euro

Gross profit **30.1** million euro

**23** offices worldwide

**12.000** containers yearly



# Drivers for sustainability

## How We Create Value

NOWACO's core activities are global trade in frozen foods, with a particular focus on fish, pork, poultry, vegetables, and beef. NOWACO creates value by ensuring security in trade and by connecting sellers and buyers, while also offering a broad product portfolio.

Core activities in this context often also include interim financing of transactions and quality assurance of products in accordance with buyer requirements.

Quality assurance is carried out either through physical inspections or by local partners in the respective markets. NOWACO arranges the transportation of products from seller to buyer.

NOWACO is involved to a limited extent in product processing, including within fish, where processing is primarily outsourced to operators in Asia. As this is global trade, risk management is a central part of NOWACO's business model to ensure consistently profitable operations.

## Drivers for Success

At NOWACO, sustainability is integrated as a core value that goes hand in hand with sound business.

We work purposefully with both a strong commercial focus and the assurance of robust resilience and long-term value creation. Based on eight drivers, we have analyzed how our focus areas contribute to both commercial value and increased resilience within the company.

In other words, we operate according to the principle of **ROS (Return on Sustainability)**.

- 1 **Strong customer and supplier relationships**  
As a mitigating measure against high-risk markets, NOWACO relies on long-standing customer and supplier relationships that foster trust and mutual value creation.
- 2 **Reliable partners**  
NOWACO engages partners globally for product processing and quality assurance in connection with transactions.
- 3 **Access to capital**  
Ensures that the company can finance transactions.
- 4 **Skilled employees**  
The company depends on competencies and know-how embedded within the organization.
- 5 **Positive brand reputation**  
NOWACO has operated in the industry for more than 50 years and has built an extensive network of suppliers and customers. The NOWACO brand has become an asset, providing assurance for both suppliers and customers.
- 6 **Security in the upstream value chain**  
Strengthens NOWACO's long-term sustainability, compliance, and security of supply, which is important for both customer and supplier trust as well as sustainability.
- 7 **Security in the downstream value chain**  
By setting requirements for and collaborating closely with downstream partners on temperature control, traceability, and consumer information, the company supports sustainable consumer behavior and reduces risks associated with quality loss.
- 8 **Compliance**  
In accordance with Section 99a of the Danish Financial Statements Act, NOWACO, as a company in reporting class C-large, is required to report on its corporate social responsibility (CSR).

Image: The 8 drivers of sustainability

## Our Sustainability Strategy

Our strategy is built on the ambition to create long-term value through collaboration, responsibility, and transparency across the entire value chain - from supplier to customer.

Through our sustainability efforts, we aim to strengthen the business and create security and stability - both for ourselves and for our partners. In this first report, our objectives are primarily set with short- and medium-term time horizons, while longer-term goals will be developed as our sustainability work continues to mature.

## Our Steps and Follow-up Process

2025 is designated as NOWACO's baseline year, marking the beginning of our sustainability journey and the first steps in our sustainability efforts.

We aim to be ambitious while maintaining a realistic approach, ensuring that the goals we set are achievable. In this report, we have chosen to define objectives that both establish a solid foundation for further development and address key fundamental topics that are critical to our future sustainability work.

# "FOOD FOR THE WORLD"

## With Respect for the Planet E - Environment

## For the Benefit of People S - Social

## Rooted in Ethics and Reliability G - Governance

 Our Commitment	As part of a global value chain in which many activities are emissions- and resource-intensive, NOWACO commits, within the given framework, to: <ol style="list-style-type: none"> <li>Reducing its climate footprint where possible.</li> <li>Protecting and restoring natural resources and ecosystems through responsible sourcing where possible.</li> </ol>	NOWACO commits, within the given framework, to: <ol style="list-style-type: none"> <li>Promote working conditions for our own workforce and workers across the value chain.</li> <li>Promote human and labour rights.</li> <li>Maintain food and product safety.</li> </ol>	NOWACO commits, within the given framework, to: <ol style="list-style-type: none"> <li>Create strong and reliable relationships with customers and suppliers.</li> <li>Combat corruption and other illegal and anti-competitive practices.</li> </ol>
 Focus Areas 2025	- Climate change mitigation	- Own workforce	<ul style="list-style-type: none"> <li>- Corporate culture</li> <li>- Management of relationship with suppliers</li> <li>- Corruption and bribery</li> <li>- Cybersecurity</li> <li>- Protection of whistleblowers</li> </ul>
 Our Objectives for the Focus Area(s)	2026: Develop concrete targets to reduce scope 1 + 2. <sup>1</sup>  2027: Develop a policy for the topic.	2027: Develop a policy for the topic.	2026: Update, expand, and implement the <b>Code of Conduct</b> .  2027: Introduce mandatory annual Code of Conduct training for all employees.

<sup>1</sup> See explanation s.14





# Clima and environment

E1  
MTGT

E1

IRO  
MDR-P  
MDR-A  
MDR-T

Climate and environment cover the natural conditions affected by the company's activities – from raw material production to transport

In the food industry, climate challenges are central, as climate change affects the availability of raw materials, security of supply, and natural resources. At the same time, inappropriate land use and emissions can put pressure on ecosystems and biodiversity.

As part of the double materiality assessment, as shown in Figure 2, 14 subtopics related to climate and environment of relevance to NOWACO were identified. In this first report, we focus on:

- Climate change mitigation (**MTGT**)

## IMPACT ON OUR BUSINESS (IRO)

As part of the food industry, NOWACO is highly dependent on a sustainable climate. In connection with the preparation of the double materiality assessment (DMA), climate change mitigation was assessed as double material, as the company both contributes to *impacts* within the value chain and faces *financial* risks. The analysis identified a total of four material impacts:

**Impacts (upstream):** Production-driven emissions from fisheries, meat and vegetable production, including emissions from fossil fuel-powered vehicles, greenhouse gas emissions from meat production, emissions from fishing activities, and emissions associated with vegetable cultivation.

**Opportunity:** An internal opportunity to strengthen the data foundation through the development of climate accounts, which will provide greater insight into the company's climate footprint and support future reduction initiatives.

**Risk:** A financial risk related to the supplier chain, as rising sea temperatures affect fish stocks, which may lead to lower catches, supply insecurity, and price volatility.

## POLICIES

As this report is the first and therefore a baseline year, we are working on developing policies for this area from the next reporting year onward.

## FOCUS AREAS

In the current reporting year, our focus is on creating an overview of our emissions within our own activities in the value chain. This is achieved by preparing a climate account for our own activities and by developing processes and structures to support this work.

In our own activities, we emit CO<sub>2</sub> to a very limited extent, as our operations primarily consist of trading and administrative functions carried out in office environments. However, we consider transparency regarding - and a continued focus on -our own emissions to be important.

## OBJECTIVES

As part of our commitment to conducting business with respect for the planet, we will by the end of 2026 set concrete targets to reduce CO<sub>2</sub> emissions and develop a policy in this area.

# Climate Account

E1-6

Greenhouse gas emissions	2025	Unit
Scope 1 CO <sub>2</sub> e-emissions	0,04	Tonne CO <sub>2</sub> e
Scope 2 CO <sub>2</sub> e-emissions	8,33	Tonne CO <sub>2</sub> e
<b>Total</b>	<b>8,37</b>	<b>Tonne CO<sub>2</sub>e</b>

As this is NOWACO's first CO<sub>2</sub> account, targets will be developed in the coming years.

The reported Scope 1 and Scope 2 emissions are relatively low compared to NOWACO's size, but not unusual for a company of this type.

The low level is primarily due to NOWACO's office-based operating model with no in-house production. In addition, a significant share of employees work outside Denmark from private homes, where work-related energy consumption cannot be separated from private use and is therefore not included. Furthermore, some employees are based in shared office facilities where energy consumption is included in lease agreements without separate measurement. Concrete data are available from Denmark, Argentina, Brazil, China, Peru, and Vietnam, while other data have not been included due to lack of availability.

The figures should therefore be read as an expression of the recorded energy consumption and not necessarily the total energy consumption.

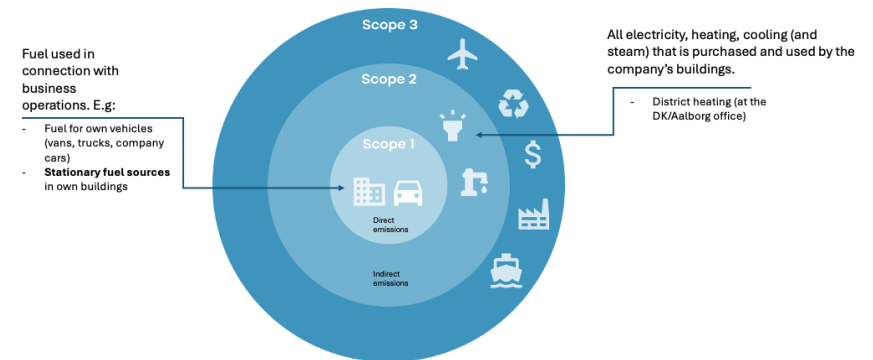
**Scope 1** covers direct emissions from the company's own controlled sources. As NOWACO makes only limited use of company cars and has no own stationary energy sources, emissions are estimated at 0.05 tonnes of CO<sub>2</sub>e.

**Scope 2** covers indirect emissions from purchased energy, primarily electricity and district heating, and amount to 8.33 tonnes of CO<sub>2</sub>e.

CO <sub>2</sub> e-intensity Per. employee	2025
	<b>0,05 ton CO<sub>2</sub>e</b>

\* In the calculation of CO<sub>2</sub>e intensity, Scope 3 is not included.

## Data for scope 1 and 2



Note: What should be included: Premises where you have control over the building's energy consumption (e.g. you decide on heating, electricity, and operating conditions) should be included in Scope 1 and 2. If the landlord controls and pays for the energy and you simply "use the premises," it should typically be included in Scope 3.

## Metode and standards

The calculations of greenhouse gas emissions (Scope 1 and 2) have been carried out in accordance with the Greenhouse Gas (GHG) Protocol Corporate Standard, the most widely used international methodology for climate accounting.

**Scope 3\*** is not included in this disclosure, as sufficient and consistent data are not yet available to carry out a reliable calculation. The work to map and include relevant Scope 3 categories will be part of the ongoing development of the company's climate account.

\***Scope 3** refers to the other indirect emissions that occur in the company's value chain, including both upstream and downstream activities (e.g. the purchase of goods and services, transport, business travel, employee commuting, waste, and the use of sold products).



# Social

S1  
WRKC

**Social** encompasses everyone affected by the company's activities—from its own employees to suppliers, end users, and local communities.

We have identified seven subtopics related to Social that are relevant to NOWACO. In this first report, we focus on the following subtopic:

- **Working conditions in the company's own workforce (WRKC)**

**Working conditions in the company's own workforce** were assessed by DVV as financially material.

## IMPACT ON OUR BUSINESS (IRO)

In the course of preparing the double materiality assessment (DMA), a total of three financial IROs related to working conditions in the company's own workforce were identified: two opportunities and one risk.

**Opportunity 1:** Enhanced ability to attract qualified employees.

**Opportunity 2:** Further education and skills development of employees to strengthen both well-being and the company's overall resilience.

**Risk:** Potential employee turnover.

## OUR FOCUS AREAS

At NOWACO, employee well-being is a key driver of our success. We therefore work purposefully with initiatives in these areas and continuously follow up to measure their impact. Our main focus is on health, social interaction, training, and education. In 2025, we once again conducted an employee well-being survey, providing valuable insights into strengths and areas for improvement.

## Health

Health and opportunities for relaxation during the working day can significantly enhance employee well-being and productivity. To promote better health among our employees, we have launched the NOWACO Health Club in Denmark. This offers opportunities for strength training, yoga, and even includes a golf simulator. Our sickness absence rate is 2%, and our goal is to continue keeping it below this level.\*

## Social interaction

Being part of a community is crucial to employee well-being. At NOWACO, we strengthen this through social initiatives that promote relationships and collaboration across the organization.

## Training and education

We develop talent through trainee and graduate programmes. Trainees can specialise in sales or shipping, while the graduate programme builds competencies within other key areas. The programmes are tailored with pre- and onboarding activities to ensure a strong start in the company. Several of our current managers began as trainees at NOWACO, demonstrating the programme's importance for both employee development and future leadership capability.

## OUR OBJECTIVES

We aim to create strong frameworks for how NOWACO can make a positive difference for people.

## POLITICY

We have not yet defined a Social policy, but we will work on this in the coming financial year.

# Data on own workforce

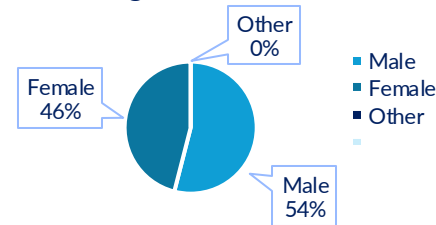
S1-6

## Employee gender distribution

The company has an almost equal gender distribution in the Danish division in accordance with § 50a. Women represent 46% and men represent 54% worldwide. No other genders have been registered. The number of employees is calculated using the headcount method.

Characteristics of the company's employees	2025
Total number of employees	190
Total number of employees in DK <sup>1</sup>	99
Male	57
Female	42
Other gender	0

Global gender distribution (%)



## Employee distribution by contract types

NOWACO has a predominance of permanent employees and a minimal share of fixed-term contracts globally. The distribution is 91/9. This balance contributes to both stability and flexibility within the organization. Permanent employees ensure continuity and knowledge building, while fixed-term contracts allow resources to be adjusted to projects and changing market conditions.

Contract type by gender 2025	Female	Male	Other	Not disclosed	Total
Total number of employees	87	103	0	0	190
Full-time employees	77	96	0	0	173
Temporary employees	10	7	0	0	17
Number of non-guaranteed hours	0	0	0	0	0

## Employee wages

All employees in the company's own global workforce are paid wages in line with appropriate benchmarks (living wage standards).

Employees paid <u>below</u> the applicable adequate wage benchmark for 2025 (%)	2025
% employees	0

### Diversity

We value diversity and believe that both management and employees make better decisions and achieve greater well-being when differences are embraced in the pursuit of shared goals.

### Employees

We strive to have as many permanent contracts as possible and provide employees with good opportunities for training and social interaction.

### Responsible pay

It goes without saying that our employees receive fair and competitive pay that both motivates them and strengthens our position in the labour market.

1) Denmark is the only country with more than 50 employees.



# Governance

G1 CULT G1 WHBL G1 MNGS G1 CRBR G1 CYBR

G

IRO  
MDR-P  
MDR-A  
MDR-T

**Governance** covers the company’s management principles and business ethics.

For NOWACO, this is about ensuring strong relationships with customers, suppliers, and other partners, based on trust, credibility, and mutual value creation.

In this first report, NOWACO has chosen to focus on the following topics in 2025:

- **Company culture (CULT)**
- **Protection of whistleblowers (WHBL)**
- **Cooperation with suppliers(MNGS)**
- **Corruption and bribery (CRBR)**
- **Cybersecurity (CYBR)**

## IMPACT OF OUR BUSINESS (IRO)

Governance is the area in which NOWACO has identified the highest number of double material matters, as it is significant both financially and in terms of impact.

**Negative impacts:** Five in total – two upstream, two in own operations, and one downstream. These include, among other things, animal welfare, employee impacts, and risks related to bribery, corruption, and cyberattacks.

**Positive impacts:** One upstream, related to long-term partnerships with suppliers.

**Financial risks:** 12 in total, evenly distributed across the value chain. These relate, among other things, to lack of financing due to compliance breaches, reputational damage, supplier bankruptcies, increased control costs, and operational disruptions caused by cyberattacks.

As a trading company and a link between producers and customers, we operate in markets with an increased risk of unethical business practices. Therefore, we actively take responsibility for promoting responsible conduct through clear requirements for suppliers and customers, as well as systematic efforts to ensure responsible business practices.

## POLICY

We have not yet established policies for all governance-related areas that are in focus for 2025. However, these will be developed as part of the work on the Code of Conduct. See the section on Governance objectives.

## OUR FOCUS AREAS

### Company culture

Company culture forms a central foundation for NOWACO and strengthens our employees, business, and reputation. A strong culture acts as a key driving force that contributes to commercial success while also enhancing the company’s resilience through unity, engagement, and motivation—even in challenging times.

To promote a positive culture, we held a number of initiatives throughout 2025 focusing on trust, collaboration, respect, and sound business ethics. We also work actively with our culture through our employee handbook and Code of Conduct, which establish the framework for our clear guidelines and values.

### Protection of whistleblowers

NOWACO has established a whistleblower framework that ensures openness and transparency throughout the organization. It supports early issue resolution, reduces the risk of scandals and legal violations, and strengthens trust in the company.

The Board of Directors and Executive Management support the framework to ensure legitimacy and compliance.

## GOVERNANCE

We prioritize respectful relationships, clear dialogue, and well-defined agreements to ensure mutual trust in our collaborations.

### Corruption and bribery

NOWACO operates in more than 120 countries, including some where the risk of corruption is high. We therefore work proactively on prevention to ensure legality, transparency, and trust. This reduces both legal and financial risks, strengthens our reputation, and improves access to contracts, capital, and long-term partnerships.

We do not engage in fraudulent activities and work closely with banks and other partners to counter fraud and bribery. Risks exist both upstream and downstream in the value chain and can affect both the brand and costs.

In the coming years, we will increase internal communication and expand employee training on guidelines against corruption and bribery.

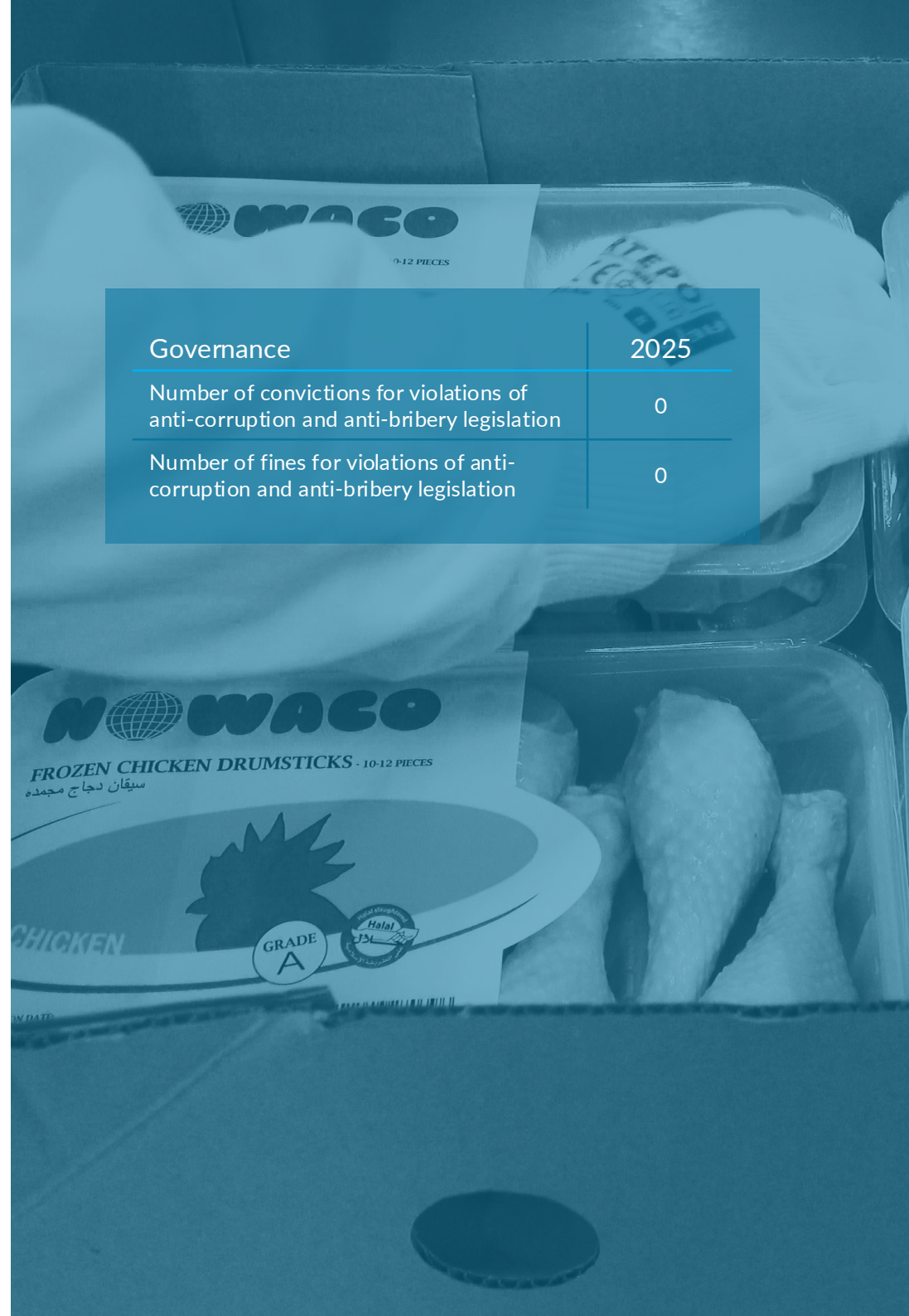
### Cybersecurity

Cyberattacks pose a significant risk and can affect the supply chain, our own operations, and customers. We therefore work actively to strengthen cybersecurity and protect operations and data. This enhances our resilience, reduces risks, and ensures continuity. We have established procedures and contingency plans and continuously train employees. In 2025, we rolled out global e-learning programmes to further strengthen competencies.

## OUR OBJECTIVES

Our objective for Governance is to strengthen and embed our Code of Conduct as the foundation for ethical and responsible business practices. By the end of 2026, we will update and expand the Code of Conduct and ensure its implementation across the organization. As part of this effort, we will introduce Code of Conduct training for all employees by the end of 2027.

Governance	2025
Number of convictions for violations of anti-corruption and anti-bribery legislation	0
Number of fines for violations of anti-corruption and anti-bribery legislation	0



# Glossary

CO2e	CO2 equivalents (Equivalents)
CSRD	Corporate Sustainability Reporting Directive
DMA	Double materiality assessment
ESRS	European Sustainability Reporting Standard
ESG	<p>Environment, Social, Governance</p> <p>Selection of ESG topics: For 2025, we have selected seven material ESG topics across Environment (E), Social (S), and Governance (G). The selection is based on the areas that have the greatest significance for our business and internal conditions, as well as where it is realistic to achieve measurable progress during the year. Additional material topics will be included in the coming years</p>
IRO	Impact, Risk, Opportunity (Impact, risk, opportunity)
GHG	Greenhouse Gas
ROS	<p>Return of Sustainability</p> <p>The return or value a company gains from its sustainability investments. It is not only about financial profit, but also about positive impacts on the environment, social conditions, and the company's reputation. In other words, ROS shows how sustainable initiatives contribute to both the business and society.</p>

CO2 equivalents (Equivalents)	Consolidation of all greenhouse gases into a single data point with a warming effect equivalent to CO <sub>2</sub> .
Corporate Sustainability Reporting Directive	An EU directive requiring Member States to ensure that covered companies report on non-financial activities in accordance with the ESRS standards.
Double materiality assessment	Method for determining which sustainability topics should be included in the report.
European Sustainability Reporting Standard	Reporting standards developed by EFRAG. These standards define what sustainability reports must contain.
Environment, Social, Governance	Environment, Social og Governance are the areas described and addressed in a sustainability report.
Impact, Risk, Opportunity	Impacts, risks, and opportunities are elements identified through a double materiality assessment (DMA). They describe the effects on the company arising from specific activities and situations.
Greenhouse Gas	Greenhouse gases are gases released into the atmosphere that have a warming effect.
Scope 1	Includes direct emissions from sources owned or controlled by the company itself.
Scope 2	Includes indirect emissions resulting from purchased energy - primarily electricity and district heating.
Scope 3	Includes other indirect CO <sub>2</sub> emissions. These emissions result from the company's activities but originate from sources that are not directly owned or controlled by the company.
Head-count method	Each employee counts as one, regardless of total working hours.