



2030

Sustainability Strategy

Together
towards *natural*

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About Oterra

At Oterra, our entire business is founded on the principle that 'nature got it right'. Sustainability lies at the heart of Oterra's operations. Our actions are guided by science and long-term value creation for the company, our customers, business partners and society.

No one knows
color like *nature*
And no one knows
natural colors like us



28 Countries with office, lab or production facility	110+ Countries actively served	2,200+ Customers large and small
45+ nationalities	1,200+ employees	31% female leaders

Memberships and commitments



About this document:
Published March 2026. This is a living document that Oterra updates as the world changes, our strategy matures, our business evolves and science advances.

As a signatory to the **UN Global Compact**, Oterra supports its principles on human rights, labor, environment, and anti-corruption.



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

The **Science Based Targets initiative (SBTi)** is the leading global framework for corporate climate action, guiding Oterra in keeping our emission reduction goals aligned with climate science.



Sedex is a platform driving responsible and ethical business practices throughout global supply chains. Oterra sites undergo Sedex Member Ethical Trade Audits (SMETA) that provide independent assessments of our social and ethical performance.



EcoVadis is a global sustainability rating that helps Oterra assess and strengthen its environmental, labor and human rights, ethics, and procurement practices. Click on the medal to view details of our rating.



At Oterra, sustainability helps us make better business decisions every day

We believe that working with nature, not against it, drives efficiency, resilience, and long-term growth. Our 2030 Sustainability Strategy reflects this conviction. It is a roadmap for strengthening our operations, safeguarding our supply chain, and creating real value for our business, customers, partners, and society.

Over the past years, we have built a solid foundation: reducing GHG emissions, forging impactful partnerships, and advancing responsible sourcing practices. Our approach is grounded in science, guided by data, and informed by local expertise. Every action is designed to make our business stronger while protecting the ecosystems we rely on.

We have set ambitious targets for 2030 across Nature, Climate, and People. Each target is a step toward a more resilient, transparent, and sustainable company - one that thrives because it respects natural systems and invests in the people who make our business possible.

This strategy is about embedding sustainability into the core of how we operate, so that Oterra can continue to grow efficiently, responsibly, and with

purpose. Working hand in hand with our teams, partners, and communities, we want to continue to make natural the easy choice.

Together towards *natural*

Sincerely,



Vera Karmeback
 Head of Global Sustainability



We have set ambitious targets for 2030 across Nature, Climate, and People. Each target is a step toward a more resilient, transparent, and sustainable company.



Our 2030 Sustainability Strategy

For Oterra, success isn't just about financial performance – it's about achieving sustainable, high-quality growth while driving meaningful outcomes for people and planet.

Our strategy builds on long-standing sustainability principles of the companies brought together to form Oterra. To serve as a strong foundation for our strategy, we carried out a comprehensive Double Materiality Assessment in late 2024 that examined both impact materiality (how Oterra's activities affect people and the environment) and financial materiality (how sustainability-related impacts, risks and opportunities may affect Oterra's business). Our strategy is guided by long-term value creation for Oterra, integrated with broader corporate priorities, and underpinned by a clear internal governance structure and a roadmap containing bold yet achievable commitments.

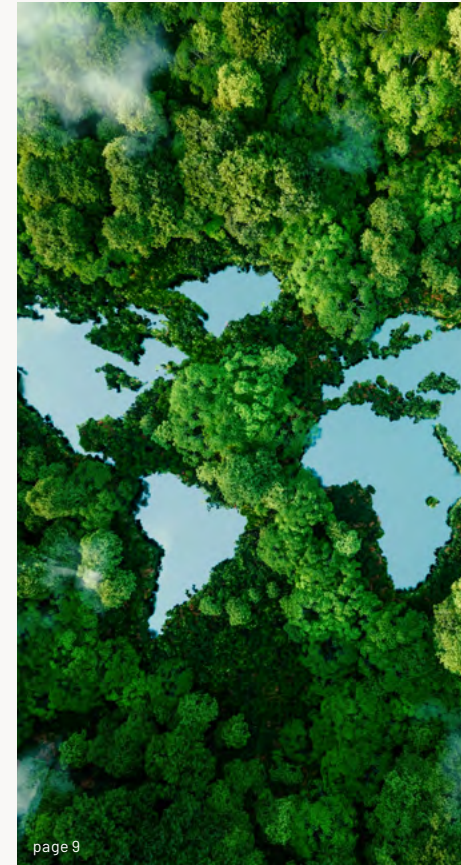
We focus on three interconnected pillars:

Nature



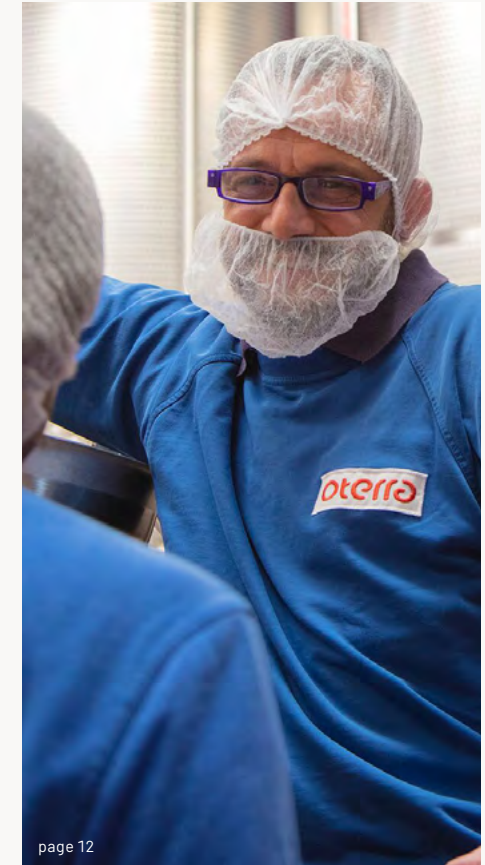
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Nature

Nature is at the heart of our business. We are committed to protecting ecosystems through responsible land use, prevention of deforestation, water stewardship, reducing waste, and maintaining soil health.

Protecting the natural systems that grow our raw materials is both a responsibility and a strategic imperative: healthy soils strengthen yields, water availability underpins our supply chain, and biodiversity ensures long-term resilience.

Our approach brings together scientific innovation, strong supplier partnerships, and locally grounded agricultural expertise to steward natural resources and reduce our environmental footprint.

Agronomy and regenerative practices

Our agronomists live and work where our crops are grown, supporting growers in cultivation, soil health, and responsible land management.

By combining indigenous agricultural knowledge with modern techniques, we aim to improve crop quality and yield, enhance soil carbon, and lower cultivation costs. This close collaboration enables us to create a resilient supply chain while protecting local ecosystems.

Breeding for better land use

For decades, our breeding programs have focused on increasing efficiency and reducing environmental impact. By developing varieties that deliver more color per hectare, we help minimize land pressure and resource use. A notable example is our Hansen sweet potato™, where breeding innovations have delivered a five-fold increase in color unit content over the past decade – dramatically improving land-use efficiency and reducing inputs.





No deforestation

In 2026, in line with the requirements under the SBTi FLAG Guidance*, we are formalizing our No Deforestation commitment. Traceability and long-term supplier relationships have always been central to how we operate; now we are strengthening due diligence in high-risk sourcing areas and setting clearer expectations for suppliers in our agricultural value chain.



Water stewardship

Water scarcity is a growing global challenge - and a material risk for a business dependent on both agricultural production and manufacturing processes. We track water intensity at all production sites (m³ per tonne of semi-finished and finished goods) and have committed to improving water efficiency by 10% by 2030. Through targeted investments, technology improvements, and close monitoring, we aim to reduce operational risk while contributing to more sustainable water use in the regions where we operate.

* The Science Based Targets initiative Forest, Land and Agriculture Guidance



Waste and byproducts

Reducing waste is essential for minimizing environmental impact and improving operational efficiency. We track all waste streams at our production sites and work with specialized partners to ensure safe and responsible disposal, including hazardous materials.

The extraction and production of our natural colors generate biomass byproducts that we strive to use as resources. They are repurposed as compost, animal feed, substrates for biogas generation, or sold to industries that can use them in their processes. By monitoring all byproduct streams, we continue to promote circularity and create value for both Oterra and our partners.



Biodiversity and natural capital

We recognize that our environmental impact extends beyond climate and land use. Biodiversity underpins the stability of ecosystems we rely on, and we have a responsibility to help protect it. As a first step, we are developing a Biodiversity and Natural Capital Policy to articulate our commitments and approach across our value chain and launching engagement initiatives to build understanding and awareness among employees. This foundation will guide future targeted biodiversity actions where we can create meaningful impact.

Main KPIs: Nature

KPI	Baseline	Latest period/interim results	2030 target
No Deforestation compliance rate (raw materials in scope) m ³ /ton of production	Beginning 2026/27 5.48 (2024/25)	-	100% -10%
Progress toward biodiversity and natural capital policy implementation	Policy created (2025/26)	Piloted and scaled (2026/27-2028/29)	Fully embedded (2029/30)

Case story

Nurturing Nature: Sustainable Farming and Tree Planting in India

At Oterra, protecting the natural systems that grow our raw materials is both a responsibility and a strategic opportunity.

In India, our teams at Akay work closely with smallholder turmeric and chili farmers to promote regenerative agricultural practices that safeguard soil health, enhance biodiversity, and improve resilience to climate variability. Techniques such as integrated pest management, conservation tillage, crop rotation, and water-efficient irrigation help reduce chemical inputs, conserve water, and strengthen local ecosystems - while also supporting farmers' livelihoods.

Our Trace AgTech platform provides real-time oversight across farms, enabling us to monitor practices, track yields, and continuously improve outcomes. Today, over 400 hectares of turmeric and chili are under this system, giving us exceptional supply chain transparency and reinforcing responsible cultivation at every stage.

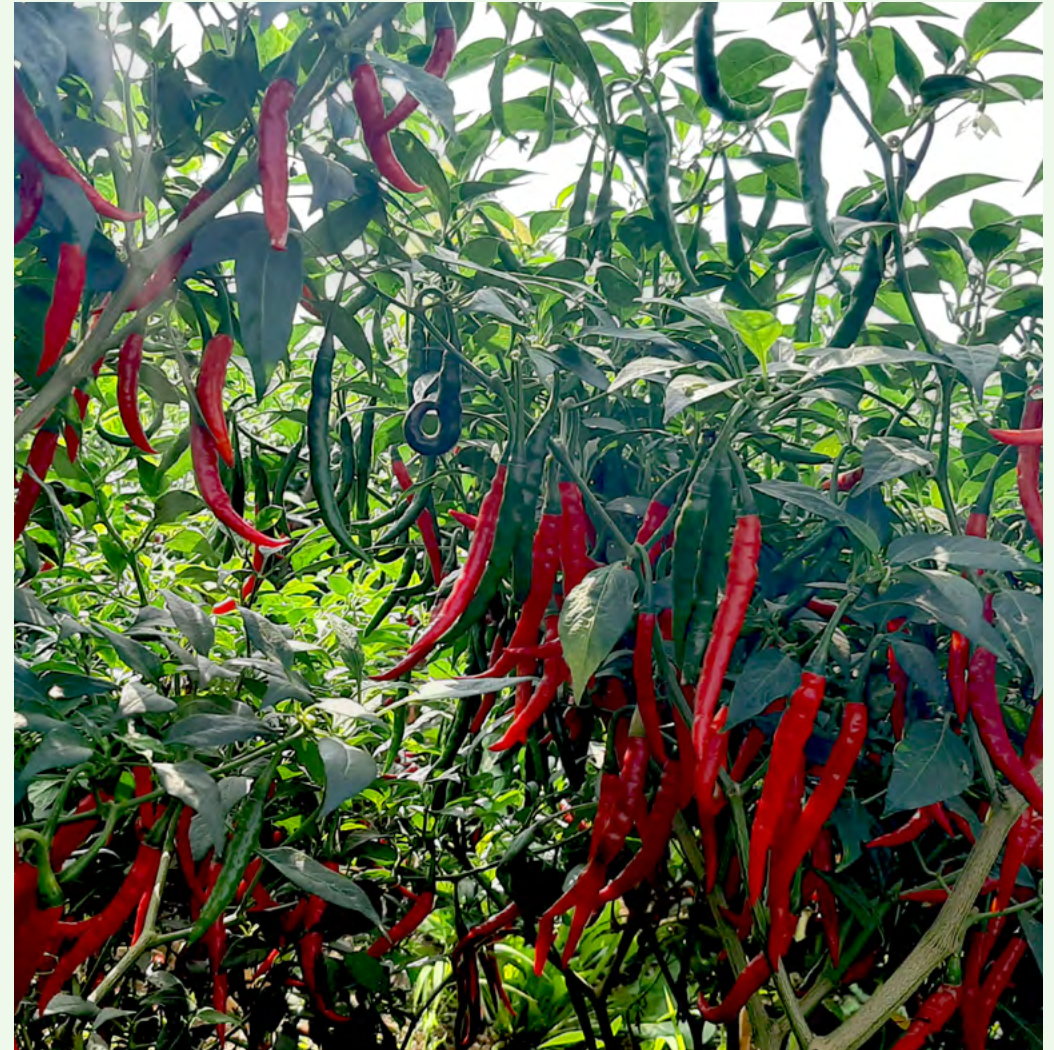


300,000

Nearly 300,000 trees have been planted on our partner farms and facilities

Beyond farming, Akay's flagship One Million Trees campaign demonstrates our commitment to ecosystem restoration and climate resilience. Since the initiative kicked off in 2015, nearly 300,000 trees have been planted across our partner farms and facilities, contributing to soil conservation, carbon capture, and long-term environmental stability.

By combining science-driven agronomy, digital monitoring, and community engagement, Oterra is helping build resilient farming systems that protect nature, strengthen local livelihoods, and ensure the long-term sustainability of the raw materials our business - and our customers - depend on.



Climate

We are taking bold climate action, with science-based targets to cut our emissions. By focusing on energy efficiency, renewable energy and supplier collaboration, we advance our commitment to a low-carbon future.

Our climate targets are validated by the Science-Based Targets initiative (SBTi) who has classified Oterra's scope 1 and 2 target ambition as being in line with a 1.5-degree trajectory, which is currently the most ambitious designation available through the SBTi process. Our Scope 3 target is aligned with the well below 2 degrees scenario. Our targets are set on an absolute basis, which means reducing total impact even if the business is growing.

Overall, we are proud to have achieved a 12% reduction in total emissions (all Scopes) from our 2022 baseline to 2024. We are also proud of our 20% reduction in direct emissions (Scope 1),



20%

Reduction in direct emissions (Scope 1)

which is primarily a result of the implementation of energy upgrades, such as the installation of a biomass boiler to replace a heavy fuel boiler at our site in Cossé, France, as well as our focus on energy efficiency in production. Our Scope 2 emissions remain negligible because of sourcing 100% renewable electricity.

Within Scope 3, we have seen a 19% drop in Scope 3 FLAG* emissions from 2022 to 2024, primarily driven by a drop in purchased volumes of some high-intensity raw material categories, as well as improved inventory management across Oterra. During the same period, our Scope 3 non-FLAG emissions decreased by 2%.

* Forest, Land and Agriculture



Case story

Arctic Blue: Blue today for a greener tomorrow

To achieve our ambitious climate targets, we've formed strategic partnerships – such as with VAXA Technologies, whose carbon-neutral cultivation of spirulina in Iceland uses substantially less land and water than conventional cultivation methods.

The innovative cultivation process behind Oterra's Arctic Blue range utilizes renewable energy and CO₂ from a neighbouring geothermal

plant in closed-system bioreactors, enabling efficient growth conditions and requiring only a fraction of the land and water used in traditional open-pond cultivation.

Because production takes place in a fully controlled indoor environment, it is also far less exposed to weather variability and climate-related disruptions – enhancing both sustainability and long-term supply resilience.

Our partnership with VAXA Technologies illustrates how focused innovation can accelerate decarbonisation in our supply chain while supporting a climate-resilient future for our natural colour solutions.

Looking ahead

Oterra is committed to achieving net zero, with a clear near-term focus on meeting our 2030 targets as a critical first milestone.

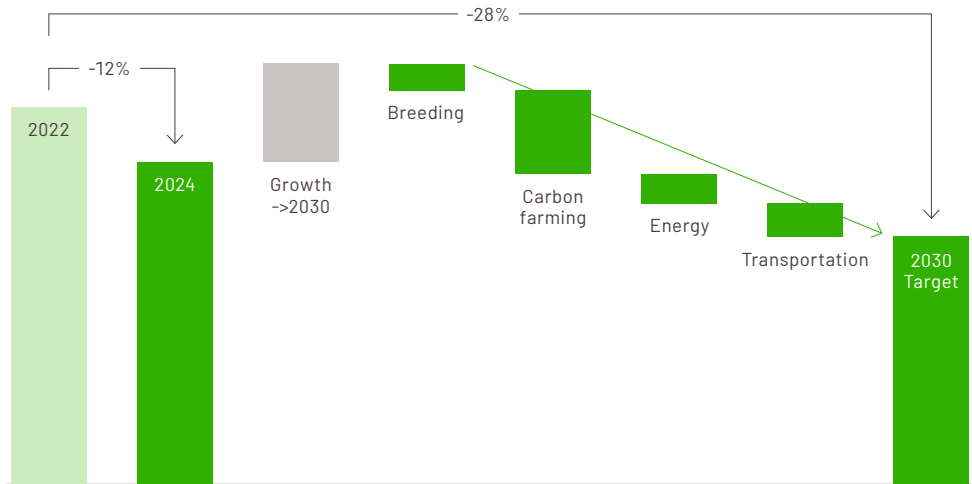
We've already cut total emissions by 12% over the first two years, and have a clear roadmap to reach our 2030 goals. A big part of this is what we call 'carbon farming' – decarbonization initiatives in partnership with our farmers and suppliers, such as reducing the use of non-organic fertilizers or improving soils so they store more carbon.

Energy

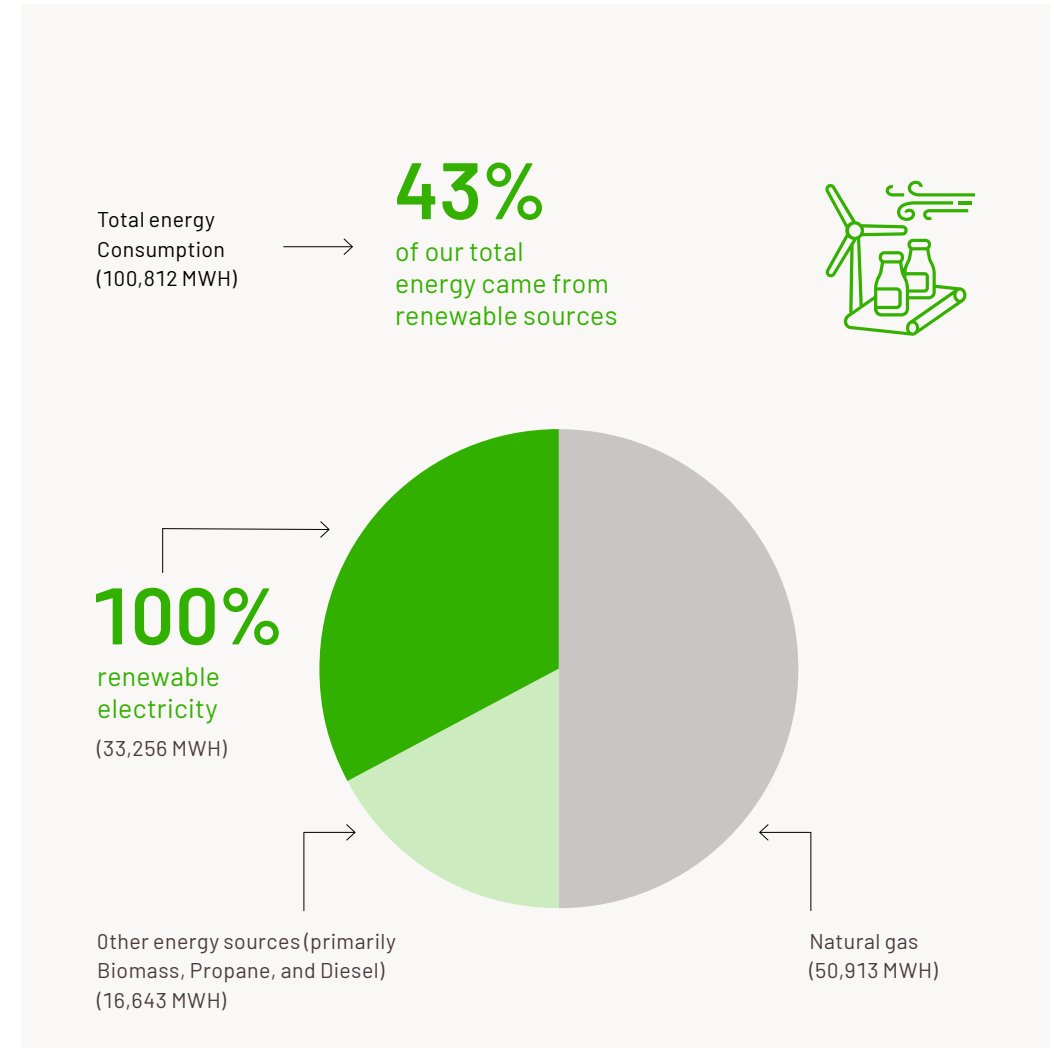
As a manufacturer of natural products with a global footprint, energy is central to our corporate strategy due to its impact on our GHG emissions and our bottom line.

Our main sources of energy are electricity and natural gas used in our production processes. We are proud of our long-standing commitment to source 100% renewable electricity, which forms an important part of our strategy for achieving our GHG emissions reduction targets by 2030.

Strong results and clear decoupling of GHG emissions from business growth towards 2030



Oterra total GHG footprint. Includes all Scopes (Scopes 1, 2, 3 FLAG and 3 non-FLAG)



In 2024/25, 43% of our total energy came from renewable sources – up from 40% in 2023/24.

We track energy efficiency in production (Kwh per tonne of semi-finished and finished goods) and have set a target to improve this by 20% by 2030. To achieve this, we have carried out comprehensive on-site energy audits via a specialized third party at our main global production sites. These audits have resulted in a detailed understanding of our energy consumption, as well as a clear roadmap for upgrades and energy conservation measures that help improve our energy efficiency and lower our GHG emissions from energy sources.

Climate risk and resilience

Climate change is already reshaping the conditions under which our business operates. Oterra has

long worked to reduce exposure to key business risks in our supply chain. As these risks intensify, we are now formalising our work on climate risk and resilience and embedding it more deliberately into the way we steer the business.

Going forward, climate resilience will be explicitly considered in key strategic business decisions, with structured assessments of climate-related risks and opportunities complementing traditional decision-making criteria.

By using this lens on our most consequential choices, we strengthen the resilience of our supply chain, safeguard long-term value creation, and position Oterra to navigate a future where climate variability is a defining business reality.

Main KPIs: Climate

KPI	Baseline	Latestperiod/interim results	2030 target
Scope 1	13,548 tCO ₂ e* (2022)	10,871 tCO ₂ e (2024): -20%	-42%
Scope 2 (market-based)	7,349 tCO ₂ e* (2022)	121 tCO ₂ e (2024): -98%	-42%
Scope 3 FLAG	67,870 tCO ₂ e* (2022)	54,680 tCO ₂ e (2024): -19%	-30%**
Scope 3 non-FLAG	132,249 tCO ₂ e* (2022)	129,351 tCO ₂ e (2024): -2%	-25%
Kwh/ton of production	1,001 (2024/25)		-20%
% renewable electricity	52%* (2022)	100% (2024)	100%
% of key strategic decisions informed by climate resilience assessment	Beginning 2025/26		100%

*re-baselined figure to include all acquisitions and updated calculation methodology

** Pending SBTi validation



Solar panels at Oterra's production site in Canossa, Italy



People

At Oterra, we invest in people as we do in nature. We conduct our business in a fair, transparent, compliant, and ethical manner. We create a safe and inclusive working environment and uphold and advocate for human rights throughout our supply chain.

Our people

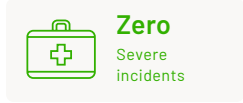
Diversity and inclusion are central to our culture and long-term success.

We embrace a broad range of perspectives and experiences that drive creativity, innovation, and growth driven by our more than 45 nationalities represented across our workforce, and almost 20 nationalities represented in the Oterra Leadership Network, our team of senior leaders. We are committed to building a strong, diverse leadership pipeline and ensuring equal opportunities for all, supported by fair and transparent talent



processes. Our inclusive culture fosters continuous learning and development, enabling every employee to grow, contribute, and thrive.

Looking ahead, we are strengthening our approach with initiatives such as inclusive leadership training, enhanced data tracking, and diversity dashboards, ensuring leaders are accountable for advancing inclusion and building a more equitable workplace. These efforts will support Oterra in reaching its long-term diversity targets and fostering an inclusive culture across all levels of the organization.



Health and safety

Oterra is committed to ensuring a safe, accident-free environment for all employees, contractors, and subcontractors. With a strategic EHS roadmap in place, we are standardizing health and safety practices, prioritizing major hazards, and embedding accountability for safety into every level of leadership, which has already resulted in improvements in incident rates and overall safety performance over the past years.

Business integrity

Integrity is a core principle in Oterra. Our Global Code of Conduct, supplemented by clear guidelines on gifts, hospitality, and entertainment,

supports a zero-tolerance approach to bribery and corruption, reinforced through training, and our Whistleblower Portal for reporting concerns. Our sites undergo regular SMETA audits, which ensure that labor practices, health and safety, and ethical standards are maintained consistently across our operations.

Responsible sourcing

Our business depends on suppliers and partners around the world, and with that comes a responsibility to ensure that our supply chain respects human rights, supports fair labor, and runs ethically. Responsible sourcing is central to managing risk, protecting the people and communities we affect, and keeping trust with our customers.

Today, we work with a solid foundation of policies and processes. Our Sustainable Sourcing Policy

and Supplier Code of Conduct set clear social, environmental, and ethical standards. Suppliers undergo approval questionnaires, risk assessments, and audits. Human rights are embedded into these activities, and our Whistleblower Portal allows anyone in our network to raise concerns safely and confidentially.

Looking ahead, we are formalizing and deepening our approach. We are expanding our use of Sedex to assess supplier risks, engage proactively with high-risk suppliers, and track progress more transparently. By 2030, our ambition is for all in-scope suppliers to be linked with us on Sedex and for all suppliers identified as high-risk to have a mitigation plan or follow-up audit. These steps will strengthen our ability to make sourcing decisions that are responsible, resilient, and aligned with Oterra's long-term sustainability goals.

Main KPIs: People

KPI	Baseline	Latest period/interim results	2030 target
Gender distribution in management			
• Board of Directors	2024/25: 29%		40%
• Oterra Leadership Team	2024/25: 14%		35%
• Oterra Leadership Network	2024/25: 31%		35%
Percentage of targeted employees who have completed mandatory anti-bribery and corruption training	2023/24: 94%	2024/25: 96%	98 %
Lost Time Injury Frequency Rate (LTIFR)	2022/23: 3.71	2024/25: 2.96 (-20% from 22/23)	Zero severe incidents and continuous year on year LTIFR reduction
Suppliers identified as high-risk who have a mitigation plan or follow-up audit initiated	Beginning 2026/27		100%
Recorded cases of human rights abuse or human trafficking upheld	2022/23: 0 cases	2024/25: 0 cases	0 cases each year



Case story

Sustainable Sourcing in action: Our Partnership with Ecoflora Cares in Colombia

Oterra's exclusive partnership with Ecoflora Cares is helping smallholder farmers in Colombia build sustainable livelihoods while protecting biodiversity and preventing deforestation.

Jagua fruit production provides stable income to rural communities, many of which were previously affected by limited economic opportunities and high crime rates in the region. Farmers receive training, environmental service payments, and support in responsible agricultural practices, improving resilience to climate shocks and strengthening their long-term prospects.

Thanks to the long-term partnership with Oterra, Ecoflora Cares has transitioned nearly 11,000 hectares to more sustainable land management, including both jagua trees and other farmland managed by smallholder farmers, while planting over 100,000 additional native trees to enhance biodiversity, soil quality, and carbon sequestration.



Independent analysis by global impact measurement company 60_decibels shows meaningful results: 7 in 10 farmers report that the technical support received has helped them better withstand shocks, 61% report increased earnings, and two-thirds report improved quality of life. By combining responsible sourcing with community development, Oterra and Ecoflora Cares are creating a resilient and equitable supply chain - where people, nature, and business thrive together.

Data

Water

Water	2024/2025 in m³
Groundwater	276,750
From municipal provider	237,339
Rainwater recovered for use in facilities	15,309
Total water	529,398

Waste

Waste	2024/25 in metric tons	Definition
Total waste & byproducts	28,028	All waste and byproducts
Total byproducts valorized	23,804 (84.9%)	Byproducts used as compost, animal feed for energy recovery, substrates for biogas generation, or sold to other industries
Total waste recycled	723 (2.6%)	E.g. plastic, paper and metal recycled by qualified third parties
Total hazardous waste	146 (0.5%)	Total hazardous waste treated by qualified third parties in line with local regulations
Others – Offsite incineration (non-hazardous) and waste to landfill	3,356 (12.0%)	Waste being incinerated offsite by qualified third parties or going to landfill



GHG emissions

Our GHG emissions are calculated on the calendar year, which differs from Oterra’s financial year. Office locations with a minimum threshold of 15 staff are included in the data. Excluding smaller office locations which make up less than 5% of Oterra’s total emissions is allowed under SBTi guidance. All data is in tCO₂e.

GHG emissions	2022 baseline*	2023	2024	2024 progress towards target	2030 target
Scope 1	13,548	9,585	10,871	-20%	-42%
Scope 2 (market-based)	7,349	422	121	-98%	-42%
Scope 3 FLAG	67,870	N/A**	54,680	-19%	-30%***
Scope 3 non-FLAG	132,249	N/A**	129,351	-2%	-25%

* Restated in 2024/2025 to include acquisitions and align with SBTi FLAG requirements
 ** 2023 data not included in re-baselining exercise, hence comparable data does not exist for Scope 3
 *** Pending SBTi validation

Energy

Energy	2024/2025
Total energy consumption	100,812 MWH
From natural gas	50,913 MWH
From electricity	33,256 MWH
-% of renewable electricity	100%
From other energy sources (primarily Biomass, Propane, and Diesel)	16,643 MWH
% of total energy that is from renewable sources	43%

Accounting Policies & Calculation Methods

GHG emissions

Oterra accounts for greenhouse gas (GHG) emissions in accordance with the Greenhouse Gas Protocol Corporate Standard and the Corporate Value Chain (Scope 3) Standard. Emissions are reported as CO₂ equivalents (CO₂e), using the most recent emission factors available from recognized sources, including DEFRA, IEA, and the US EPA EEIO database.

Scope 1 and 2 emissions are calculated using an activity-based approach. Actual consumption data (e.g. utility invoices, fuel usage) is multiplied by source-specific emission factors.

Scope 3 emissions are calculated using a hybrid accounting method, using spend based, activity based as well as supplier specific data. All 15 categories have been assessed, with those deemed non-material or not relevant to Oterra’s business model excluded with justification (e.g., downstream and upstream leased assets, processing and use of sold products, franchises). We continue to incorporate activity-based and supplier-specific data where available, and thereby improve the granularity of our Scope 3 data each year.

Energy

Energy consumption is reported on a market-based approach for all Oterra’s production sites, our R&D center in Montpellier, our headquarter in Hoersholm, as well as any office locations with a minimum threshold of 15 staff. Data is obtained from invoices, through meter readings or downloaded from the supplier’s website.

Direct energy consumption leads to scope 1 GHG emissions and includes natural gas, propane and diesel. Indirect energy consumption leads to scope 2 GHG emissions and includes electricity and district heating purchased and consumed by Oterra. All Oterra’s electricity consumption is covered by EACs (Energy Attribute Certificates) or generated by Oterra directly via solar panels on the roofs of production facilities in Italy and India.

People

		Unit	2022/23	2023/24	2024/25
Gender distribution at top management levels					
Top managerial position (Board of Directors)	Total number of members	Number	6	6	7
	of which externally appointed		4	4	5
	Underrepresented gender in full BoD	%	33	17	29
	Target	%	40	40	40
	Year for fulfilment of target	Year	2025/26	2025/26	2025/26
Gender diversity in Oterra Leadership Team (women, based on headcount)		%	16	0	14
Gender diversity in senior management (women, based on headcount)		%	33	31	32
Gender diversity in all Oterra leaders (women, based on headcount)		%	32	34	34
Other managerial positions (level 1 and 2)	Total number of members	Number	58	68	72
	Underrepresented gender in pct.	%	32	30	31
	Target in pct.	%	35	35	35
	Year for fulfilment of target figure	Year	2026	2026	2026
Total employee headcount		Number	1,230	1,210	1,234
Headcount per gender					
Male		Number	861	845	860
Female		Number	369	365	374
Male		%	70	70	70
Female		%	30	30	30
Nationalities		Number	51	47	47
Distribution of employees by age group					
<30		%	19	15	15
31-40		%	33	35	35
41-50		%	27	27	27
51-60		%	18	19	19
>60		%	3	4	4

Health & Safety

	2022/23	2023/24	2024/25
Lost time incidents	8	5	8
Lost Time Injury Frequency Rate (LTIFR)	3.71	2.16	2.96





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